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

Date: 20 November 2026

Committee:
Finance and Improvement Overview and Scrutiny Committee

Date: **Monday, 30 November 2026**
Time: **10.00 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 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*

The recording of the event will also be made available shortly after the meeting on the Shropshire Council Youtube Channel Here

Richard Phillips
Director – Legal and Governance (Monitoring Officer)

Members of Finance and Improvement Overview and Scrutiny Committee

Chris Naylor (Chair)
Dawn Husemann (Vice-Chair)
Bernie Bentick
Ed Bird
Duncan Borrowman
Rosemary Dartnall
Gary Groves
Malcolm Myles-Hook
Mark Owen
Charles Shackerley-Bennett
Sam Walmsley

Your Committee Officer is:

Ashley Kendrick Democratic Services Officer
Tel: 01743 250893
Email: ashley.kendrick@shropshire.gov.uk

When attending this meeting, Members are reminded of the three principles of the Jo Cox Foundation and Compassion in Politics Civility Pledge:

1. *Use a civil and constructive tone in debate*
2. *Act with integrity, honesty and compassion*
3. *Behave respectfully towards others, including those I disagree with*

*(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).

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 - 2)

Members are asked to confirm the minutes of the meeting held on 12 October 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 Tuesday 24 November 2026.

5 Members' Question Time

To receive any questions from Members of the Council. Deadline for notification is not later than 12 noon on Tuesday 24 November 2026.

6 Q2 Monitoring - Period 7 Update

To receive a verbal update from Duncan Whitfield, Corporate Director – Finance & Governance (S151)

Contact: Duncan Whitfield – duncan.whitfield@shropshire.gov.uk

7 Draft Medium Term Financial Plan 2027 - 2032 (Pages 3 - 36)

To consider the Draft Medium Term Financial Plan 2027-2032

Contact: Duncan Whitfield – duncan.whitfield@shropshire.gov.uk

8 **Post Cabinet look at Q2 Performance Report** (Pages 37 - 88)

To scrutinise performance at Quarter 2 and identify issues that may require further investigation by an overview and scrutiny committee.

Contact: Paul Clarke – paul.clarke@shropshire.gov.uk

9 **Improvement Plan: Annual Review & Refresh**

To consider the annual review of the Improvement Plan (and People Plan) and the annual refresh of the Improvement Plan.

TO FOLLOW - The publication of the papers for the Improvement Plan agenda item is aligned to the publication of agenda for Cabinet on the 24 November.

Contact: Paul Clarke – paul.clarke@shropshire.gov.uk

10 **Assets Strategy**

To receive a verbal briefing from Kassandra Polyzoides, Interim Service Director – Place Shaping.

Contact: Kassandra Polyzoides – kassandra.polyzoides@shropshire.gov.uk

11 **Work Programme** (Pages 89 - 90)

To consider proposals for the Committee's work programme 2026 – 2027 attached.

Contact: Claire Braddock, Overview & Scrutiny Officer – claire.braddock@shropshire.gov.uk

12 **Date of Next Meeting**

The next meeting is scheduled to take place on Monday 8 February 2027.

Shropshire Council

Committee and Date

Finance and Improvement Overview and Scrutiny Committee

30 November 2026

FINANCE AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

Minutes of the meeting held on 12 October 2026
In the Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, SY3 8HQ
2.30 pm

Responsible Officer: Ashley Kendrick Democratic Services Officer
Email: ashley.kendrick@shropshire.gov.uk Tel: 01743 250893

Present
Councillors Chris Naylor (Chair), Dawn Husemann (Vice-Chair), Ed Bird, Duncan Borrowman, Rosemary Dartnall, Gary Groves, Malcolm Myles-Hook, Mark Owen and Charles Shackerley-Bennett

28 **Apologies for Absence**

Apologies were received from Councillor Bernie Bentick and Councillor Sam Walmsley (who attended remotely).

29 **Disclosable Interests**

No declarations were received.

30 **Minutes**

RESOLVED:

That the minutes of the meeting held on 7 September 2026 be confirmed as an accurate record.

31 **Public Question Time**

No public questions were received.

32 **Members' Question Time**

No Members' questions were received.

33 **Adult Social Care Transformation Plan**

The Service Director for Adult Social Care, together with the Portfolio Holder for Adult Social Care & Public Health, presented the Adult Social Care Transformation Plan, focussing on financial stabilisation, proposed transformation investment, delivery assurance and the approach to identifying and validating future savings.

Members noted that it responded to rising demand, increasing complexity of need, workforce pressures and affordability challenges, whilst bringing together 11 identified programmes across four strategic themes: Access, Prevention and Community Support; Independence and Recovery; Complex Care and Accommodation; and Commissioning and Financial Sustainability.

Members welcomed the emphasis on prevention and independence but sought greater clarity on anticipated savings, investment requirements, performance measures and delivery timescales.

Concerns were also raised regarding capacity, partnership working with health and voluntary sector organisations, and the opportunities and risks associated with increased use of technology. Officers confirmed that investment would be supported by business cases and evidence of anticipated benefits, with progress and financial information brought back for scrutiny.

Members noted the Transformation Plan and agreed that they wished to remain engaged as the programme developed, particularly in relation to expenditure, benefits realisation and financial assurance.

34 **Work Programme**

Members considered its future work programme and discussed the need to balance several significant forthcoming items with sufficient time for effective scrutiny. Members emphasised the importance of focusing on key issues in greater depth, keeping presentations concise and allowing adequate opportunity for questions and challenge.

It was agreed that the Chair, together with officers, would finalise the agenda for the next meeting and circulate the proposed arrangements to members. Consideration would also be given to how forthcoming budget, financial and performance matters should be prioritised within the available meeting time.

35 **Date of Next Meeting**

Members noted that the next meeting is scheduled for 30 November 2026.

Signed ..... (Chairman)

Date: .....

Committee	Cabinet 18th November 2026
Date and Time	Finance & Improvement Scrutiny 30th November 2026
	Public

Draft Medium Term Financial Plan 2027-2031

Cabinet Member:	Councillor Roger Evans – Portfolio Holder for Finance
Lead Director:	Duncan Whitfield, Section 151 Officer
Service Area:	Finance
Report Author	Clare Williams, Deputy Section 151 Officer
Officer contact details	clare.williams@shropshire.gov.uk
Electoral Divisions Affected	All Divisions
Key Decision?	Key Decision
Cabinet Forward Plan	Yes – 12 May 2026
Report considered by	Cabinet – 18 November 2026

1. Purpose of Report

1.1. This report updates Cabinet on the Council's Medium Term Financial Plan (MTFP) for 2027/28 and beyond which was last presented to Cabinet in July 2026.

1.2. This update reflects the revenue budget challenges for 2027/28 and 2028/29 and especially actions necessary to set a balanced budget for 2027/28. This includes the need for Exceptional Financial Support (EFS) from Government that will be required to achieve this, not only for 2027/28 but for the foreseeable future.

1.3. This report is based on a critical assumption of achieving a balanced outturn financial position for 2026/27. The 2026/27 forecast outturn is subject to a

separate report on this Cabinet's agenda and at Q2 projects a near to balanced position at the end of this financial year.

1.4. This report also includes updated assumptions for government funding, inflation and pay awards, fees and charges, savings and demand growth and commitments. These are indicative assumptions at this time and will require further and ongoing due diligence in respect of both local and national conditions.

1.5. A detailed review of fees and charges is underway. The findings will be presented to Cabinet in December. The final proposals will be included in the next MTFP update to Cabinet in February 2027, including the budget impact.

1.6. Some detail contained within this report provides an indication of work carried out since July through departmental budget challenge panels. These have given rise to both growth and savings proposals that will remain subject to ongoing review over the coming weeks and months leading to Council in February 2027. Essentially, this period will focus on the need to contain growth and increase savings to meet previous MTFP targets as a minimum.

1.7. Current resource estimates required for transformation that formed part of the 2026/27 and 2027/28 MTFP projections are included in MTFP assumptions. These remain subject to further due diligence and particularly assessment of benefits including future savings and foregone costs arising from the programmes.

1.8. The impact of this work will be subject to a further MTFP report to Cabinet early in the new year and in advance of Council's budget setting meeting on 25th February 2027.

2. Recommendations

2.1 Cabinet is recommended to approve, support and note:

A. The continued uncertainty surrounding local government finance in spite of last year's medium term settlement and that the Council has been a net loser from the fair funding review with further risks of losses in funding through business rate retention and grants and unclear conditions relating to the rollout of an overnight levy.

B. That the quarter two monitoring report for 2026/27 is currently forecasting a balanced position for the year at outturn and is subject to a separate report on this Cabinet agenda.

C. That the current estimated EFS requirement for 2026/27 stands at around £87m subject to a balanced budget position at year end, significantly less than the £121m originally projected.

D. The updated budget assumptions for 2027/28 and 2028/29 as set out in Section 4 and the latest forecast position to 2030/31.

E. That a further update of the MTFP with final budget and council tax proposals for 2027/28 will be presented to Cabinet in February 2027.

F. Provisional growth and savings set out in Appendix B and C that will be subject to further due diligence before formal approval by Cabinet in February.

G. The current estimated budget shortfall for 2027/28 of £108.424m, which is subject to further economic assumptions and budget adjustments throughout November and December and the provisional funding settlement that will be announced in December.

H. That Cabinet will not be continuing with the previous policy of being a 'Commissioning Council' adopted in 2018 and due process will be followed in reaching decisions in the best interests of residents and whatever provides the best outcomes.

I. That officers be instructed to suspend the current Climate Strategy and present an updated Strategy to Cabinet approval as soon as possible, noting that this strategy must be affordable by the Council.

J. That the Chief Executive and S151 Officer will enter into provisional discussions with MHCLG regarding a further request for EFS for 2027/28 on the basis of current assumptions as set out in this report and work continuing through to February, and these discussions will include a request for the Council again to be allowed to raise Council Tax at a level above the current cap of 4.99%.

K. The impact of the ongoing pressures on Shropshire Council's financial position being created by both demand and price pressures, exacerbated by recent funding settlements that have fallen below the real terms increase being experienced.

3. Background

3.1. The Council approved the Budget for 2026/27, with a request to MHCLG for up to £121m of Exceptional Financial Support (EFS). This was in addition to £71m of EFS approved to support the 2025/26 financial year.

3.2. EFS was essential to restabilise the Council budget as a result of the need to:

- fill the structural deficits that had been created especially in adults and children's social care budgets;
- allow unachievable savings targets to be removed from the base budget;
- account for further anticipated growth in demand and costs increases;
- allow for capacity and capability to be rebuilt across the Council;
- Recognise the limited opportunity to generate savings (£5m were committed) in a year of stabilisation and the need to transform and change the way the Council operates.

3.3. Ultimately, without this EFS, the Council would have been unable to set a balanced budget for the year and it would have been necessary for the s151 Officer to issue a s114 notice.

3.4. An updated MTFP was presented to Cabinet in July 2026 which included revised budget assumptions for 2026/27 and beyond. At that time Cabinet also agreed a Financial Sustainability and Recovery Strategy that set out a series of financial objectives that will be required by the Council in order to reduce future dependence on EFS from government, conceding that this will take a number of years to remove entirely.

3.5. The s151 Officer is minded that this is likely to be at least five years given the scale of the task and savings that will need to be identified, the need to continue to deliver statutory services even at a minimum level, the prospect of continuing demand pressures in children's and adults social care, limitations over the certainty of government grant funding and the broader volatility of the economic climate.

3.6. The July Cabinet report also set out a new framework for budget setting that has been underway throughout the summer, officers working in each department to draw up proposals for budget savings and transformation projects and also to identify areas of growth within service areas. This work will continue through to February 2027 when a balanced budget will be presented to Council for approval.

3.7. Economic conditions have changed over the past six months, not least impacts from inflation, pay awards and fuel prices with pressures remaining on cost of living. This report therefore focuses on the revised assumptions and what they mean for the Council's likely requirement for Exceptional Financial Support (EFS) in 2027/28 and subsequent years.

3.8. The July MTFP set out a revised EFS requirement for 2026/27 of c£87m, approximately £34m less than the sum approved in principle in February of £121m. The latest budget monitoring position is reported to Cabinet alongside this report and forecasts the council is working within the approved budget for 2026/27.

3.9. For 2027/28, the MTFP identified a revised gap of c£99m, again some £24m less than identified in February 2026. For 2028/29, the estimated EFS requirement was reduced by c£26m to c£121m. The main reasons for these changes arise from:

- A revised strategy for the recovery of the Council's General Fund Balance to a targeted £35m over a longer period;
- A review of assumptions for inflation and pay;
- The inclusion of known new commitments not known at the time of preparing the previous MTFP;
- A review of estimates for future fees and charges;
- A revised assumption of the scale and timing of the use of capital receipts from the Council's asset disposals plan to help reduce the call on EFS.

3.10. This report updates the forecasted financial position for 2027/28 and 2028/29, reflecting a further detailed review of budget assumptions and current savings plans undertaken during the summer and autumn budget-setting process. The current forecast indicates a 2027/28 funding gap of between £95.6m and £143.2m, with the most likely outcome around £108.4m, the details of which are set out within this report.

3.11. For 2027/28, the range provided at this time reflects a prudent approach as the Council continues to develop its plans to reduce expenditure, deliver efficiencies and savings through transformation, improvement and change, and to provide statutory services to residents at no less than minimum required levels. This compares with the estimated requirement of £123m reported to Cabinet and Council in February 2026.

3.12. The principal reason for the movement in the 2027/28 projection since July has been unexpectedly high levels of additional service growth set out in Appendix B. Officers continue to work to reduce the extent of this growth and to identify further savings. In particular, these additional savings are expected to emerge from increased analysis of benefits to arise from the transformation programme that will be set out in full at Cabinet in February.

3.13. The council has a statutory duty to set a balanced budget each year. This requirement remains despite the impacts of reductions in funding in real terms from the Government over a number of years, Council Tax caps, increasing demand across a range of services and especially children's and adults social care, short- and longer-term economic pressures.

3.14. To meet its statutory duty to set a balanced budget, the Council will need to seek Government approval for a further year of EFS in 2027/28. The amount required will be determined later, allowing more time to develop plans for transformation, improvement and change and assess any further savings and reduced growth which could be delivered in 2027/28.

3.15. It is imperative the council reduces the need for EFS as this represents permission to borrow to fund ongoing revenue costs. Such borrowing incurs costs in order to repay principal on the loan over 20 years plus the payment of interest on the debt, all chargeable to the Council's general fund incurring the need for further budget savings and a weighting on Council Tax.

3.16. This means that at current costs of borrowing (c 5.6% interest rate through the Public Works Loans Board) plus MRP to £1m of borrowing represents additional annual costs of approximately £85,000. The council has been given approval in principle to borrow up to £219.3m of EFS over the period 2024/25 to 2026/27 which could cost up to £18.091m to fund if the maximum value was utilised. The proposals set out in the revised MTFP result in the need for £7.957m in 2027/28 of additional funding for debt charges based on the reduction in EFS required in 2026/27 financial year and the reprofiled capital programme for 2026/27.

3.17. This report also provides an update on the Financial Sustainability and Recovery Strategy stretching beyond 2026-27, budget planning arrangements for 2028/29 and the budget guiding principles currently being followed in setting the budget.

3.18. This report outlines the main funding sources for the council which are:

- Settlement Funding Assessment (SFA) and Revenue Support Grant (RSG)
- Core revenue grants
- Council Tax
- Sales, fees and charges

- Exceptional Financial Support (EFS)

3.19. All assumptions have been reviewed and revisions made to the key component parts for pay and inflation, demand growth and debt financing. Grant funding was set as part of the final three-year local government settlement in January, so no changes have been made with the exception of increasing the level by inflation under a best-case model.

3.20. At this stage there are a great many assumptions and uncertainties, and the financial and economic conditions are continually changing. The Council will continue to face demands and pressures on our services, from the cost-of-living crisis and additional support for the most vulnerable, social care and homelessness.

3.21 Despite these challenges the Council remains committed to delivering services for our residents and ensuring it supports the most vulnerable in line with the Shropshire Plan. The latest budget assumptions are based on best estimates at the time of this report and will change prior to the final budget report being presented to Cabinet in February 2027. The Budget Forum will continue to receive updates from officers between now and then.

4. Main Budget Proposals

4.1. The budget assumptions set out within this report are the most likely budget gap as set out within table 1 below.

Autumn Budget

4.2. The Autumn Budget, announced on 28 October 2026, offered little support for Shropshire Council's 2027/28 budget setting despite a poor fair funding settlement which has significantly contributed to the Councils budget gap.

4.3. The Government acknowledged rising inflation and its impact on borrowing and energy costs however there was no reference to providing financial support to Councils suffering financial hardship. The Council is experiencing these cost increases alongside growing demand for services reflected in the budget assumptions which further widen the budget gap.

4.4. There is still no clarity over a number of specific grants, not least the Improved Better Care Fund which is subject to review and potential repurposing. There have been no indications of understanding of the impacts of the loss of Rural Services Delivery Grant and changes in Fair Funding which has limited recognition of rurality and sparsity.

4.5. Neither is there any indication of details for the Council to assess the impact of 100% retention of business rates, not least in the context of the Council's relatively low levels of business rates (another rurality factor) and what any redistribution may mean.

4.6. The ability to charge overnight levies is interesting in that it may generate resources to reinvest across the Council. However, the proposition at this time

seems over dependent on the regional mayoral status of Councils. This remains a matter of uncertainty.

Funding Assumptions

4.7. The Summary MTFP position as set out in Table 1 and Appendix F is forecasting a £108.4 budget gap for 2027/28 and £133.1m for 2028/29. The 2027/28 most likely position includes all the assumptions set out in this report.

Table 1 – Summary MTFP Position

	2027/28 Likely - Current MTFP £	2028/29 £	2029/30 £	2030/31 £
Settlement Funding Assessment	137,310,186	131,246,161	133,352,095	135,521,206
Government Grants	254,967,454	253,368,794	249,635,311	249,592,297
Other Income	162,667,299	163,882,704	165,158,880	166,438,094
Council Tax & Business Rate Growth	252,030,932	269,098,495	286,109,692	303,300,690
Total Resources	**806,975,872**	**817,596,154**	**834,255,977**	**854,852,287**
Prior Year Budget	**889,412,753**	**915,399,882**	**950,716,436**	**989,455,953**
Inflation and Pay	21,088,029	22,000,000	25,400,000	26,700,000
Commitments and Growth	26,935,995	25,816,554	25,839,517	30,450,986
Reserves	-4,250,000	0	0	0
Budget Before Savings & Efficiencies	**933,186,777**	**963,216,436**	**1,001,955,953**	**1,046,606,939**
Savings	-17,786,895	-12,500,000	-12,500,000	-12,500,000
Total Budget	**915,399,882**	**950,716,436**	**989,455,953**	**1,034,106,939**
Funding Gap to be supported by EFS	**108,424,010**	**133,120,282**	**155,199,976**	**179,254,652**

4.8. The Council's Band D Council Tax for the 2026/27 financial year is £1,969.09. The Council has the opportunity to make an application to MHCLG to increase the rate of Council Tax over and above the 4.99% cap for 2027/28 financial year.

4.9. The best-case model includes an increase of 8.99% which would bring the Band D Council Tax to £2,146.11 and an additional £9.741m to the Council income for 2027/28 reducing the budget gap and requirement for EFS to £97.375m. It should be noted that a 1% increase in the council tax rate generates an additional £2.4m in revenue. Any rise above the cap requires explicit agreement from MHCLG.

4.10. In the current financial emergency, the s151 Officer will be making the recommendation to Council that, in the event of MHCLG giving dispensation, the Council should raise Council Tax to the maxim possible level.

4.11. The Table below illustrates where Shropshire would rank with a 4.99% increase in council tax against statistical neighbours assuming all increase their Council Tax by 4.99%.

Table 2 – Council Tax

Statistical Nearest Neighbours	Increase 2026/27 %	Council Tax 2026/27 £	Potential Increase 2027/28 4.99%	Estimate 2027/28 £
Northumberland	4.99	2,382.00	4.99%	2,500.86
Stockport	4.99	2,179.65	4.99%	2,288.41
Sefton	4.99	2,164.58	4.99%	2,272.59
Isle of Wight	4.99	2,103.77	4.99%	2,208.75
Cornwall	4.99	2,086.36	4.99%	2,190.47
Wirral	4.99	2,081.37	4.99%	2,185.23
Cheshire West and Chester	4.99	2,076.79	4.99%	2,180.42
Herefordshire	4.99	2,067.63	4.99%	2,170.80
Wiltshire	4.99	1,981.15	4.99%	2,080.01
BCP	6.74	1,980.46	4.99%	2,079.28
Cheshire East	4.99	1,975.95	4.99%	2,074.55
Shropshire	8.99	1,969.09	4.99%	2,067.35
East Riding of Yorkshire	4.99	1,964.47	4.99%	2,062.50
North Somerset	6.99	1,954.57	4.99%	2,052.10
Bath and North East Somerset	4.99	1,914.03	4.99%	2,009.54
Average		**2,058.79**		**2,166.78**

4.12. The Local Government Finance settlement is the annual determination of funding to local government and was announced earlier this year. The announcement covered the period 2026-27 to 2028-29. It is expected that the provisional settlement for 2027-28 will be announced during December and in line with what has already been announced.

4.13. A detailed review of fees and charges is being undertaken and the outcome will be presented to Cabinet in December. If the recommendations on uplifts are approved, the financial impact will be included in full within the final budget report to Cabinet in February. The fees and charges increased as part of the updated MTFP includes assumed annual increase of 5% for 2027-28 and future years for all income not fixed by regulation or representing cost recovery services.

Grants (Appendix A)

4.14. As part of the final settlement the Government confirmed the level of some grants which are set out in Appendix A. Confirmation of grant allocations will be received as part of provisional and final settlement.

Expenditure Assumptions

4.15. The assumptions set out within this report are best estimates and there is a risk inflation and pay awards may be more than what our assumptions are reporting. The pressures the Council are experiencing due to the economy as set out in the

Governments Autumn Budget Statement are significant and within the following areas:

- Cost of fuel
- Cost of Energy
- Increased borrowing costs
- Higher inflation
- Pay awards

4.16. The expenditure assumptions have been reviewed and based on the best estimates however there is the risk they could be more. The best estimates are:

4.17. **Pay award:** The 2027/28 budget forecast assumes a pay award of 3.5%, which is consistent with the assumption made in the approved February budget. This reflects the latest CPI rate of 3.5% in September 2026 and the 2026/27 pay award of 3.3%.

4.18. **Pension contributions:** The pension contribution rate was reviewed in 2025/26 and the resulting three-year contribution rate has been reflected in the MTFP.

4.19. **Contract inflation:** Contract inflation has been increased in accordance with the relevant contractual terms, using CPI, RPI or another specified measure. The inflation is based on the contract terms giving an average of 3.57%.

4.20. **Demographic Growth:** The budget includes demographic growth of £15.095m, as detailed in Appendix B. The growth has been set using current trends and expected demographic pressures due to changes in population and other known economic factors as at September 2026.

4.21. In addition to demographic growth required there is other growth identified, as part of the second round of budget challenge sessions, alternative plans will be explored to manage them.

4.22. The growth built into the MTFP presented to Cabinet in July 2026 was £12.86m, hence the need to challenge and minimise growth requirements to be brought in line with this original assumption. If growth requirements cannot be reduced, it will be necessary to identify additional savings to reduce the pressure on the Council's financial position.

Savings Proposals

4.23. The MTFP presented to Cabinet in February and July 2026 included a £10m savings target which has now been identified as detailed in Appendix D. These proposals have undergone an assurance review, and further assurance reviews will take place over the coming months with final savings proposals to be presented to Cabinet in January 2027. The savings have been reviewed against the transformation plan themes and within Income and commercial and organisational Improvement and efficiency.

4.24. In addition to the savings proposals identified work is underway to develop the recovery strategy to ensure the council is financially sustainable over the medium

term the details are set out in section 5 of this report. The MTFP will be updated when plans have been assured and sufficiently robust for inclusion in the MTFP.

Budget Setting Process and Timetable

4.25. As part of the MTFP presented to Cabinet in July 2026, a Financial Sustainability and Recovery Strategy was agreed, which underpins future budget setting for the council for the foreseeable future. The report also included details of a new framework for preparing council budgets which continues to be implemented. This process includes rounds of budget challenges for departments, for the Chief Executive and S151 Officer. These challenges enable assessment of budget challenges and opportunities facing service directors and have sought proposals for both savings and new commitments over the next three years.

4.26. Following two rounds of challenges a number of budget proposals have been presented, and a number are included within this MTFP. Round three challenges are now in progress with the specific objective of identifying further savings and reducing future commitments.

4.27. MTFP reported to Cabinet in January and February will reflect the outcome of this ongoing work and will be subject to approval by cabinet in advance of council tax setting at council on 25 February 2027.

4.28. The budget setting timeline is set out in Appendix E.

Debt Financing

4.29. The debt financing budget has been estimated based on the level of borrowing required to deliver the current capital programme and £26.820m of borrowing for EFS for 2024/25, £61.857m for 2025/26, £87.278m for 2026/27 and £108.186m for 2027/28 which is based on the proposed application to be made to MHCLG. The cost to borrow £1m is circa. £0.085m, however this is based on current PWLB rates of around 5.6%. Should interest rates increase higher than this level, there will be a need to identify further savings to offset interest costs or accelerate asset sales.

Reserves

4.30. The Council holds both earmarked reserves and a General Fund Balance. At the start of 2026/27, earmarked reserves totalled £29.814m, and the General Fund Balance was £5m. Earmarked reserves are held for specific purposes and generally cannot be used for other purposes without affecting the delivery of Council commitments. The General Fund Balance is unallocated to any specific activities or projects and is designed to act as a financial backstop in the event of any significant event.

4.31. Over the last three financial years, total reserves have reduced from £59.672m to £34.814m at the end of 2025/26 as a consequence of drawing on reserves to help manage the financial position over recent years. The low level of balances held has been highlighted by our external auditors in reference to the financial resilience of the Council.

4.32. The forecast level of general fund reserves at 31 March 2027 assumes the 2026/27 budget is delivered and there is no call upon reserves to balance the financial position. The July MTFP proposed to amend the contribution to the General Fund to £10m in 2026/27 budget. This proposal would replenish the reserve to £35m by 2028/29. It would also defer the occurrence of debt financing costs to pay for the accumulation of those balances.

4.33. Subject to the General Fund being required to manage the in-year budget position, this proposal would:

- lower the requirement for Exceptional Financial Support in-year; and
- reduce borrowing costs in 2026/27 and across the MTFP period.

4.34. The Dedicated School Grant deficit reserve was £45.655m at 1 April 2026. The council has received notification from DFE that £41m of this will be funded from the High Needs Stability Grant, following successful approval of the SEND Reform Plan, and the payment is expected during November 2026. The current year overspend is forecast to be a deficit of £40.112m which will increase the deficit by the end of this financial year to £45.668m. The government has an override in place allowing the council to hold this deficit reserve and this is expected to end 31 March 2028. External Auditors may consider the need to establish sufficient reserves to withstand the removal of the override but this is simply not affordable in the context of the financial emergency and other DSG priorities.

4.35. The Council's total reserves are projected to be £49.583m as at 31 March 2027, as set out in Appendix D.

5. Financial Sustainability and Recovery Strategy

5.1 The Council is committed to restoring financial stability and ending reliance on Exceptional Financial Support (EFS) from Government at the earliest opportunity. The Financial Sustainability and Recovery Strategy included in the Medium-Term Financial Plan report to Cabinet in July 2026 outlines the approach to this challenge.

5.2 The Strategy combines transformation programmes, asset rationalisation, income maximisation, and strengthened financial management. Key initiatives include service transformation (children's social care and adult services), advancing digital innovation, and implementing a programme to optimise or dispose of property assets. Additional measures focus on improving tax collection, reviewing council tax levels, enhancing efficiency, rebuilding reserves, and optimising debt and capital expenditure. Alongside these, the Council will continue advocating for fairer government funding and promoting economic growth. Together, these actions aim to deliver a resilient financial position, reduce costs and demand, and secure long-term sustainability for the organisation.

5.3 Central to this strategy is a balance between transformation, prudent financial management, and long-term investment choices, ensuring that the Council can deliver sustainable, high-quality services for residents while addressing current and future fiscal and demand pressures.

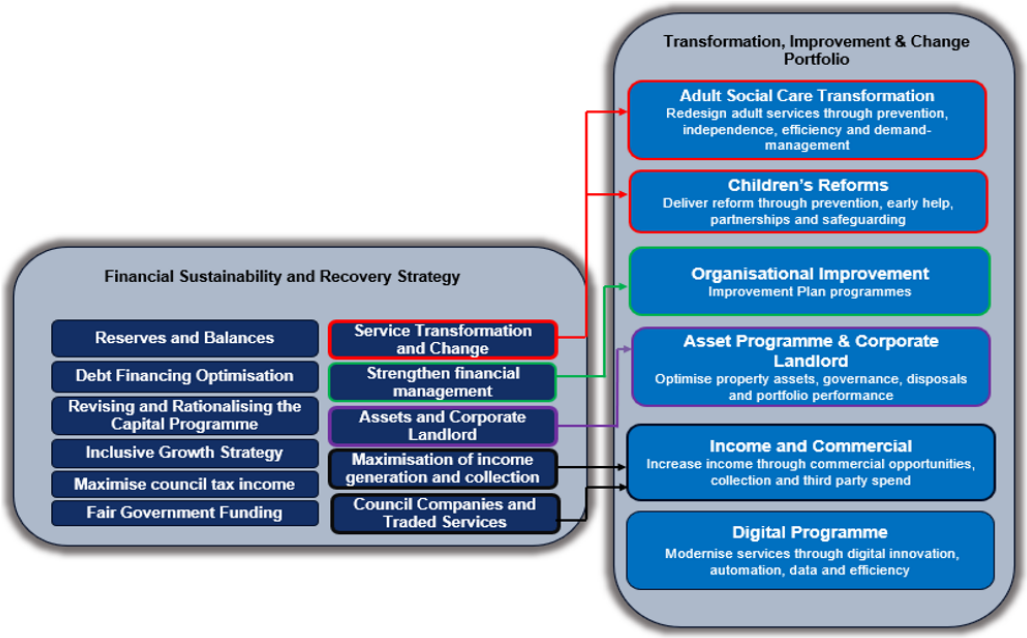
5.4 The Strategy will be subject to regular review in the context of existing and emerging Council priorities. At all times the key priority will be to enable the Council to set a legally balanced budget within the resources available while maintaining adequate levels of reserves and balances as determined by s151 Officer. It recognises the financial emergency facing the Council, and that these are exceptional times which will require the highest standards of governance associated with pace and innovation. It notes that there may be occasions or events where exceptional decisions may be required that would not be either necessary or preferred under normal conditions.

5.5 During the course of budget challenges throughout the summer, it has been clear that there are legacy policies that are no longer appropriate in this financial emergency and in a wider context. In particular, the 'Commissioning Council' may act to counteract the most appropriate outcome to decision taking and climate strategies are now outdated and not in line with policy nationally and in other local Councils across the country.

5.6 The Strategy sits alongside the Council's wider Improvement Plan which focuses on rebuilding and strengthening organisational capacity and capability. The Improvement Plan (incorporating the People Plan) sits as part of the Council's Transformation, Improvement and Change (TIC) Portfolio which brings together a coordinated set of actions and programmes to reduce costs, manage demand, and improve efficiency across services, while enhancing income and financial resilience.

Transformation, Improvement and Change (TIC) Portfolio

5.6 The Transformation, Improvement and Change (TIC) Portfolio provides a single framework and structure for our transformation, improvement and change activity over the medium term (next 3-4 years). It recognises that alongside financial recovery there is a need to pursue organisational improvement. The one will not be achievable without the other. The Portfolio comprises of six programmes focused on service transformation, assets disposal and management, organisational improvement, income generation, and enhancing the use of digital technology to improve and enable service delivery. Together they will help deliver key facets of the Financial Sustainability and Recovery Strategy:



5.7 The six programmes making up the Portfolio are:

1. **Adult Social Care Transformation Programme**: The programme responds to rising demand, increasing complexity of need, workforce pressures and affordability challenges and brings together key projects across four strategic themes: Access, Prevention and Community Support; Independence and Recovery; Complex Care and Accommodation; and Commissioning and Financial Sustainability. The programme will enable people to live independently with greater choice and control, shift support upstream through prevention and earlier intervention, reduce or delay reliance on formal care, and improve outcomes while strengthening financial sustainability and managing the market. An overview of the programme was reported to Cabinet on 14th October 2026: Adult Social Care Transformation Programme . Since that time detailed diagnostic work has been undertaken and will continue. In part this work will help to identify transformation priorities and a clearer indication of potential savings and their timing. Some indicative savings are already set out in Appendix C.

2. **Children's Transformation Programme:** the programme covers three key components. The first brings together the Council's response to major national reforms, including Families First Partnership, SEND reform, Best Start in Life and youth transformation, supporting the ambition for a child-friendly Shropshire. It will shift services towards earlier intervention and prevention, with more joined-up support across education, health, social care and community partners, including Family Hubs and locality-based multi-agency teams. By providing the right help earlier, the programme aims to improve outcomes for children and families, reduce escalation into statutory services and care, manage growing demand and support the longer-term financial sustainability of children's services (responding to CIPFA Recommendation 6). An overview of the programme was considered by Cabinet on 10th June 2026: Update on the Children's Services Reforms. Alongside this core component, two new key components are being developed by December 2026, the second focusses on immediate actions to reduce cost pressure and growth

requirements (responding to CIPFA Recommendation 16), the third component focusses on Education Transport Transformation (Responding to CIPFA Recommendation 16 and longer term Recommendation 6). More recently, the Budget Recovery Board has identified three key themes for savings and foregoing costs that will be critical in reducing 2026/27 projected adverse variations, principally through the management of demand. Further details will be provided in the Q3 monitor in January.

3. **Organisational Improvement and Efficiency:** An updated Improvement Plan People Plan provide the basis of this programme with a focus on becoming a well-run, efficient and high-performing organisation, with clear priorities, strong governance and accountability, effective leadership and an enabled and engaged workforce. The programme will drive continuous improvement, and greater productivity and efficiency through better processes, stronger corporate disciplines, service improvement activity, and more effective use of resources. The annual review and refresh of the Improvement Plan will be presented to Cabinet on 2nd December 2026.

4. **Assets Strategy and Corporate Landlord Review:** The programme will set how the Council uses, invests in and disposes of its land and buildings. A new Asset Strategy will be developed, for the next five years and will implement a Corporate Landlord model under which the estate is held and managed as a single corporate portfolio, aligned to the Council's corporate plan and operating model. It will optimise the estate by identifying opportunities to retain, reuse, co-locate, invest in or release assets, while accelerating appropriate disposals, reducing running costs and maximising income. Ultimately, it is anticipated to create a smaller, more efficient and sustainable estate, aligned to the Council's priorities and demonstrating best value. An overview of the programme is being reported to Cabinet on 18th November 2026 and benefits are continuing to be assessed for inclusion in the MTFP in February

5. **Digital Programme:** The programme will transform how the Council works through better use of digital, data, automation and technology. It will make services simpler and more connected for residents, improve access and enable earlier, more preventative support. For staff, it will reduce manual processes, improve access to information and release capacity to focus on higher-value activity. The programme will strengthen cyber resilience, modernise core systems and make better use of data and AI. Digital transformation will be a key enabler of wider service transformation - including children's services and adults social care - and improved organisational performance and efficiency. This is in line with the national direction and drive for more preventative, productive and joined-up public services. A Digital Roadmap consolidates digital transformation and service improvement activity and was presented to Cabinet on 5th August 2026: Digital Roadmap Report

6. **Income and Commercial:** The programme will strengthen the Council's financial sustainability by maximising income, improving collection and ensuring commercial activity delivers clear financial and strategic value. It will review traded services, council companies and other commercial activity to identify opportunities to grow income, improve performance or reconsider activity that is not delivering sufficient value. The programme will also strengthen debt recovery and income collection through investment in

Revenues and Benefits, alongside a systematic annual review of fees and charges and opportunities for new income. Together, this will create a more consistent, commercially focused approach that supports the Council's wider financial recovery. All commercial undertakings of the Council are currently being reviewed with special focus on their continued viability and affordability and the outcomes of theses reviews will be returned to Cabinet for decisions.

5.8 The challenge facing the Council is stark. Financial recovery and reducing reliance on EFS is the priority. But significant organisational improvement is required to deliver the Financial Sustainability and Recovery Strategy. The pace and scale of our transformation, improvement and change must be aligned with the organisational capacity and capability, and our ability to manage additional capacity and external support that is commissioned to help us deliver it.

5.9 The current base budget includes £10m of funding provision to invest in services to transform, improve and change to deliver corporate priorities and achieve a balanced budget over the medium term. Effectively, this is a revenue resource made possible through EFS. There have been a number of proposals put forward and approved through the Budget, Transformation and Change Panel (BTCP) and the initial estimated investment from transformation funding is set out in Table 3 below.

5.10 The proposals for funding in 2026/27 is currently standing at approximately £3.532m and at over £11m for 2027/28. These are for a wide variety of activities that will need detailed planning, development and implementation. They range from relatively small projects to much larger projects such as transformation programmes for adults and children's services that have recently been reported to Cabinet and the Digital programme that is under development. Significant investment will also be required in respect of assets and the property estate. The asset issues are subject to a separate report on this Cabinet Agenda.

5.11 The savings proposals resulting from this investment are currently being reviewed in detail and clear plans being developed which will form part of the MTFP savings once assurance on delivery has been achieved and the timing of the savings is clear. This is to avoid previous difficulties where savings have been identified within budgets without sufficient confidence in their delivery. It should be recognised that not all projects will save money as they represent the further rebuilding of the Council capacity to deliver services. The BTCP considers proposals for transformation, improvement and change to ensure they are strategically aligned to council priorities. It challenges and assesses investment requirements, return on investment, and risks. Supported proposals require benefits realisation monitoring including the delivery of savings as appropriate. This approach supports informed decision making, maximises impact from limited resources, and strengthens overall financial sustainability.

Other budget savings and income opportunities

5.12 In addition to the TIC Portfolio, a number of 'business-as-usual' activities will identify an ongoing pipeline of savings and income opportunities – such as business planning and budget challenge sessions, annual reviews of fees and charges, and service and spend reviews. Delivering efficiency, increased

productivity and value for money needs to be embedded in how we plan and deliver services. It needs to be part of an embedded continuous improvement culture across the Council, and an element of how we achieve financial stability and sustainability.

5.13 The Council will continue to proactively seek internal and external challenge, and sector-led support to strengthen its proposals and plans required to deliver the portfolio's programmes – including internal audit, Improvement Board, peer review and specialist support. The Improvement Board will also play a role to check, challenge and validate delivery of the TIC portfolio – considering monthly reports in TIC delivery and financial position.

6. Budget Consultation

6.1. The budget consultation process is currently in preparation and will commence on 2 December 2026 and will run to a date close to the end of January 2027. This work will be subject to the agreement of the Cabinet Member for Finance and Budget Forum will be advised accordingly.

7. Key risks and Opportunities

7.1. A number of strategic risks to the council are relevant to the MTFP and these specific financial risks are set out in the annual governance statement. In general, controllable risks are mitigated through the budget process and referenced against the financial sustainability and recovery strategy. However, a number of risks are beyond the council's control and can only be mitigated as part of the budget by using prudent assumptions with regard, for example, inflation, pay, demand growth, domestic and global economy, etc...

7.2. The 2025/26 Annual Governance Statement set out 12 key strategic risks many of which refer to the financial challenges of the Council. These are set out below together with high level mitigations. Over and above strategic risks sit departmental risk register that will contain specific service pressure insofar as they impact of finance. The arrangements for risk management are currently subject to review and will be presented to Audit and Governance Committee later in September.

Risk	Mitigation
The Council has reported Limited Assurance on the Internal Audit Control Framework for seven years, limiting confidence in the standards of governance in place within the organisation.	Linked to the strategic risk of a failure of officers and members to adhere to governance arrangements, there is an acknowledged need for further action. Leadership Board regular reviews the status of audit recommendations and the Statutory Officers Group, introduced in October 2025, further monitors the implementation of Internal Audit recommendations and provides direction as necessary to improve overall responsiveness.
The external auditor felt bound to issue statutory recommendations as part of their annual audit for	The Improvement Plan included actions and activity that responded to the statutory recommendations. An updated response to the

2024/25 which cast doubt on the integrity of the Council's value for money arrangements.	recommendations (which included activity undertaken during 2025/26) was reported to the Finance and Improvement Overview and Scrutiny Committee and Cabinet in June 2026 as part of an Improvement Plan update report. Some recommendations require extensive and ongoing work; others have been independently reviewed in specific functional areas such as children's and adult social care. The recommendations will continue to be reflected in the improvement plan for some time to come, especially insofar as they impact on the Council's budget and business planning process.
Exceptional Financial Support (EFS) incurs costs of debt for both interest and principal of a fixed number of years and creates an additional overhead over and above the costs of additional demands for services and the inflation that goes with it.	This is a specific additional dimension of the risk of an inability to contain overall committed expenditure within the current available resources within this financial year. As part of its Medium-Term Financial Plan, approved by Full Council in February 2026, the Council committed to developing a Financial Sustainability Strategy (due for Cabinet consideration in July 2026) that sets out how the Council will take steps to reduce reliance on EFS. In any event in order to pay for the additional costs of debt, the Council will be prioritising Council Tax increases up to the maximum allowed and will need to find offset savings in the cost of services to balance the budget without recourse to further EFS.
Despite a three-year settlement, government funding continues to reduce as a proportion of public sector investment in real terms and continues to transfer additional burden to local taxpayers.	The additional increase in Council Tax for 2025/26 is one manifestation of mitigation necessary to address this risk, and there is likely to be further impacts as the Council reduces its expenditure. The Improvement Plan acknowledges the risk that residents see service performance reducing rather than improving as the Council implements the plan. Looking forward, the Council will need to stress on Government the need for funding to tackle sparsity and rurality and the demographic and geographical dynamics of the borough. The Council does, however, recognise that in the context of a new three-year settlement and the recent fair funding changes, short-term solutions seem unlikely.
The national and global economy remains volatile and continues to present significant financial risks to the Council.	Persistent inflationary pressures, rising energy and fuel costs, interest rate fluctuations and wider economic uncertainty can create additional unfunded burdens on Council budgets. Continued economic instability may also impact residents' financial resilience, increasing demand

	for Council services at a time when resources remain constrained. The Council will continue to make best assumptions in MTFPs to cover such risks although events such as the Gulf issues do nothing but increase uncertainty.
Cyber security remains as an ongoing threat to all organisations, not least the public sector and local government, in terms of the impact of lost, corrupted or stolen data with serious implications for potential financial loss and reputational damage.	As the Council continues to rely on digital technologies to deliver and transform services and hold sensitive information, maintaining effective cyber security controls, staff awareness and incident response arrangements will remain essential to mitigating this risk.
Workforce capacity and capability must be in place to deliver existing services to minimum standards but also to support the significant transformation and improvement activity required to address the Council's financial challenges.	Maintaining a stable, skilled and resilient workforce remains critical to achieving financial sustainability and delivering the Council's strategic objectives – and is at the heart of the Improvement Plan and People Plan. Budget has been applied in 2026/27 budgets to restore capacity previously removed. While this mitigates some risk, it is recognised that recruitment and retention remains a concern and that in some cases capacity and capability may need to be sought from other third parties.
Abnormal financial position compromising decision making processes.	The necessity to deliver significant savings, reduce expenditure and reliance on EFS may limit strategic flexibility and increase the risk that decisions prioritise immediate financial outcomes over longer-term service sustainability and demand prevention. Robust governance, decisive and transparent decision making and effective scrutiny arrangements will be essential to ensuring that financial pressures do not detract from long-term strategic decision making although there will inevitably be some compromises, not least around asset management and disposal, recovery of Council balances over time, etc.
External scrutiny and threat of intervention:	A consequence of EFS is an increased likelihood of external scrutiny over and above the Improvement Board arrangements established in November 2025. There remains an ongoing risk of Government intervention, including the appointment of envoys or commissioners, should the Council be unable to provide assurance that it has a credible strategy to reduce its reliance on EFS and achieve financial sustainability. The Council is very aware of this risk and would wish

	to retain control of its own decisions and direction; it is, however, aware of intervention in other authorities where Government have thought it to be necessary. Continued delivery of outcomes from the Improvement Plan and clear evidence of progress will be essential in mitigating this risk.
Breakdown of major contract arising from provider insolvency, poor performance, workforce shortages, contractual disputes or market instability, resulting in service disruption, financial loss, reputational damage and additional management costs.	Given the Council's reliance on a number of significant contracts to deliver statutory and essential services, effective contract management and performance monitoring (part of the Improvement Plan) and business continuity arrangements are critical to reducing the likelihood and impact of this risk.
A catastrophic physical, climatic or pandemic event severely disrupts the delivery of Council services and compromises the Council's ability to meet statutory requirements.	While these events are largely beyond the control of the Council, there is a continued need for emergency planning capacity and fully tested business continuity plans. These will continue to be subject to continuous review across all Council departments to confirm that they remain current and complete.
Transformation programmes and significant projects are delayed, deferred or fail to deliver on their objectives leading to loss of opportunities and adverse financial impacts.	EFS has allowed the Council to set aside finance for investments in major transformation programmes. These will need to be created and challenged through the Budget, Transformation and Change Panel, a group of senior Council Officers. Transformation and other projects will be subject to oversight of the new Programme Management Office with regular reports to Cabinet and Finance and Improvement Scrutiny. Risk management arrangements for major projects are being reviewed, and it is recognised that, for some projects, these have been less than successful in the past.

7.3. These risks are now being contained and managed within Improvement Plan which also include responses to MHCLG and CPC recommendations. They also form an integral part of the Council's Annual Governance Statement.

8. Council Priorities

8.1. A new Corporate Plan for 2026-2030 was approved by Cabinet and Full Council in May 2026. The Plan summarises the priority ambitions the Council will focus on – including the ambition to be a Council that is financially sustainable, with clear priorities and purpose, and a workforce that is supported to excel. The Medium-Term Financial Plan and Financial Sustainability and Recovery Strategy are key enablers of achieving that ambition.

9. Financial Implications

9.1. There are no financial implications arising directly from this report although it importantly sets out the current estimated gap between resources required to balance the Council's budget for 2027-28 and beyond on the basis of current assumptions.

9.2. The MTFP report considers the Financial Sustainability and Recovery Strategy that was presented to Cabinet in July and demonstrates the requirements for the Council to move to a point where EFS will no longer be required. It is noted that this will take a number of years given the scale of the budget shortfall.

9.3. A further update of the MTFP will be reported to Cabinet in January 2027 however this report will form the basis of submitting a request for EFS from Government. It is expected that this report will include an update on the progress being made in delivering council services in 2026/27 within budget, final proposals for budget savings in 2027/28 and the impact of transformation programmes in 2027/28 and beyond. The report will review again the current assumptions for pay, inflation due to the current economic climate and growth and any potential variations to the multi-year local government funding settlement set earlier this year.

9.4. The report has fully reviewed the original MTFP assumptions included as part of the February budget report. As a consequence, and subject to delivering the realigned 2026/27 budget on target and to working in line with the standards set out in the Financial Sustainability and Recovery Strategy, the call on EFS is estimated to reduce from £121m to approximately £87.0m in 2026/27.

10. Legal and HR implications

10.1. The Council is required to set a balanced budget and council tax for 2027/28 before 11 March 2027. In doing so, it must have regard to the statutory advice of the Section 151 Officer on the robustness of the estimates and the adequacy of reserves.

10.2. The Council's budget proposals will be developed and consulted upon in accordance with the Budget and Policy Framework Procedure Rules before the final budget is considered by Full Council.

10.3. EFS is subject to Government approval and any conditions attached to that approval. EFS does not remove the Council's obligation to set a lawful and balanced budget and, where provided through a capitalisation direction, represents permission to fund specified revenue expenditure through capital resources, including borrowing. The Council must therefore continue to demonstrate a credible and sustainable plan to reduce its reliance on EFS and return to financial sustainability.

10.4. Individual savings, transformation proposals and service changes arising from the MTFP will remain subject to any specific legal, consultation, equality, procurement and employment requirements before implementation.

11. Electoral Division Implications

11.1. None

12. Health, Social (including "Child Friendly Shropshire") and Economic Implication

12.1. None

13. Equality and Diversity Implications

13.1. There are no equality and diversity implications arising directly from this report although subsequent budget decisions will require impact assessments when these are considered at Council in February 2027.

14. Climate Change, Biodiversity and Environmental Implications

14.1. None

15. Background Papers

1. MTFP July Cabinet

16. Appendices

Appendix A – Government Grants
Appendix B – Demography Growth
Appendix C – Savings
Appendix D – Reserves
Appendix E – Budget Timetable
Appendix F – MTFP

Appendix A

Government Grants

	2027/28 £
Improved Better Care Fund (IBCF)	14,635,454
DHSC - Individual Placement Support Grant	274,640
DHSC - The Accelerating Reform Fund (ARF)	2,470
Assessed & Supported Year in Employment (ASYE)	28,000
Local Reform & Community Voices Grant	199,730
Dedicated Schools Grant	145,737,300
Pupil Premium Grant	4,159,690
Pupil Premium Grant Post 16	75,830
KS2 Modernisation	13,640
Families First Partnership	2,872,140
Unaccompanied Asylum Seeking Children (UASC)	3,969,900
Public Health Grant	17,429,988
Mandatory Rent Allowances: Subsidy	38,000,000
Rent Rebates: Subsidy	8,100,000
Housing Benefit Administration Subsidy	531,006
Single Fraud Investigation Service	2,200
Welfare Reform New Burdens	66,090
Universal Credit	13,856
HB Accuracy Initiative	26,600
Bikeability	160,000
RPA Higher Level Stewardship (Parks & Sites)	30,000
AONB Core Grant	228,110
DEFRA - Farming in Protected Landscapes	700,000
Homelessness, Rough Sleeping and Domestic Abuse Grant	2,671,003
Homelessness Reduction Act	88,040
DfE - Holiday Activities and Food Programme	753,030
Arts Council - National Portfolio Organisations	188,999
Crisis Resilience Fund	3,671,847
Historic England - Offa's Dyke Project	51,630
Waste - Private Finance Initiative	3,185,610
Extended Producer Responsibility Grant	5,578,000
Quality in Community Services - Private Finance Initiative	1,522,650
Total Specific Grants	**254,967,454**
Grants included in Core Funding:	
Improved Better Care Fund (IBCF)	-14,635,454
Families First Partnership	-2,872,140
Homelessness, Rough Sleeping and Domestic Abuse Grant	-2,671,003
Specific Grants (Excluding Core Grants)	**234,788,856**

Appendix B

Demography Growth and Contract Price Inflation

	Baseline Built into MTFP £	Additional Growth to be considered* £	Total £
Demographic Growth			
Adults	6,116,662		6,116,662
Children's	7,000,000	10,950,673	17,950,673
Home to School Transport	1,978,000	2,000,000	3,978,000
Total Demographic Growth	**15,094,662**	**12,950,673**	**28,045,335**
Service Growth:			
Commissioning - Business Support	249,060		249,060
Care & Wellbeing	340,220		340,220
Children's - EHCPs, Education Psychology	1,584,520		1,584,520
Children's SC - Placements - Shortfall in Income contributions	747,612		747,612
Children's SC - Agency	462,014		462,014
Children's SC - UASC	880,610		880,610
Place Shaping	250,000		250,000
Infrastructure - Highways contracts transition	950,000		950,000
Infrastructure - Support for DFT Highways Grant Programme	500,000		500,000
Infrastructure - Adoption of new Estates requiring Street Scene services	614,935		614,935
Infrastructure - Litter Picking of High Speed Trunk Roads	300,000		300,000
Infrastructure - Play area Inspections and Maintenance	50,000		50,000
Infrastructure - Management Resources for Parking	100,000		100,000
Infrastructure - Park & Ride Services	353,000		353,000
Infrastructure - Sunday Park & Ride	114,000		114,000
Infrastructure - Contribution to Severe Weather	100,000		100,000
Enabling - ERP contract renewal	368,357		368,357
Enabling - HR income	89,040		89,040
Enabling - Training	500,000		500,000
Legal & Governance - Coroner	115,000		115,000
Legal & Governance - Procurement Staffing	250,420		250,420
Legal & Governance - Removal of Purchasing Rebates Income	300,000		300,000
Public Health NR - Emergency Planning	15,000		15,000
Communities & Customer - Statutory Archives	184,407		184,407
Strategy - Removal of histoircal unachievable saving	106,380		106,380
Strategy - Local and Strategic Partnership Team	500,000		500,000
Total Service Growth	**10,024,575**	**0**	**10,024,575**

*Additional Growth to be considered has not been built into the MTFP yet, as further work and decisions are to be made around whether additional growth can be accommodated within the MTFP or relevant mitigations can be identified to reduce this pressure.

Service Area	Contract Price Inflation £	2027/28 Corporate Landlord Price Inflation £	Total £
Care & Wellbeing	7,004,446	0	7,004,446
Children & Young People	1,194,560	0	1,194,560
Children & Young People - CSC	3,004,797	0	3,004,797
Commissioning	53,235	0	53,235
Communities & Customer	31,519	0	31,519
Enabling	351,724	0	351,724
Executive Management Team	0	0	0
Infrastructure	1,729,260	0	1,729,260
Legal & Governance	37,287	0	37,287
Pensions	0	0	0
Place Shaping	251,419	562,682	814,101
Public Health Non-Ringfenced	0	0	0
Public Health - Ringfenced	0	0	0
Section 151 - Finance	13,666	0	13,666
Strategy	3,162	0	3,162
Corporate	153,361	0	153,361
Total	**13,828,437**	**562,682**	**14,391,119**

Appendix C

Savings Proposals

Service Area	Saving Proposal	2027/28 £	2028/29 £	2029/30 £
Adult Social Care	Transformation Projects	-3,000,000		
Commissioning	Reduction in Leisure budgets dependant on Contract retender from 1/8/27		-700,000	
Communities and Customer	Housing - Termination of contracts	-160,000		
Communities and Customer	Libraries – Service Changes	-75,000	-75,000	
Communities and Customer	Theatre Severn increase in income	-50,000	-300,000	-50,000
Communities and Customer	Customer Services - Transfer of Shrewsbury CCTV service to Shrewsbury Town Council		-100,000	
Communities and Customer	Customer Services - Reduction in customer services non-pay expenditure		-100,000	
Enabling	ICT - Warwickshire County Council rental charges	-81,000		
Enabling	Health & Safety - Staffing restructure	-64,000		
Enabling	Payroll – Efficiencies resulting from implementation of new recruitment system	-30,000		
Infrastructure	Additional Street works Income based on Business Case (Team Restructure)	-750,000		
Infrastructure	Car Parking Tariffs	-2,750,000		
Infrastructure	Highways Grant Programme Capitalisation	-300,000		
Legal & Governance	Savings resulting from Procurement of a Managed Service for low value Procurement Contracts (below £30k). Total value of contracts across council £76m		-250,000	-250,000
Place Shaping	Increased Grant Income within Waste	-1,125,000		
Place Shaping	Office moves budget	-600,000		
Place Shaping	Shirehall costs saving (inc. NNDR)	-364,000		
Place Shaping / Corporate	Recovery of CIL Administration costs	-300,000		
Corporate	Review of Corporate Finance accounting arrangements	-2,727,680		
	Savings Identified to date	**-12,376,680**	**-1,525,000**	**-300,000**

Service Area	Saving Proposal	2027/28 £	2028/29 £	2029/30 £
TBC	Additional Savings to offset emerging Growth (to be identified)	-5,286,895		
TBC	Transformation Savings to be identified and confirmed	-123,320	-10,975,000	-12,200,000
	Total Revised Savings Target	**-17,786,895**	**-12,500,000**	**-12,500,000**

Appendix D

Reserves

General Fund

The General Fund Balance as at 31st March 2026 stood at £5.000m, significantly below its optimum desired balance.

The 2026/27 budget strategy included a contribution of £42.675m to the General Fund balance which would then reach £47.675m. This would represent an appropriate level for the general fund reserve given the scale of Shropshire Council operations and the risks that underly the business of all Councils.

In the context of the financial emergency and in line with the Financial Sustainability and Recovery Strategy, it is important that the Council attempts to recover the General Fund Balance to this level over time. MTFP. The General Fund Balance provides Councils with the flexibility to help mitigate any unforeseen financial shocks (such as ongoing local or national inflationary increases, new burdens, rapid reductions in available resources due to changed national policy, etc.) while permanent mitigations are put in place.

Independent advice is that general fund un-earmarked reserves should equate to 5%-10% of net spending, subject to the risk profile of the Council. The current financial position faced by the Council is, in itself, an indication of the extent of that risk.

In the Adequacy of Reserves assessment within the Financial Strategy approved by Council in February 2026, confirmed the need to hold a risk assessed level of £45.815m within the General Fund Balance.

The speed of recovery in the General Fund Balance will be dependent in the short to medium term on EFS. In other words the Council will incur debt in order to restore the Balance to reasonable levels. For this reason, the Council will need to be measured in assessing the appropriate pace required for the recovery.

The updated MTFP presented to Cabinet in July considered the potential for reducing the contribution to the General Fund Balance which would substantially reduce the amount of EFS required by the Council in 2026/27 thereby reduce the debt burden. This will be considered further over the winter period and in advance of Cabinet meetings in January and February 2027. Final decisions will be highly influenced by the ability of the Council to manage within budget in 2026/27 and other current and emerging financial risks, not least demand pressures across social care.

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General Fund	**£'000**
Balance as at 1st April 2026	5,000
Budgeted Contribution as agreed in revised MTFP presented to Cabinet in July 2026	10,000
Budgeted General Fund Balance as at 31st March 2027	**15,000**
2026/27 projected outturn position (Q2)	51
Balance as at 31 March 2027	**15,051**

The update MTFP in July assumed a base budget contribution of £10m to the General Fund in 2027/28 and future years. This is reflected in the further updated but will be subject to further review in advance of January and February Cabinet meetings. In particular, progress in containing financial pressures on social care budgets and the costs of borrowing will be key considerations in determining whether the pace of recovery of balances can be slowed.

Earmarked Reserves

The council held earmarked reserves of £25.113m (excluding school balances) as at 1st April 2026. There are a number of transactions planned from earmarked reserves during the course of this financial year. Earmarked reserves are held in respect of unspent ring fenced grants (e.g. public health), projects in progress, technical accounting, capital and specific financial risks

The current projections for the year-end balance in earmarked reserves is £34.532m (£29.831m excluding school balances) as set out in the table below.

These reserves will be reviewed through accounts closing processes at the end of the financial year and updated accordingly.

Reserves	Purpose of Balance	Balance Brought Forward	Movement Out 2025/26	Movement In 2025/26	Balance Carried Forward
		(£'000)	(£'000)	(£'000)	(£'000)
Corporate Reserves					
Redundancy	Required to meet one-off costs arising from approved staffing reductions, allowing the full approved savings in salaries or wages to reach the revenue account.	0	0	0	0
Development Reserve	Required to fund development projects or training that will deliver efficiency savings.	4,919	-5	0	4,914
Invest to save Reserve	Required to fund invest to save projects in order to deliver the service transformation programme.	567	0	164	731
External Fund Reserve	Reserves held where the Council is the administering body for trust funds or partnership working.	2,455	-256	130	2,329
		7,941	**-261**	**294**	**7,973**
Reserves retained for service departmental use					
Building Control	Required to manage the position regarding building control charges.	272	0	0	272
Care Act & IBCF Reserve	Required to fund the costs of implementing the Care Act requirements within the Council. This will be committed to the costs of one off posts required to implement the changes and training costs for staff within Adult Services. Plus unspent IBCF monies required to fund the IBCF programme in future years.	271	-147	7	130
Debt Recovery Reserve	Established to provide resources for improving the recovery of debts across the Council and Collection Fund.	253	0	0	253
Economic Development	Established to meet the costs of major maintenance of Economic Development Workshops.	163	0	0	163
Education Welfare Reserve	Eastblished from the traded Education Welfare Service for reivestment in the service.	110	0	0	110
Highways Development & Innovation Fund	Set aside funds for pump priming the Development and Innovation programme.	100	0	0	100
Housing Reserve	To fund known housing developments that will suppot the General Fund.	99	0	0	99
Improvement Plan Reserve	Established from external funds received towards the Improvement Plan	115	0	0	115
Planning Reserve	Set aside to fund developments within the Local Plan and any planning inquiry costs.	79	0	0	79
Public Health Reserve	This reserve includes balances committed to specific public health projects.	3,389	-14,111	13,475	2,753
Repairs & Maintenance Reserve	Set aside for known repairs and maintenance required to Council owned properties.	214	0	0	214
Revenue Commitments from Unringfenced Revenue Grants	Established from unapplied unringfenced Grant balances. Commitments have been made against these balances in 2024/25	4,620	-371	2	4,252
Schools Building Maintenance Insurance	The schools building maintenance insurance scheme is a service provided by Property Services for schools. In return for an annual sum all structural repairs and maintenance responsibilities previously identified as the "authority's responsibility" are carried out at no additional charge to the school.	1,527	0	0	1,527
Severe Weather	Required to meet unbudgeted costs arising from the damage caused by severe weather. The policy of the Council is to budget for an average year's expenditure in the revenue accounts and transfer any underspend to the reserve or fund any overspend from the reserve.	0	0	0	0
Shire Catering and Cleaning Efficiency	Built up from trading surpluses to invest in new initiatives, to meet exceptional unbudgeted costs or cover any trading deficits.	0	0	0	0
Streetworks Reserve	Established from additional income generated within the service to be reinvested in the service	439	-211	0	228
TMO Vehicle Replacement	Set up to meet the costs of replacement vehicles by the Integrated Transport Unit.	37	0	0	37
		11,688	**-14,840**	**13,483**	**10,331**

Reserves	Purpose of Balance	Balance Brought Forward	Movement Out 2025/26	Movement In 2025/26	Balance Carried Forward
		(£'000)	(£'000)	(£'000)	(£'000)
Capital Investment Reserves					
Revenue Commitments for Future Capital Expenditure	Comprises of underspends against budgeted revenue contributions available for capital schemes. The underspends have arisen due to slippage in capital schemes or because other funding streams were utilised during the year so as to maximise time limited grants.	1,740	0	0	1,740
		1,740	**0**	**0**	**1,740**
Insurance Reserves					
Fire Liability	Required to meet the cost of excesses on all council properties.	526	-431	464	558
Motor Insurance	An internally operated self-insurance reserve to meet costs not covered by the Council's Motor Insurance Policy.	570	0	80	650
		1,096	**-431**	**544**	**1,208**
Financial Risks					
Financial Strategy Reserve	Established specifically to provide one off funding for savings proposals in the Financial Strategy	1,049	0	5,930	6,979
Financial Risk - Adult Social Care	Established to address the financial risk of additional unforeseen Adult Social Care Demand	700	0	0	700
Financial Risk - Children's Social Care	Established to address the financial risk of additional unforeseen Children's Social Care Demand	400	0	0	400
Financial Risk - Economic Risk	Established to address the financial risk arising from changing economic conditions that may impact on the Council	500	0	0	500
		2,649	**0**	**5,930**	**8,579**
School Balances					
Balances held by schools under a scheme of delegation	Schools' balances have to be ringfenced for use by schools and schools have the right to spend those balances at their discretion.	4,701	0	0	4,701
		4,701	**0**	**0**	**4,701**
Total Reserves		**29,814**	**-15,533**	**20,251**	**34,532**

Appendix E – Budget Timetable

Date	Meeting / Eventa	Main Purpose
2/ 16 November 2026	One Shropshire Board	Finance Update
3 November 2026	Contact MHCLG	EFS Application & Council Tax Flexibility
9 November 2026	Improvement Board	Finance Update
16 November 2026	Budget Forum	Finance Update
18 November 2026	Cabinet	MTFP Capital Strategy Q2 Monitoring
30 November 2026	Finance Scrutiny Committee	MTFP Q2 Monitoring Capital Strategy
2 December 2026	Budget Consultation begins	Budget and EFS Application
December 2026	Provisional Settlement Announced	Budget Updated
2 December 2026	Cabinet	Proposed Fees & Charges uplifts Report to Cabinet Setting the Council Taxbase
4/18/24 January 2027	One Shropshire Board	Finance Update
11 January 2027	Budget Forum	Budget Update
20 January 2027	Cabinet	MTFP - Final Budget Capital Strategy Fees & Charges
10 February 2027	Cabinet	Final Budget and MTFP
15 February 2027	Budget Forum	Final Budget
25 February 2027	Full Council	2027/28 Budget and Council Tax setting Capital Strategy

Appendix F

Medium Term Financial Plan 2028/28 – 2030/31

	2027/28			2028/29	2029/30	2030/31
	Worst £	Likely - Current MTFP £	Best £	£	£	£
Revenue Support Grant	77,469,007	77,469,007	77,469,007	70,197,777	72,303,711	74,472,822
Business Rate Baseline	59,841,179	59,841,179	59,841,179	61,048,384	61,048,384	61,048,384
Settlement Funding Assessment	**137,310,186**	**137,310,186**	**137,310,186**	**131,246,161**	**133,352,095**	**135,521,206**
Improved Better Care Fund	0	14,635,454	14,635,454	14,635,454	14,635,454	14,635,454
Families First Partnership	2,872,140	2,872,140	2,872,140	2,453,091	2,453,091	2,453,091
Homelessness Grant	2,671,003	2,671,003	2,631,012	2,701,694	2,701,694	2,701,694
Specific Grants (excluding Core Funding Grants above)	234,788,856	234,788,856	234,788,856	233,578,554	229,845,071	229,802,057
Government Grants	**240,331,999**	**254,967,454**	**254,927,462**	**253,368,794**	**249,635,311**	**249,592,297**
Total Government Funding	**377,642,186**	**392,277,640**	**392,237,649**	**384,614,955**	**382,987,405**	**385,113,503**
Other Grants and Contributions	45,161,860	45,161,860	45,161,860	45,161,860	45,161,860	45,161,860
Internal Recharges	11,367,110	11,367,110	11,367,110	11,367,110	11,367,110	11,367,110
Fees & Charges	104,980,800	106,138,329	106,138,329	107,353,734	108,629,910	109,909,124
Other Income	**161,509,770**	**162,667,299**	**162,667,299**	**163,882,704**	**165,158,880**	**166,438,094**
Council Tax (assumed 4.99% increase)	253,910,932	253,910,932	253,910,932	268,398,495	284,609,692	301,800,690
MHCLG permission for additional 4%	0	0	9,741,049	0	0	0
Council Tax Reduction Scheme	-800,000	-800,000	-800,000	-800,000	0	0
Council Tax collection fund surplus/(deficit)	-1,400,000	-900,000	-400,000	0	0	0
Business Rate - Energy Renewable Schemes	1,500,000	1,500,000	1,750,000	1,500,000	1,500,000	1,500,000
Business Rate Growth	0	0	0	0	0	0
Business Rate collection fund surplus/(deficit)	-1,680,000	-1,680,000	0	0	0	0
Council Tax & Business Rate Growth	**251,530,932**	**252,030,932**	**264,201,982**	**269,098,495**	**286,109,692**	**303,300,690**
Total Resources	**790,682,888**	**806,975,872**	**819,106,930**	**817,596,154**	**834,255,977**	**854,852,287**

	2027/28			2028/29	2029/30	2030/31
	Worst £	Likely - Current MTFP £	Best £	£	£	£
Prior Year Budget	**889,412,753**	**889,412,753**	**889,412,753**	**915,399,882**	**950,716,436**	**989,455,953**
Inflation and Pay						
Pay Awards	6,696,910	6,696,910	6,696,910	7,000,000	7,400,000	7,700,000
Pension	0	0	0	0	0	0
Contractual Inflation	14,391,119	14,391,119	14,391,119	15,000,000	18,000,000	19,000,000
Commitments and Growth						
Demographic Growth	28,045,335	15,094,662	15,094,662	17,000,000	17,000,000	17,000,000
Other Service Growth	10,024,575	10,024,575	10,024,575	-52,450	705,000	5,000
Debt Financing (incl. EFS)	7,305,676	7,305,676	7,305,676	10,467,664	11,868,000	13,489,000
Grant Changes	-4,488,918	-4,488,918	-4,488,918	-1,598,660	-3,733,483	-43,014
Invest to Save	0	0	0	0	0	0
Feasibility Study	-1,000,000	-1,000,000	-1,000,000	0	0	0
Technical Adjustments	0	0	0	0	0	0
Reserves						
General Fund Balance	0	0	0	0	0	0
Financial Risk Reserve	-4,250,000	-4,250,000	-4,250,000	0	0	0
Budget Before Savings & Efficiencies	**946,137,449**	**933,186,777**	**933,186,777**	**963,216,436**	**1,001,955,953**	**1,046,606,939**
Savings						
New Savings	-12,000,000	-17,786,895	-17,786,895	-12,500,000	-12,500,000	-12,500,000
Total Budget	**934,137,449**	**915,399,882**	**915,399,882**	**950,716,436**	**989,455,953**	**1,034,106,939**
Funding Gap to be supported by EFS	**143,454,561**	**108,424,010**	**96,292,952**	**133,120,282**	**155,199,976**	**179,254,652**

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Committee	Cabinet 18 November Scrutiny Finance & Improvement Overview & Scrutiny Committee
Date and Time	30 November Public

Quarter 2 Performance Report

Cabinet Member:	Councillor Heather Kidd – Leader of the Council
Lead Director:	Paul Clarke – Service Director Strategy and Change
Service Area:	Strategy and Change
Report Author	Mark Gwynne – Interim Business Intelligence Strategic Lead
Officer contact details	mark.gwynne@shropshire.gov.uk
Electoral Divisions Affected	All
Key Decision?	Non Key
Cabinet Forward Plan	Not applicable
Report considered by	*Not applicable*

1. Purpose of Report

1.1 This report presents the second Quarterly Performance Report against the Corporate Plan 2026-2030. The report – attached at **Appendix A** - provides a summary of progress using a performance framework including both 'delivery commitments' and Key Performance Indicators (KPIs).

1.2 The report communicates progress and impact in the delivery of the Council's six priority ambitions. It identifies key successes and impact, areas that may need focus, and possible topics for the Council's overview and scrutiny committees to identify where they can add value to the Council and for Shropshire communities (e.g. reviewing the impact of new policy and strategy).

2. Recommendations

2.1 Cabinet is recommended to:

- Review performance at Quarter 2 and confirm any areas in the report that need action to address them.
- Provide further feedback on the performance report that can be taken forward in further refinements to the report format.
- Propose emerging topics or issues as appropriate to the relevant Overview and Scrutiny Committee to consider for inclusion in their work programme.

2.2 Finance and Improvement Overview and Scrutiny Committee is recommended to:

- Consider the performance at Quarter 2 and identify any issues and topics that they would like to consider in greater detail in their work programme or to refer to one or more of the other overview and scrutiny committees.

3. Background

3.1 Shropshire Council adopted its new Corporate Plan 2026-2030 at its meeting on 14 May 2026. This was followed by Cabinet confirming the Performance Management Framework (PMF) on 10 June 2026, including the KPIs and 'Delivery Commitments' which form the basis of the Corporate Plan quarterly performance reporting.

3.2 The Corporate Plan, alongside the Improvement Plan and the Financial Sustainability and Recovery Strategy provide the strategic framework for the Council over the coming years. They set out the focus and direction, and their delivery and evidence of performance and impact give assurance locally to members, staff and communities, and to those externally who are maintaining an overview of progress at the Council.

3.3 External scrutiny of the Council is significant as it continues to respond to the financial challenges and reduce its reliance on Exceptional Financial Support (EFS). Since 1 April 2026 there has been a range of external reviews including an independent assurance review carried out by CIPFA on behalf of MHCLG, a SEND area visit / inspection, an LGA Corporate Peer Challenge follow-up visit, and the External Auditor Annual Value for Money Assessment. In July 2026, the Council received a Best Value Notice from MHCLG.

4. Quarterly Report Overview

4.1 The approach to performance reporting aims to provide a more rounded summary of how the Council is delivering against its priority ambitions as it continues on its improvement journey and flightpath to financial sustainability.

4.2 Over the year it will increasingly provide an outcome-based view of progress and impact. The respective quarterly reports will provide the basis for an annual report

which will be published in June each year and will bring together a summary of progress and impact for the previous year and set out the delivery commitments against each of the Corporate Plan ambitions for the coming year.

4.3 A key feature of the report and delivery is that it highlights performance that is higher or lower than expected. This enables greater focus on those measures and services that are not achieving expected progress or impact and supports identifying and managing associated risks to the Council achieving its priorities. This does mean that there will be different levels of focus and detail for each priority ambition in this report each quarter.

4.4 To provide a better understanding of relative performance, the Quarter 2 report, as well as showing performance compared to all upper tier and unitary councils, also now includes comparative information with the Ministry of Housing, Communities and Local Government (MHCLG) family group of similar authorities (details of the Family Group members are shown on Page 43 of the Corporate Plan Performance Report, included as Appendix 1). This information is being used, alongside service planning, to inform local target setting which will be included in future reports. This group comprises the 15 councils most similar to Shropshire based on population, geography and demographic data; this therefore provides a better basis against which to compare our performance and set local targets.

4.5 Reporting contained within the report is based on the period July to September 2026. All KPIs and narrative within the report is therefore based on progress as at 30 September 2026 and therefore may reflect dates in the future, although some of these dates may have passed by the time the report has been presented through the reporting routes.

4.5 For next quarter there will be further evolution of the reporting to recognise that some data has cyclical trends within the year, comparative periods will be extended to include last quarter and the same period last year. This helps in identifying trends over time and avoids raising concerns around normal changes in performance data. Alongside this improvement, local targets will be established in line with benchmarks, priorities, resources and plans to drive improvement. This will support service planning and establishing longer term performance targets.

5. Progress Against Delivery Commitments and Key Performance Indicators

5.1 Whilst there are more delivery commitments slipping than in Quarter one, the report demonstrates significant progress and improvement in some areas of delivery, with a few key successes to highlight being:

- 9 of the 48 Corporate Plan delivery commitments have been completed by the end of Quarter 2, 29 are in progress / on track, whilst 5 are red rated and 5 amber rated.
- Reducing homelessness and stays in B&B accommodation has significantly improved over the last year, with no families now staying in B&B for more than 6 weeks.

- There has been a further increase in repair of potholes over the quarter, with 10,141 potholes repaired.

5.2 The report also shows areas where progress is not being made at the desired pace, and where possible a likely timeline for progress, including:

- Establishment of the corporate landlord function is a longer term workstream that is being picked up through the Corporate Landlord Review Transformation Programme.
- The review of cultural services is delayed until March 2027 to allow support from an independent expert to provide input and identify opportunities.
- Some housing delivery commitments have slipped awaiting arrival of the new Service Director who will ensure a focus on establishing the right milestones and drive them forward so we are able to accurately assess progress and any likely impact next quarter.

5.3 The report highlights 16 Red and 1 Amber rated KPIs (the same as in Quarter 1). An overview of some aspects where performance is below that of our comparators, shown as Red in Appendix A, with some being identified below:

- Road maintenance (T01 and T02) a sustained focus on increasing the pace of fixing potholes prevents road condition worsening further, but due to historic challenges of under investment in roads maintenance and repair, with road condition not comparing favourably with our benchmark authorities.
- Bus connectivity and journeys (T06 and T08) remain challenging with work continuing to progress new routes which will lead to an improvement in coming months.
- The rate of looked after children (HC13) has improved slightly but remains very high and improvement will be supported through increased emphasis from the Improvement Board and mobilisation of the Children's Transformation Programme, driving better outcomes and reduced cost.

6. Key Risks and Opportunities

6.1 The management of key performance indicators is a key process as an aspect of monitoring progress in the delivery of priority outcomes. This provides insight into areas which are performing as intended, or where action is required to bring performance back on track. The performance report and dashboard provide a high-level lens into the performance of Shropshire Council allowing for further targeted detail analysis to support the mitigation of any risks identified. Service planning, regular budget monitoring and financial reporting are also parts of the wider performance, governance and risk management approaches within the Council which are being more closely aligned towards becoming an integrated framework.

6.2 Ultimately, the Council must risk assess the delivery of its strategic objectives and adjust accordingly, to ensure an acceptable balance of outcomes are achieved at a strategic level while remaining focussed on financial sustainability. This may mean the prioritisation of some objectives over others to react to the evidence presented

within the performance management framework or the financial position of the Council. It is unlikely to be possible to achieve optimal performance across all indicators and it may be necessary to oversee expected reductions in performance in some areas to remain within the overall financial envelope. This will ensure full focus is given to prioritised areas of activity by officers including significant management action required over the remainder of the financial year to ensure the Council's financial survival. This context has been used to set local performance targets against the key performance indicators contained within this report.

Risk	Mitigation	Link to Strategic Risk
Staff capacity to maintain levels of service provision and deliver the transformation required.	• Deprioritise service areas to stop or reduce levels provided to release more capacity. • Identify different ways that outcomes can be met and work with partners to confirm changes. • Identify specific functions and roles that are gaps to support the delivery of change and proceed to recruit to them to deliver the work required or backfill existing staff. • Communicate changes being made to service delivery and levels of service to help manage expectations and prevent increases in concerns and complaints.	Workforce, capacity and capability
Changes to services impacts on performance in other areas of the council	• Maintaining a cross-council view of transformation and service redesign and change that maps interdependencies and proactively identifies risks and mitigations to minimise or remove unplanned impacts.	Governance, Performance and Financial Weaknesses
Failure to achieve the Corporate Plan Delivery Commitments and other key projects and programmes	• Maintain frequent review of progress by Service Directors through their service plans and direct management of their senior managers and project leads. • Actions and plans to address slippage established and	Governance, Performance and Financial Weaknesses Achieving long-term financial sustainability

	implemented at pace to minimise an impacts and implications. • Visibility and transparency through quarterly review and reporting via the Corporate Plan Performance Report. • Business Plans for 2027/28 which will be developed during Quarter 3 will capture all deliver commitments with clear actions to ensure accountability for timely progress.	

7. Council Priorities

7.1 The Corporate Plan summarises the Council priorities and this performance report helps provide a view of progress and impact across all of them but fits most directly against 'A Council that is financially sustainable, with clear priorities and purpose, and a workforce that is supported to excels.'

8. Financial Implications

8.1 There are no financial implications related to decisions in this report.

9. Legal and HR implications

9.1 The Council is a best value authority as set out in the Local Government Act 1999. As such it must ensure that it has effective methods of assessing its performance and ensuring best value across its services, in the undertaking of its statutory duties and the delivery of its priority policies. Tracking and mapping the performance of the Council against its Corporate Plan and Improvement Plan objectives is one way in which the Council can evidence and assess its progress.

9.2 This report provides a rolling update on progress against delivery commitments for the year which remain in progress: enabling effective oversight and challenge.

10. Electoral Division Implications

10.1 Not applicable.

11. Health, Social (including "Child Friendly Shropshire") and Economic Implications

11.1 There are no implications from this report. The report presents progress and performance that relates to all areas of the Council as they deliver the corporate Plan including social care and the economy.

12. Equality and Diversity Implications

12.1 There are no Equality and Diversity implications associated with decisions in this report.

13. Climate Change, Biodiversity and Environmental Implications

13.1 There are no direct implications associated with decisions for this report. The Corporate Plan contains a strategic ambition focused on our environment, and climate change is a cross-cutting topic that should be considered in all service design and planning, commissioning and procurement, and decision-making.

14. Background Papers

14.1 Shropshire Council Corporate Plan 2026-2030
14.2 Shropshire Council Corporate Performance Management Framework

15. Appendices

Appendix A – Corporate Plan Performance Report – Quarter 2

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Shropshire Council

Appendix A

Corporate Plan Performance Report Quarter 2, 2026/27

Rebuilding Shropshire Together









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Introduction

The Corporate Plan 2026-2030 was approved by Full Council on 14 May 2026. The Plan sets out the priority ambitions and focus for the Council over the next 4 years, and the 'Future Council Principles' that will drive improvement. The priority ambitions adopted within the Corporate Plan are:

- There is a financially sustainable council, with clear priorities and purpose, and a workforce that is supported to excel
- Communities are connected by well-maintained roads, accessible transport and infrastructure
- People live in safe, inclusive places with homes that meet their needs
- Everyone has an opportunity to be healthy and thrive at every stage of life
- An environment that harnesses our natural assets and supports wellbeing
- A thriving economy that benefits everyone

This second quarter report provides a rounded summary of delivery against the Corporate Plan, including progress and impact through its improvement and financial sustainability journey, delivering the priority ambitions, the key decisions taken in the reporting period, and progress demonstrated by the key performance indicators (KPIs). A set of KPIs, drawing on those previously reported (as part of the Shropshire Plan) and are relevant to the Corporate Plan Delivery Commitments, measures from the Ministry of Housing, Communities and Local Government (MHCLG) Local Outcomes Framework (LOF) and some priority indicators that have been locally defined.

The report is structured around each of the six priority ambitions but recognises that many of the programmes or work and projects being implemented are cross Council and deliver more than one priority. The report focuses on highlighting 'exceptions' - positive exceptions where we should be celebrating successes, and negative exceptions where performance or progress has not been to plan or in line with original assumptions or targets. In doing so it acknowledges the different delivery timescales that are being taken to develop and implement the programmes, projects and initiatives that will see the Council achieve its priority ambitions over the next 4 years. As such each priority ambition may be covered in differing levels of detail each quarter.

Most of the Corporate Plan Delivery Commitments are on track to deliver the work in the timescales that were originally set, with a number being completed as planned. A small number have been identified as likely to slip slightly on the timescales set out in the performance management framework, but senior responsible officers are confident that this will have minimal implications on the overall delivery and impact. Building on the progress made in the first quarterly report, this report is structured around the Corporate Plan priority ambitions – with all aspects of progress collated in a single RAG rated view of the Delivery Commitments and Key Performance Indicators.

Quarterly Progress and Impact Report - Introduction

Quarter 2 of 2026/27 has seen further new and refreshed strategies and plans that, together with the Corporate Plan and Improvement Plan, provide direction for the council over the next 12 months and beyond. Amongst these, some of the key strategies are:

- A Financial Sustainability and Recovery Strategy approved by Cabinet on 8 July 2026 as part of the draft Medium-Term Financial Plan 2027/28 – 2031/32, setting out our 11-point route map to reduce reliance on Exceptional Financial Support (EFS) and make progress to becoming a financially stable and sustainable council.
- Implementation of a new education strategy to elevate education standards across the county was approved in September. The Shropshire Children Achieving and Thriving in Education Strategy is a three-year strategy that is being rolled out now.
- The new Digital and Cyber strategies were approved by Cabinet on 8 July 2026, setting out a roadmap for the provision of digital services providing more accessible services and ensuring that required actions are taken to enable growth in digital services whilst working to ensure security and resilience to the growth in cyber threats.

A new Risk Management Framework was presented to Audit and Governance Committee on 25 September 2026 for consideration ahead of approval by Statutory Officers Group.

During Quarter 2 work continues to update the Improvement Plan, bringing together findings from external audit and assurance reports, feedback from the Improvement Board and other activity to inform improvement priorities – this revised Improvement Plan will be considered by Full Council in December and sets the framework and priorities for improvement over the coming years.

A summary table of overall RAG ratings for each Delivery Commitment and KPI is set out on page 6. The following sections are broken down for each priority ambition, providing a more detailed overview of progress by way of narrative, RAG rated view of the Commitments, RAG rated update on the relevant KPIs (long with comparative information) is shown followed by a more detailed narrative on those KPIs which are red rated for delivery or for the direction of travel. This format provides a more rounded view of progress in delivering the priority ambition during the period **July – September 2026**. It should be noted, that several of the delivery commitments cut across more than one priority ambition, but they are only shown once to avoid duplication and once a delivery commitment is completed no further updates will be provided in future reports. Likewise, not all KPIs are updated on a quarterly basis, so in these instances the most recent information is included.

All KPIs and narrative within the report are based on progress at 30 September 2026 and therefore reflect dates in the future, although some of these dates may have passed by the time the report has been presented through the reporting routes.

Shropshire Council

Progress and impact delivering our priority ambitions









Quarterly Progress and Impact Report - Overview

The Corporate Plan sets out six Priority Ambitions for the Council. This report shows progress against these ambitions, however, much work cuts across more than one ambition and therefore information has only been included once in the ambition that feels most appropriate. Some priority areas of work and Key Performance Indicators (KPIs) also relate to how the Council is delivering its services, driving improvement or modernising ways of working. These aspects are shown after our ambitions.

Priority Ambition (Summary)	Overall RAG				Additional comment
	Delivery Commitments		Key Performance Indicators		
	Q1	Q2	Q1	Q2	
Financially sustainable council	Green	Green	N/A	Amber	Although some slippage, half the commitments are completed.
Connected communities	Green	Green	N/A	Red	Small slippage but on track to be completed in year.
Safe inclusive places	Green	Amber	N/A	Amber	Some slippage which will be picked up by new Service Director.
Healthy and thrive	Green	Green	N/A	Green	Two slipping, but commitments are overall on track.
Environment and well-being	Green	Green	N/A	Green	All aspects progressing on track
Thriving economy	Green	Green	N/A	Amber	Progress on activity is going well, but some KPIs are challenging

Green	On target	Amber	Off target	Red	Original delivery date / target missed

The Corporate Plan KPIs provide a strategic view of the Council's performance in terms of the delivery of the Corporate Plan structured around our priority ambitions. Overall view of the Corporate Plan, forming the top layer of the performance management framework.

This link is to the overall Corporate Plan KPI Dashboard and provides a view of the most recent performance data which has been published nationally, a RAG rated view of how the council's performance compares to the national average and to our Family Group*, the direction of travel for the measure based on the previous reporting period.

Considered alongside the delivery commitments, the dashboard provides a baseline position to understand Shropshire Council's performance and is a tool to help inform understanding of progress and impact to help drive continuous improvement.

* Family Group – this is a group of the most similar councils as compiled by the Ministry of Housing, Communities and Local Government (MHCLG) and provides the best comparators against which to benchmark performance and establish realistic targets given the similar demography. A list of members of the Family Group is contained on Page 43.

Shropshire Council

A council that is financially sustainable, with clear priorities and purpose and, a workforce that is supported to excel









A Council that is financially sustainable, with clear priorities and purpose, and a workforce that is supported to excel

Our Ambition

Our ambition is to secure the Council's financial future through clear priorities, strong governance, an engaged workforce and efficient, high-quality services. We will address our financial position, deliver robust and achievable savings plans, and remove the need for Exceptional Financial Support.

Overview of progress on delivering our priority ambition in Quarter 2

Work started in Quarter 1 continues to further build the conditions for a more financially sustainable, well-governed and delivery-focused council, supported by an increased focus on budget monitoring to deliver eh required savings targets in year. As part of the financial considerations, Cabinet in September 2026 approved the structured closure of the Cornovii company over a period of time to minimise the financial exposure to the Council, consistent with the requirements set out in the Financial Sustainability and Recovery Strategy.

Development of the refreshed Medium-Term Financial Strategy remains on track, supported by the Financial Sustainability and Recovery Strategy's 11-point plan to reduce reliance on Exceptional Financial Support. Roll out of the new business and budget planning approach commenced to support a more inclusive, disciplined and transparent budget-setting process ahead of Council in February 2027, underpinned by a new Business Planning approach: supporting alignment of service priorities, budget and delivering the priority ambitions. Approval by Cabinet in July 2026 of the new Digital Strategy and route map will help transform how services operate and how quickly residents can get answers, while the Cyber Strategy approved at the same meeting strengthens the council's ability to protect data and systems.

The People Change programme has moved from establishing individual workstreams to putting tangible organisational foundations in place. Role of the Manager, strengthened PDR arrangements, a developing performance framework and a more integrated approach to culture, engagement and communications are creating clearer expectations and better support for the workforce. The planned refresh of the People Plan now provides an opportunity to connect these interventions across people, process and technology and shift reporting from activity completed to evidenced impact, with clear baselines, success measures and customer outcomes.

Delivery of the Improvement Plan remains central to building a more effective organisation, with a refresh underway to ensure that this draws in learning and input from audit activity and external reviews. This refreshed Improvement Plan will be completed during Quarter 3 for approval and is underpinned by more effective programme, performance and risk management approaches that have been developed during the quarter. The main areas requiring sustained attention (including corporate governance and compliance) continue to be challenging, and work has progressed on each throughout Quarter.

What we are doing in Quarter 3

- Update and approval of a refreshed Improvement Plan in December 2026
- Approval of the refreshed People Plan and launch of the Role of the Manager programme
- Approval of Adult Social Care Transformation Plan by Cabinet in October 2026
- Report on Asset Strategy & Corporate Landlord Transformation Programme to Cabinet in November 2026

A Council that is financially sustainable, with clear priorities and purpose, and a workforce that is supported to excel

Progress on Delivery Commitments

Update for Quarter 2

Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
A budget for 2027/28 and MTFP that reduces our reliance on EFS (February 2027).	**Q2** – On track to meet planned timescales. Budget development is underway with full budget and EFS needs ready for consideration by Cabinet and Council in February 2027.	Finance	Executive Director S.151		
Review of council relationship with Cornovii Development Limited (July 2026).	**Q2** – On 9 September 2026 Cabinet approved the structured closure of the Company over a period of time (Section 4; Option 6) in order to minimise the financial exposure to the Council, consistent with the requirements set out in the Financial Sustainability and Recovery Strategy.	Housing	Executive Director S.151		
A new Asset Strategy and Corporate Landlord function resetting how the Council's property is governed and managed (developed by July 2026).	**Q2** - This work in ongoing and picked up through the Transformation Programme where the first phase of establishing asset transfer programmes is complete. Asset Strategy and and Corporate Landlord brief is due to go to a mini-competition in November 2026. Further work will continue in to 2028/29. Whilst the original timescale has been missed, a report is going to Cabinet in November 2026.	Finance	Service Director Place Shaping		
An Adults Social Care transformation programme with an emphasis on prevent, reduce and delay, and flexible market options (developed by September 2026).	**Q2** - On track. The Adult Social Care Transformation Plan has been developed and is being presented to Cabinet on 14 October 2026, setting out the four strategic themes and associated eleven identified programmes.	Adult Social Care and Public Health	Service Director Adult Social Care		
A new Adult Social Care Strategy – outlining key priorities and operating model for adult social care (October 2026).	**Q2** - Engagement on the refreshed Adult Social Care Strategy has supported development of the Adult Social Care Transformation Programme which will be presented to Cabinet in October 2026. This will support establishment of a more sustainable operating model for adult social care.	Adult Social Care and Public Health	Service Director Adult Social Care		
Continued delivery of the Improvement Plan, reporting progress and impact to the Improvement Board (ongoing).	**Q2** - The Plan continues to provide the basis for the delivery of improvement activity across the Council though various priority programmes for action. The Plan is due to be reviewed and updated to reflect programmes delivered, and to respond to further external reviews and recommendations.	Leader	Service Director Strategy and Change		
Develop a customer charter that sets out how we work with residents and other customers (December 2026).	**Q2** – Draft Charter prepared informed by benchmarking with other Local Authorities. Session held with Senior Leaders for feedback. Further revisions to the draft in progress ahead of being presented to Cabinet.	Communities and Environment	Service Director Communities and Customer		

What is Completed

- Commissioning, Procurement and Contract Management Strategy approved by Cabinet in June
- Review of in-house provider services (Adult Social Care completed with Cabinet taking decisions in June
- Digital Strategy approved by Cabinet in July
- Cyber Strategy approved by Cabinet in July
- Relationship with Cornovii decided by Cabinet in September

A Council that is financially sustainable, with clear priorities and purpose, and a workforce that is supported to excel

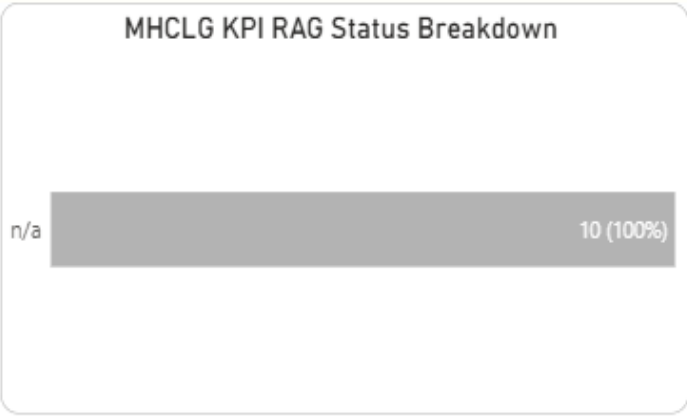
Progress on Delivery Commitments (continued)

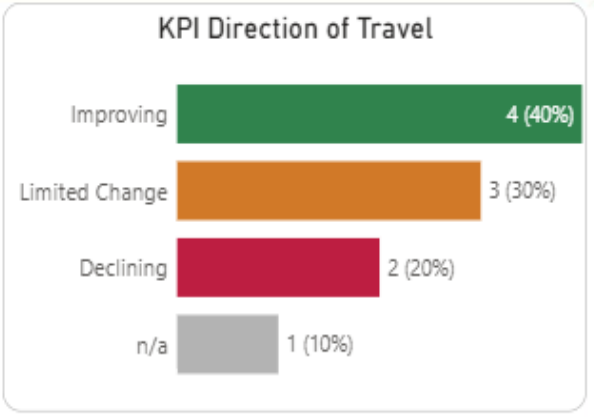
Update for Quarter 2

Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
Review of cultural service offers to ensure financially sustainable delivery (October 2026).	**Q2** – A procurement process is currently ongoing to secure an independent expert to undertake the review of the Shrewsbury Museums services and Shrewsbury Castle. The timeline for the review to be delivered is later than originally planned, but the report will be available within the 2026-27 financial year. This will now be completed by March 2027.	Deputy Leader and Transformation and Economic Growth	Service Director Communities and Customer		
A new council constitution (December 2026).	**Q2** – On target to achieve timescales. Draft currently being reviewed and scheduled programme of Member feedback sessions being developed ahead of approval.	Leader	Director of Legal and Governance		
Continued delivery of the People Plan to create a workforce that is supported and enabled to excel (ongoing).	**Q2** – Delivery of the People Plan continues with Manager Expectations, Manager Base Camp, strengthened PDR arrangements, a developing performance framework and a more integrated approach to culture, engagement and communications creating clearer expectations and better support for the workforce.	Finance	Service Director Enabling		
New digital and cyber strategies that enable council services that are joined up, efficient, simple and tailored to resident's needs (July 2026).	**Q2** – The new Digital Strategy and Cyber Strategy wereapproved by Cabinet on 8 July 2026.	Finance	Service Director Enabling		

10
Number of KPIs

A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	Everyone has the opportunity to be healthy and thrive at every stage of life (HC)
Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)
Safe inclusive places with home that meet people's needs (P)	A fair, dynamic and inclusive economy that benefits everyone (E)





KPI ID	Indicator Name	Time Period	Aim	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	Local Target	MHCLG Average	MHCLG Rank (1 is best)	MHCLG Relative Rank	National Average	LA Rank (1 is best)	National Percentile Rank	Published or Local Data
F01	In year budget perfomance	Q2 2026		See Financial Monitoring Report Quarter 2 2026/27					n/a	n/a	n/a	n/a	n/a	Local
F02	Income collection rate (council tax)	Q2 2026	↑	55.6%	↑ +26.9%	28.7%	-	n/a	n/a	n/a	n/a	n/a	n/a	Local
F03	Income collection rate (business rates)	Q2 2026	↑	61.3%	↑ +26.1%	35.2%	-	n/a	n/a	n/a	n/a	n/a	n/a	Local
F04	Number of Complaints Investigations Received	Q2 2026	↓	352.0	↓ -13.1%	405.0	-	n/a	n/a	n/a	n/a	n/a	n/a	Local
F05	Number of Complaints received	Q2 2026	↓	617.0	↑ +10.2%	560.0	-	n/a	n/a	n/a	n/a	n/a	n/a	Local
F06	Percentage of Complaints resolved within 15 days	Q2 2026	↑	54.5%	↘ -1.8%	56.3%	-	n/a	n/a	n/a	n/a	n/a	n/a	Local
F12	Number of FOIs	Q2 2026	→	532.0	↗ +4.7%	508.0	-	n/a	n/a	n/a	n/a	n/a	n/a	Local
F13	Percentage of FOIs Overdue (+40 Days)	Q2 2026	↓	7.5%	↓ -3.1%	10.6%	-	n/a	n/a	n/a	n/a	n/a	n/a	Local
F14	FOIs timeliness within statutory target (Completed within 20 days)	Q2 2026	↑	50.8%	↘ -4.0%	54.7%	-	n/a	n/a	n/a	n/a	n/a	n/a	Local
F15	Staff sickness absence - average lost days per FTE	Sep 2026	↓	10.0	↑ +19.1%	8.4	-	n/a	n/a	n/a	n/a	n/a	n/a	Local

A Council that is financially sustainable, with clear priorities and purpose, and a workforce that is supported to excel

Commentary on Red Rated KPIs

There are no red rate KPIs in this section, where performance is below that of comparator authorities. There is, however, one KPI where performance is worsening for which updates have been provided.

F04 – Number of complaints investigations received. The number of complaints received by the council has continued to increase throughout the year, building on the already high numbers in Quarter 1. This has resulted in a backlog and limited staff capacity to reduce the delays. There are a number of possible factors for this increase in demand, including growing use of AI to create complaints. There are also currently more complaints escalating to Stage 2: adding further pressure. Appointment of an additional staff member to support training and early resolution of complaints is expected to lead to improved awareness within the organisation of the work that can be undertaken to early resolve and remedy complaints.

Shropshire Council

Communities are connected by well-maintained roads, accessible transport and infrastructure









Communities are connected by well-maintained roads, accessible transport and infrastructure

Our Ambition

We want every community to be connected by safe, well-maintained roads and accessible, greener transport. Through improving infrastructure, journey times and access to public transport, and enabling and promoting options and opportunities for walking and cycling, we will reduce isolation. Linked to our inclusive growth plans this will help open-up opportunities to access work, education, healthcare and trade, strengthen wellbeing and protect the natural environment.

Delivering our priority ambition in Quarter 2

Shropshire's transport and highways work is focused on delivering safer, more reliable and more sustainable journeys for residents, businesses and communities across a large rural county. Performance data has been enhanced with comparative information from similar rural authorities facing common challenges to Shropshire. This provides a better comparator and helps position performance alongside similar areas allowing more meaningful target setting and learning from others. Work on the Local Transport Plan continues which will support alignment of national requirements with local need, asset condition and available resources.

Road condition surveys completed in 2025 provide the baseline for measuring progress and show that Shropshire is below the national average for A, B and C roads, reflecting the scale of maintenance pressures across an extensive and dispersed rural network.

During Quarter 2, work has continued on the immediate priority to stabilise the network by responding effectively to weather-related damage and continuing to tackle potholes. In Quarter 2 there were 10,141 pothole repairs completed (continuing an upward trend from 9,956 in Quarter 1 and up significantly from 7,870 in Q2 2025/26. This work is essential in stopping the further deterioration of the roads.

Consultation on the new Local Transport Plan is underway which will help to understand residents' priorities and inform bus routes to enable an increase in journeys over time. However, Shropshire remains one of the lowest-ranked authorities for bus passenger journeys, underlining the challenge of providing viable services in rural areas, where bus journey times through small villages with many stopping pints can be significantly longer than a more direct car journey.

In September, a new bus service was announced to start in November between Newtown and Craven Arms – via Montgomery, Churchstoke, Chirbury, Clun and Bishop's Castle. The new X81 service is a collaboration between Shropshire Council and Powys County Council and will be operated by Tanat Valley Coaches. It will operate six days a week, with four journeys a day in each direction, which will help improve connectivity and journeys KPIs for Quarter 3 and beyond.

What we are doing in Quarter 3

- Consideration of the Highways Future Service Model by Cabinet in October 2026
- Approval of a revised Highways Maintenance Strategy and Inspection Policy by Cabinet in November 2026
- Continued delivery of highways maintenance statutory responsibilities
- Consultation of the Local Transport Plan

Communities are connected by well-maintained roads, accessible transport and infrastructure

Progress on Delivery Commitments

Update for Quarter 2

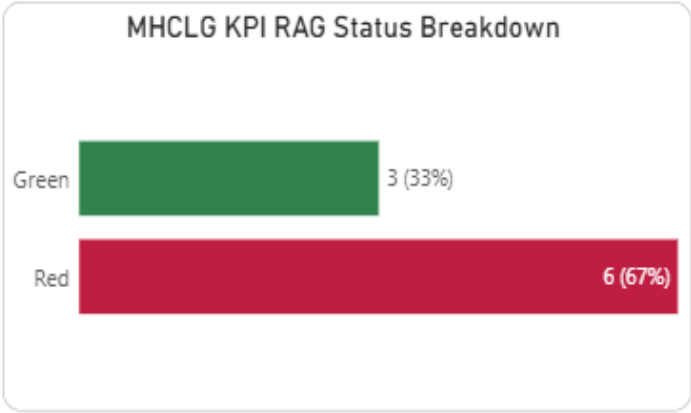
Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
A new Local Transport Plan (March 2027).	**Q2** - Consultation has started across Shropshire enabling a report to go to Cabinet in February presenting feedback from the consultation and ready for reporting to Council in March 2027.	Transport and Regeneration	Service Director Infrastructure		
Develop and shape a new operating model for highways services (March 2027).	**Q2** - The existing highways contract is being extended to March 2028, in line with the agreed contract terms, enabling an options appraisal to progress through to December 2026. This will enable commissioning decisions and the appropriate procurement route to be followed for a new contract to be in place from March 2028. Shown as Amber due to the revised timeline presented.	Highways and Waste	Service Director Infrastructure		
A new Highways Maintenance Strategy and Inspection Policy to align with new DfT funding criteria (June 2026).	**Q2** – The revised Strategy and Policy have been developed and going to Cabinet in November 2026 in line with revised DfT requirements. This commitment is shown as red due to original timescale not being achieved, but will be completed in Q3.	Highways and Waste	Service Director Infrastructure		
Continued focus and delivery of highways maintenance statutory responsibilities and investment in preventative maintenance (measured by road condition KPI).	**Q2** - Work continues on repairing potholes with 10,141 repaired in Q2 (an increase from 6,956 in Q1) whilst work continues on develping preventative approaches within available funding. Performance for A, B and C roads is below the national average and reflects the high length of roads across Shropshire's large rural geography.	Highways and Waste	Service Director Infrastructure		
Deliver 10 new or improved access routes / green space schemes to improve access to green space and support wellbeing (March 2027).	**Q2** – On track to achieve timescales. Work on this continues linked to the Green Infrastructure Strategy. We are working in partnership to develop the sites.	Communities and Environment	Service Director Place Shaping Service Director Deputy Director Public Health		

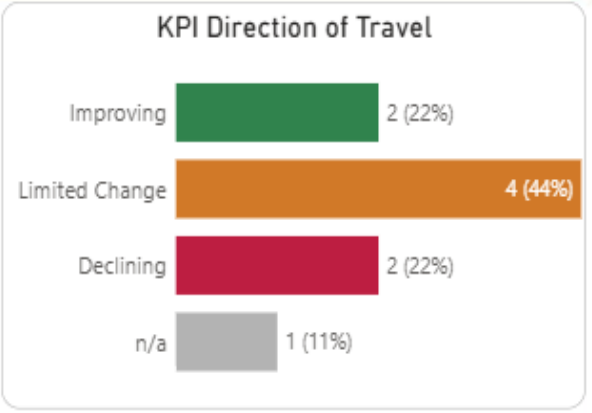
What is Completed

- Developmental work on the Local Transport Plan to enable consultation to commence.
- Work continues in all areas to drive improvement and work towards achieving performance targets.

9
Number of KPIs

A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	Everyone has the opportunity to be healthy and thrive at every stage of life (HC)
Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)
Safe inclusive places with home that meet people's needs (P)	A fair, dynamic and inclusive economy that benefits everyone (E)





KPI ID	Indicator Name	Time Period	Aim	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	Local Target	MHCLG Average	MHCLG Rank (1 is best)	MHCLG Relative Rank	National Average	LA Rank (1 is best)	National Percentile Rank	Published or Local Data
T01	(LOF) Percentage of local authority motorways and A roads that should be considered for maintenance	FYE 2025	↓	10%	↗ +1.0%	9%	-	2% (24/25)	n/a	n/a	5% (24/25)	n/a	n/a	Published
T02	(LOF) Percentage of B and C roads that should be considered for maintenance	FYE 2025	↓	13%	↘ -1.0%	14%	-	6% (21/22)		n/a	7% (21/22)	112 of 119	☆ 6%	Published
T03	(LOF) Proportion of the local unclassifed roads that should be considered for maintenance	FYE 2025	↓	14%	↘ -2.0%	16%	-	15% (24/25)		n/a	16% (24/25)	72 of 137	★ 48%	Published
T04	(LOF) Passenger journeys on local bus services per head	2025	↑	9.8	↑ +5.4%	9.3	-	16.6 (2024/25)	10 of 12	☆ 18%	33.7 (2024/25)	75 of 79	☆ 5%	Published
T05	(LOF) Percentage change in service mileage year on year	2025	↑	6.7%	↑ +15.0%	-8.4%	-	3.9% (2024/25)	n/a	★ 100%	n/a	n/a	n/a	Published
T06	(LOF) Connectivity score for public transport to key services	2025	↑	43.4	n/a		-	50.3 (2025)	10 of 12	☆ 18%	71.3 (2025)	125 of 128	☆ 2%	Published
T07	(LOF) Number killed or seriously injured, per billion vehicle miles travelled	2024	↓	73.1	↑ +6.2%	68.8	-	66.2 (2024)	12 of 16	★ 27%	128 (2024)	54 of 152	★ 65%	Published
T08	(LOF) Percentage of adults who engaged in active travel at least twice in the last 28 days	2025	↑	26%	↓ -5.7%	31.7%	-	28.7% (2025)	13 of 16	☆ 20%	34.4% (2025)	132 of 153	★ 14%	Published
T09	(LOF) Public EV charging devices per 100,000 population	Q1 (Jan-Mar) 2026	↑	162.1	↗ +0.4%	161.5	-	163 (Q1 2026/27)	9 of 16	★ 47%	193 (Q1 2026/27)	59 of 151	★ 61%	Published

Communities are connected by well-maintained roads, accessible transport and infrastructure

Commentary on Red Rated KPIs

There are six red rate KPIs in this section, where performance is below that of comparator authorities.

T01 – Percentage of motorways and A roads that should be considered for maintenance. The performance shown is for the same period as last quarter whilst more recent data is awaited. Additional funding for investment in improving roads is not therefore reflected in the data shown, but due to the condition of roads and geography of Shropshire, performance will remain red. The significant increase in repairs to potholes will stop roads from further deteriorating.

T02 – Percentage of B and C roads that should be considered for maintenance. The performance shown is for the same period as last quarter whilst more recent data is awaited. Additional funding for investment in improving roads is not therefore reflected in the data shown, but due to the condition of roads and geography of Shropshire, performance will remain red. The significant increase in repairs to potholes will stop roads from further deteriorating.

T04 – Passenger journeys on local bus services per head. The number of bus journeys has improved slightly (up by 5.4%) on the previous period. Work is underway to introduce new bus routes which will help to increase total journeys, however, in rural areas with high car ownership it is challenging to connect small villages with journeys fast enough to compete with driving.

T06 – Connectivity score for public transport to key services. The connectivity score for public transport to key services will also be improved by the new bus route mentioned in T05. The impact of this additional route will become evident towards the end of the year, whilst work continues on identifying opportunities for improving bus connectivity, travel and usage numbers.

T07 – Number killed or seriously injured, per billion miles travelled. The data presented represents the same period as reported last quarter. Shropshire's rate is similar to national average, but significantly worse than comparable authorities. Work continues as outline in the performance report last Quarter.

T08 – Percentage of adults who engaged in active travel at least twice in the last 28 days. The data presented represents the same period as reported last quarter. Given the rural nature of Shopshire, increasing active travel to the required level will remain challenging, although work continues as outlined in Quarter 1.

Shropshire Council

People live in safe, inclusive places with homes that meet their needs









People live in safe, inclusive places with homes that meet their needs

Our Ambition

Working across the council and partners, we will deliver an integrated approach to identify and address the root causes of housing pressures and safety in our communities. We will deliver affordable, well-located homes, safer and more cohesive places for our communities, with resilient rural services, and enabling sustainable inclusive growth.

Delivering our priority ambition in Quarter 2

Work is progressing on the new Local Plan, with early scoping consultation completed with residents, town and parish councils, businesses and other stakeholders. This has helped identify the key issues and gaps that need to be addressed. This is a medium term piece of work and over the next year, important milestones will move the plan forward, closely aligned with the new Housing Strategy supporting delivery of the Corporate Plan.

Progress continues to be made across housing services and in the prevention of homelessness. Action continues on earlier identification of housing issues, targeted to households vis the floating support team, better access to welfare advice, private rented options, family mediation and supported housing pathways. These measures are intended to help more households remain safely housed and reduce pressure on temporary accommodation. No families have been in B&B accommodation for more than 6 weeks, which evidences a sustained focus and achievements in supporting people to meet their housing needs. More detailed progress and the continued focus on earlier intervention and whole-system homelessness prevention were reported to Housing Overview and Scrutiny Committee in September.

Shropshire Local Mobile expanded to include Ellesmere for a four-month trial period, making it even easier for residents to get face-to-face, in-person support to help access Shropshire Council services.

Training has taken place on recognising and responding to economic abuse to enable greater understanding of how this is shaped by people's lived experience, including the impact on young people and families.

Work continues on strengthening food standards and private water supplies.

Progress has been made on development of the Housing Revenue Account Business Plan, which was reported to Cabinet on 9 September 2026, along with the agreement to start consultation on the Council Tax Support Scheme, supporting lower income and vulnerable people to live inclusively within their communities.

What we are doing in Quarter 3

- Continuation of Local Plan Green Belt review
- Continued work on development of consultation to inform the Local Plan

People live in safe, inclusive places with homes that meet their needs

Progress on Delivery Commitments

Update for Quarter 2

Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
Implementation of the single Children's Transformation Programme year 1 reforms (including Families First, Best Start in Life, Local Youth Transformation, Private Law Programme and SEND Reform) and helps to support the realisation of a 'child friendly' Shropshire (March 2027).	**Q2** – There has been significant work underway to progress the restructure of teams into localities. Delays in several key areas are starting to impact on overall progress. Work is underway to secure the right capacity, seek to resolve the impact of planned system changes and to help create the conditions for the culture change required to prevent delays to the overall implementation. Confirmation of securing SEND Reform funding will support delivery of the programme.	Children and Education	Service Director Families First Partnership		
A programme of accessible and inclusive sessions on economic abuse within the context of domestic abuse – enabling people to manage their finances (March 2027).	**Q2** – Economic abuse sessions fully developed with input from lived experience group with sessions advertised and bookings commenced for delivery in Q3 and Q4.	Adult Social Care and Public Health	Service Director Strategy and Change		
An agreed approach to working with parish and town councils to deliver services and outcomes (March 2027).	**Q2** – Learning from experience working with Town and Parish Councils is being compiled to develop future working opportunities.	Deputy Leader and Transformation and Economic Growth	Service Director Strategy and Change		
An updated Housing Revenue Account Business Plan providing a framework for managing, maintaining and developing our council housing stock (September 2026).	**Q2** – Cabinet approved the Housing Revenue Account Business Plan Summary at its meeting on 9 September 2026. This report presented the HRA Policy and Business Plan Summary enabling further work to be undertaken to agree the full Business Plan and support potential applications for Government grant funding to increase capacity within the HRA stock, which would require further Cabinet approval before submission.	Housing	Service Director Communities and Customer		
Increase the number of households where homelessness is prevented to start to reduce our use of temporary accommodation (ongoing, measured by KPI).	**Q2** – Strong progress continues in shifting the service towards earlier intervention and homelessness prevention. The latest published H-CLIC performance (Q1 2026/27) shows that 55.18% of households owed a homelessness duty were accepted at prevention stage, compared with 36.48% in Q1 2025/26, while the proportion of duties successfully prevented increased from 15.75% to 31.93%. More recent operational data also demonstrates progress in reducing reliance on temporary accommodation: at the end of September 2026, 250 households were in temporary accommodation compared with 286 at the same point in 2025, while B&B use reduced from 100 households to 21. No families had been in B&B for more than six weeks.	Housing	Service Director Communities and Customer		

What is Completed

- Economic abuse sessions have been developed for delivery
- HRA Business Plan has been approved by Cabinet on 9 September 2026

People live in safe, inclusive places with homes that meet their needs

Progress on Delivery Commitments (continued)

Update for Quarter 2

Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
Increase the number of households where homelessness is prevented to start to reduce our use of temporary accommodation (ongoing, measured by KPI).	**Q2** – Strong progress continues in shifting the service towards earlier intervention and homelessness prevention. The latest published H-CLIC performance (Q1 2026/27) shows that 55.18% of households owed a homelessness duty were accepted at prevention stage, compared with 36.48% in Q1 2025/26, while the proportion of duties successfully prevented increased from 15.75% to 31.93%. More recent operational data also demonstrates progress in reducing reliance on temporary accommodation: at the end of September 2026, 250 households were in temporary accommodation compared with 286 at the same point in 2025, while B&B use reduced from 100 households to 21. No families had been in B&B for more than six weeks.	Housing	Service Director Communities and Customer		
Review the Housing Allocations Policy and service in line with proposed national changes and timescales (December 2026).	**Q2** – Housing Overview and Scrutiny received a report on the Shropshire Council Allocations Policy & Scheme at its meeting on 9 September 2026. Scrutiny agreed to establish a rapid Task Finish Group to review the policy and make recommendations ahead of Cabinet being requested to approve commencing a public consultation on a refreshed policy – consultation on the draft policy will follow policy review.	Housing	Service Director Communities and Customer		
Develop a Housing Strategy (for consultation) aligning with the Local Plan development (December 2026).	**Q2** – This action is being paused for two reasons. Firstly, housing is awaiting the strategic needs assessment for housing which is being undertaken as part of the Local Plan. This document needs to inform the priorities of the Housing Strategy. The second reason is to allow the new Service Director for Housing to lead the production of the Strategy and consultation process once they are in post. This will now work to a revised timescale of March 2027.	Housing	Service Director Communities and Customer		
Strengthen Food Standards and Private Water Supplies delivery as part of our environmental health and protection services, in accordance with regulations (ongoing).	**Q2** – Unable to recruit in round one, so currently re-advertised with interviews to be held Q3.	Adult Social Care and Public Health	Service Director Deputy Director Public Health		
Continue to implement the Statutory Community Safety Strategy – including targeted plans focused on hot spot areas and working with communities to become safer places to live, work and visit (March 2027).	**Q2** – On target to achieve timescales.	Leader	Service Director Deputy Director Public Health		
Recommission our mandatory public health service contracts – including: a. community drug and alcohol services to provide support, treatment, and recovery options for individuals and their families struggling with substance use issues (from April 2027).	**Q2** – Working with Legal and Procurement to work through extending the drug and alcohol contract to end March 2028 utilising the PSR Regulations to put this in place through a direct award for 1 year. Once in place (anticipated October / early November 2026 pending financial negotiation and agreement) the new opportunity for drug and alcohol services will be advertised under through the PSR competitive tender process for the new service to begin April 2028.	Adult Social Care and Public Health	Service Director Deputy Director Public Health		

People live in safe, inclusive places with homes that meet their needs

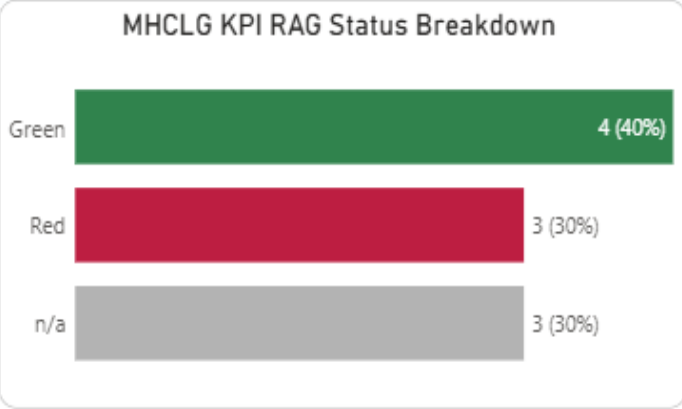
Progress on Delivery Commitments (continued)

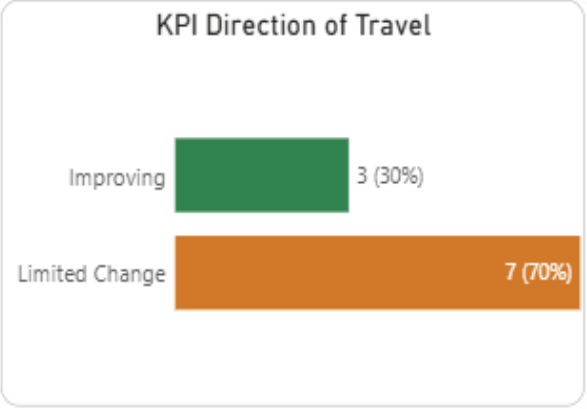
Update for Quarter 2

Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
b. 0-19 Healthy Child Programme to provide support for young people and their families (from April 2027).	**Q2** – Public Health Nursing Service contract out to procurement November 2026 with a view to new contract commencing October 2027.	Adult Social Care and Public Health	Service Director Deputy Director Public Health		
Deliver a refreshed Statutory Joint Health and Wellbeing Strategy (JHWBS) focusing on the Marmot principles, incorporating our inequalities and prevention plans and setting out the long-term vision for improving health and wellbeing (April 2027).	**Q2** – On target to achieve timescales. Planning for new strategy development has commenced alongside key milestones and timeline.	Adult Social Care and Public Health	Service Director Deputy Director Public Health		
Work with partners to develop a system-wide strategic approach to neighbourhoods including neighbourhood health as part of the national mandate (December 2026).	**Q2** – On target to achieve timescales. Work continues across the system to develop the framework for neighbourhood health. Progress to date has been presented at HWBB & SHIPP workshops.	Adult Social Care and Public Health	Service Director Deputy Director Public Health		
Continue to develop and coordinate the Crisis Resilience Fund (CRF) delivery plan (ongoing).	**Q2** – On target to achieve timescales. CRF and heating oil applications are available, and funding distributed to partners as per the delivery plan to provide additional capacity to deliver advice and support services. Returns are made to DWP on bi-annual basis. Welcome Space (Warm Hub replacement scheme delivering resilience support) & Food Bank proposals approved and funding provided to VCSE partners for implementation over Q3 and Q4.	Adult Social Care and Public Health	Service Director Deputy Director Public Health		

10
Number of KPIs

A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	Everyone has the opportunity to be healthy and thrive at every stage of life (HC)
Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)
Safe inclusive places with home that meet people's needs (P)	A fair, dynamic and inclusive economy that benefits everyone (E)





KPI ID	Indicator Name	Time Period	Aim	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	Local Target	MHCLG Average	MHCLG Rank (1 is best)	MHCLG Relative Rank	National Average	LA Rank (1 is best)	National Percentile Rank	Published or Local Data
P01	(LOF) Percentage of people experiencing loneliness	2025/26	↓	7.4%	↗ +1.1%	6.3%	-	6% (2025/26)	11 of 16	☆ 33%	7% (2025/26)	40 of 131	★ 70%	
P02	(LOF) People are satisfed with their local area as a place to live	2025/26	↑	84.4%	↓ -0.9%	85.3%	-	79% (2025/26)	3 of 16	★ 87%	70% (2025/26)	7 of 131	★ 95%	
P03	(LOF) People feel they can infuence local decisions	2025/26	↑	25.7%	↘ -2.0%	27.8%	-	26% (2025/26)	7 of 16	★ 60%	27% (2025/26)	62 of 131	★ 53%	
P04	Anti-social behaviour incidents per 1,000	Jul 2026	↓	0.8	↓ -3.8%	0.8	-	n/a	n/a	n/a	n/a	n/a	n/a	
P05	Crime incidents -responsibilities under the Serious Violence Duty and through their statutory role in leading CSPs	Q1 2026	↓	47.5	↘ -1.4%	48.1	-	n/a	n/a	n/a	n/a	n/a	n/a	
P06	Number of affordable homes completed	2026/27 Q2	↑	63.0	↑ +6.8%	59.0	-	n/a	n/a	n/a	n/a	n/a	n/a	Local
P07	(LOF) Percentage of duties owed where homelessness was prevented or relieved	2026/27 Q2	↑	34.8%	↘ -2.1%	36.9%	-	41% (2025/26 Q4)	13 of 16	☆ 20%	44% (2025/26 Q4)	117 of 146	★ 20%	Local
P08	(LOF) Percentage of families in B&B over 6 weeks	2025/26 Q4	↓	0%	→ 0.0%	0%	-	1% (2025/26 Q4)	1 of 14	★ 100%	8% (2025/26 Q4)	1 of 114	★ 100%	Published
P09	(LOF) Percentage of local authority-owned social housing deemed decent	05/2026	↑	94.4%	↘ -0.2%	94.7%	-	92% (2024/25)	1 of 6	★ 100%	n/a	1 of 93	★ 100%	Local
P10	(LOF) Percentage of rental housing in the local authority area deemed decent	2024	↑	76.2%	↗ +1.1%	75.2%	-	81% (2024)	11 of 16	☆ 33%	83.7% (2024)	120 of 132	☆ 9%	Published

People live in safe, inclusive places with homes that meet their needs

Commentary on Red Rated KPIs

There are three red rate KPIs in this section, where performance is below that of comparator authorities.

P01 – Percentage of people experiencing loneliness. This is an annual measure which is based on a survey sample, so although showing a change of 1.1%, this is within the confidence intervals for the survey. Shropshire performance is in line with MHCLG comparators, with rural areas seeing an increase in feeling of isolation and loneliness, however, there is a continued focus on supporting people to prevent loneliness and ensure inclusive communities.

P07 – Percentage of duties owed where homelessness was prevented or relieved. To date, the focus has been on reducing use of B&B accommodation, which has progressed well. Work, however, continues to focus on early identification and target support on issues as they arise, through the floating support team, which will help create an impact over time in preventing homelessness.

P10 – Percentage of rental housing in the local authority area deemed decent. Performance continues to show steady improvement towards achieving the target. An increased focus on this are and further development of the Council's role in enforcing the Renter's Rights Act is expected to drive performance in the right direction.

Shropshire Council

Everyone has the opportunity to be healthy and thrive at every stage of life









Everyone has the opportunity to be healthy and thrive at every stage of life

Our Ambition

Our ambition is for everyone to be healthy, safe and thrive throughout life. We will enable this by tackling inequalities through prevention and early help, provide the right support at the right time, protect vulnerable people and promote independence. With partners, multi-agency hubs and a local workforce, we will deliver child-friendly, joined-up services.

Delivering our priority ambition in Quarter 2

For children and families, work continues on shaping and delivery of the Single Children's Transformation Programme , rebalancing the system towards prevention, inclusive practice, stronger family voice, better use of data, improved commissioning and multi-agency support. Improved reporting has been established enabling greater understanding and scrutiny by elected members, whilst supporting managers to drive performance.

Cabinet approved the Shropshire Achieving and Thriving in Education Strategy 2026-29 at its meeting on 8 July 2026 which sets out the ambitious strategy to ensure children and young people achieve and thrive in education in Shropshire. It clarifies Shropshire Council's approach to education quality and safeguarding standards whilst recognising and responding to the increasingly diverse nature and autonomy of most educational settings within Shropshire. The Strategy sets expectations and monitoring arrangements for achievement, attendance, behaviour, inclusion and Special Educational Needs and Disabilities (SEND), and safeguarding. It introduces a countywide framework using regular data analysis, targeted visits and structured strategic conversations with leaders (including academy trusts) to identify risk early, provide challenge and broker support. Following submission of the SEND Reform Plan to the Department for Education in June, the Council will receive money from the government to pay off 90% of its historic debts accrued through supporting children and young people with SEND. This will work alongside the roll-out of improved services through the Transformation and Experts at Hand grant and will be rolled out through to September 2030.

A new Foster Payments Arrangement Policy was approved by Cabinet on 9 September 2026 and, also in September, public consultation started on proposals to change the Council Tax Support Scheme so that Child Benefit is no longer counted as household income when support is calculated – which is intended to provide additional support for low-income families with children.

For adults, rising demand, an ageing population and ongoing support needs have informed the Adult Social Care Transformation Programme. This aligns with delivery of the new Adult Social Care Strategy and a sustained focus on achieving the best outcomes within available resources. Early delivery is already underway through the optimal care and community independence pathway, including use of technology to help people remain at home for longer.

The Adult Social Care Transformation Programme has been developed ready for approval in November, with work underway on the Adult Social Care Strategy.

What we are doing in Quarter 3

- Continue to deliver the Children's Transformation Programme
- Approval of the Adult Social Care Transformation Programme and developing the Adult Social Care Strategy
- Expand integrated neighbourhood working (Community and Family Hubs)

Everyone has the opportunity to be healthy and thrive at every stage of life

Progress on Delivery Commitments

Update for Quarter 2

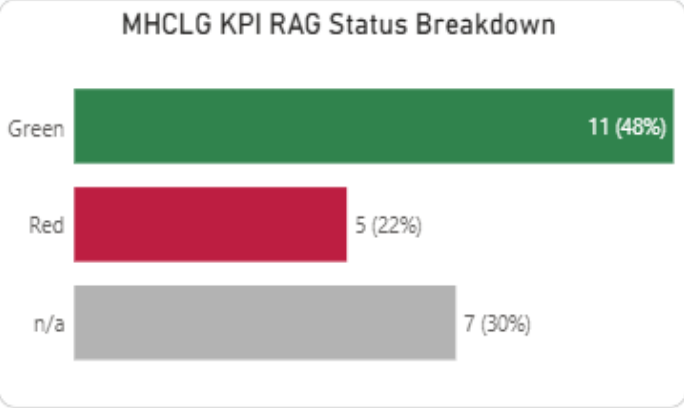
Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
Deliver (Year 1 of) the Local Area SEND Reform Plan including phase one of the Experts at Hand (March 2027).	**Q2** – SEND Plan approved by the Department for Education. This will see £41 million contributed towards the high needs deficit. The recruitment to key roles is underway. Approved governance in place. Data return planned for October 2026.	Children and Education	Service Director Families First Partnership		
Work with DWP to support families on benefits and reduce the impact of child poverty e.g. by expanding free school meals April 2027).	**Q2** – On target to achieve timescales. Work underway with DWP to reduce the impact of child poverty by supporting families on benefits. Set up work is largely complete with implementation from September through a rolling programme over the school year.	Children and Education	Service Director Families First Partnership		
Ensure sufficient nursery places to enable parents to access work (April 2027).	**Q2** – On target to achieve timescales. Some challenges with recent poor quality Ofsted inspections which could potentially impact on capacity. Team offering support to settings.	Children and Education	Service Director Families First Partnership		
Develop and implement a financially sustainable library service (March 2027).	**Q2** – A report will be presented to November Cabinet entitled: Shaping the future of Shropshire Libraries – consultation which will request permission from Cabinet to launch a public consultation on the libraries service.	Communities and Environment	Service Director Communities and Customer		
Expand integrated neighbourhood working through Community & Family Hubs (Best Start in Life) and VCSE partners for priority areas aligned to statutory requirements (September 2026).	**Q2** – Work continues to align programmes of work to meet statutory requirements. The BSiL delivery plan has been developed and approved by the Department for Education. Sites for the BsiL Family Hubs have been selected and delivery commenced in some areas. The Lantern is operational with reduced offer awaiting recruitment to new vacancies.	Adult Social Care and Public Health	Service Director Families First Partnership / Service Director Deputy Director Public Health		
Expand community-based wellbeing and prevention services into library and community hub spaces (March 2027).	**Q2** – Expansion of community-based wellbeing and prevention services continues in library and community hubs and is being mapped alongside Healthy Neighbourhoods, ASC and CSC transformation programmes.	Adult Social Care and Public Health	Service Director Deputy Director Public Health		

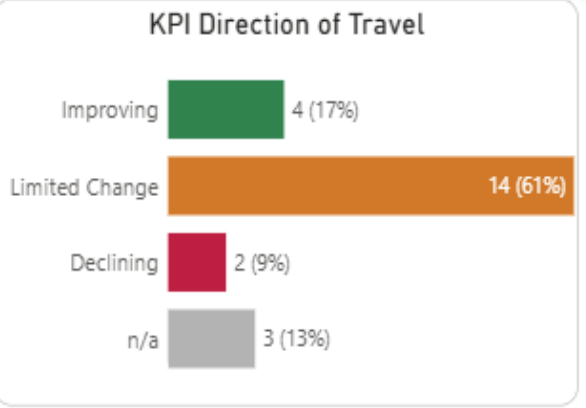
What is Completed

- Development of the Achieving and Thriving in Education Strategy has been completed with the Strategy approved by Cabinet in July.
- The Foster Payments Arrangement Policy was approved by Cabinet on 9 September 2026.

23
Number of KPIs

A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	**Everyone has the opportunity to be healthy and thrive at every stage of life (HC)**
Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)
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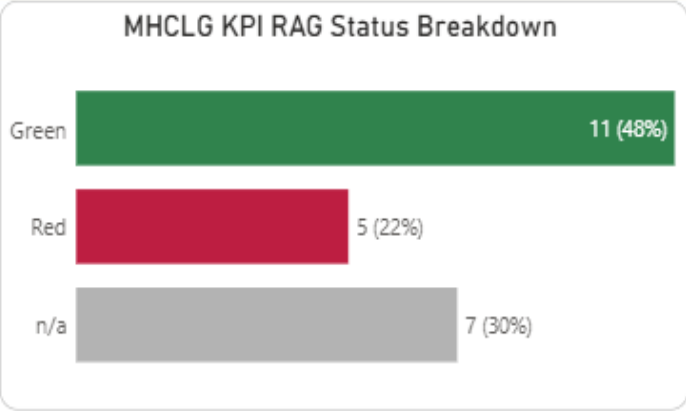


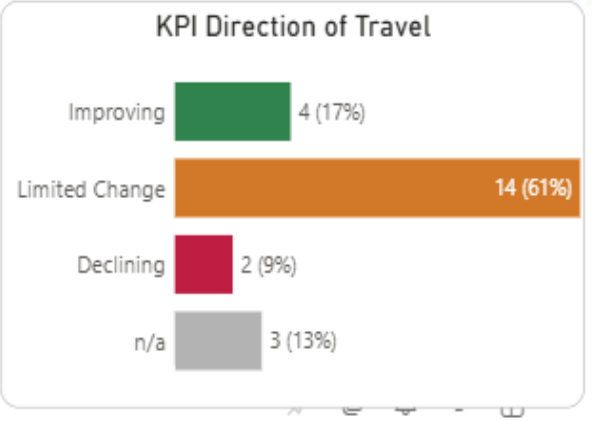


KPI ID	Indicator Name	Time Period	Aim	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	Local Target	MHCLG Average	MHCLG Rank (1 is best)	MHCLG Relative Rank	National Average	LA Rank (1 is best)	National Percentile Rank	Published or Local Data
HC01	(LOF) Proportion of people receiving long-term support living in their home or with family	Q2 26/27	↑	83.9%	↘ -0.5%	84.4%	-	75.1% (2024/25)	11 of 16	☆ 33%	77.6% (2024/25)	138 of 153	☆ 10%	Local
HC02	(LOF) Number of adults (65+) whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)	Q2 26/27	↓	143.5	↓ -13.7%	166.3	-	573 (2024/25)	11 of 16	☆ 33%	594 (2024/25)	88 of 151	★ 42%	Local
HC03	(LOF) Overall satisfaction of care recipients with their care and support (1D ASCOF)	2024-25	↑	67.9%	n/a		-	n/a	n/a	n/a	n/a	n/a	n/a	Published
HC04	(LOF) Proportion of section 42 safeguarding enquiries where a risk was identifed, and the reported outcome was that the risk was reduced or removed	Q2 26/27	↑	87.5%	↗ +0.6%	86.9%	-	86.2% (2024/25)	5 of 16	☆ 73%	90.3% (2024/25)	35 of 150	☆ 77%	Local
HC05	% of people with a learning disability living independently (own home or family)	Q2 26/27	↑	60.1%	↘ -1.7%	61.8%	-	n/a	n/a	n/a	n/a	n/a	n/a	Local
HC06	(LOF) Proportion of people who received reablement during the year, who previously were not receiving services, where no further request was made for ongoing support (2A ASCOF)	2024-25	↓	81.5%	n/a		-	n/a	n/a	n/a	n/a	n/a	n/a	Published
HC07	(LOF) Health life expectancy at birth - male	2022 - 24	↑	63.0	↘ -2.6%	64.7	-	62.6 (2022 - 24)	5 of 16	☆ 73%	60.9 (2022 - 24)	38 of 151	☆ 75%	Published
HC08	(LOF) Health life expectancy at birth - female	2022 - 24	↑	62.4	↘ -3.7%	64.8	-	62.5 (2022 - 24)	9 of 16	★ 47%	61.3 (2022 - 24)	52 of 151	★ 66%	Published
HC09	(LOF) Slope index of inequality in life expectancy at birth -	2022 - 24	↓	5.1	↘ -2.2%	5.2	-	8.1 (2022 - 24)	2 of 16	★ 93%	10.4 (2022 -	7 of 150	★ 96%	Published

23
Number of KPIs

A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	**Everyone has the opportunity to be healthy and thrive at every stage of life (HC)**
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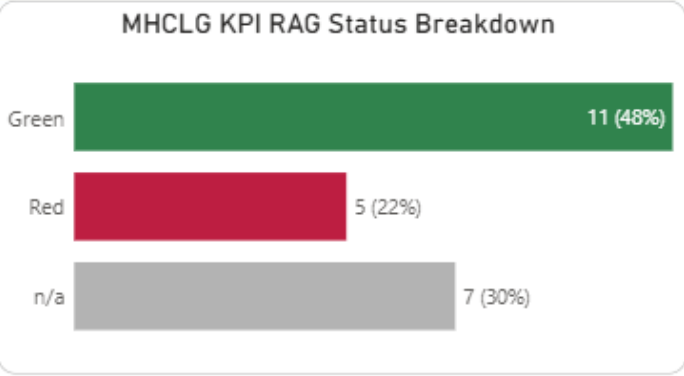


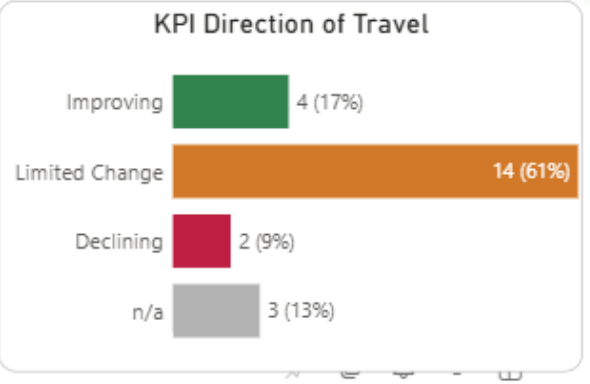


KPI ID	Indicator Name	Time Period	Aim	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	Local Target	MHCLG Average	MHCLG Rank (1 is best)	MHCLG Relative Rank	National Average	LA Rank (1 is best)	National Percentile Rank	Published or Local Data
HC10	(LOF) Slope index of inequality in life expectancy at birth - female	2022 - 24	↓	4.0	↑ +26.1%	3.2	-	6.2 (2022 - 24)	3 of 16	★ 87%	8.0 (2022 - 24)	16 of 150	★ 90%	Published
HC11	(LOF) Percentage achieving good level of development at 2-2.5 year review	2024/25	↑	65.6%	↘ -0.1%	65.7%	-	81.3% (2024/25)	14 of 15	☆ 7%	81% (2024/25)	134 of 140	☆ 4%	Published
HC12	(LOF) Year 6 obesity prevalence	2022/23 - 24/25	↓	19.2%	↗ +0.3%	18.8%	-	20% (2024/25)	7 of 16	★ 60%	22.7% (2024/25)	28 of 151	★ 82%	Published
HC13	(LOF) Rate of children looked after per 10,000	2024-25	↓	119.0	↘ -0.8%	120.0	-	64.0 (2024-25)	16 of 16	☆ 0%	73.0 (2024-25)	140 of 152	☆ 8%	Published
HC14	Rate of Child protection plans per 10,000 children	2026/27 Q2	↓	36.0	↓ -7.7%	39.0	-	n/a	n/a	n/a	n/a	n/a	n/a	Local
HC15	(LOF) Absence rate - Persistent absence	2025/26	↓	19.3%	n/a		-	17.1% (2024/25)	9 of 16	★ 47%	18.2% (2024/25)	50 of 153	★ 68%	Local
HC16	(LOF) Absence rate - Severe absence	2024/25	↓	2.1%	↘ -0.1%	2.1%	-	2.5% (2024/25)	4 of 16	★ 80%	2.4% (2024/25)	53 of 153	★ 66%	Published
HC17	(LOF) Percentage of children with a good level of development up to 5 years old	2025/26	↑	72.4%	↑ +4.4%	68%	-	69.5% (2024-25)	13 of 16	★ 20%	68% (2024-25)	83 of 153	★ 46%	Local
HC18	(LOF) Percentage of SEND children supported in mainstream schools	2024/25	→	18.1%	↑ +1.2%	16.9%	-	n/a	n/a	n/a	23.8% (2024/25)	n/a	n/a	
HC19	(LOF) Percentage point difference between the proportion of children eligible or not eligible for Free School Meals achieving a Good Level of Development	2025/26	↓	31.4%	↗ +3.3%	28.1%	-	27.9% (2024-25)	10 of 16	★ 40%	21.3% (2024-25)	129 of 152	★ 15%	Local
HC20	(LOF) Percentage of care leavers in education, employment or training (17-18 year old)	2026/27 Q2	↑	68.8%	↗ +1.1%	67.6%	-	70% (2024/25)	14 of 16	★ 13%	65% (2024/25)	121 of 149	★ 19%	Local
HC21	(LOF) Percentage of care leavers in education, employment	2026/27 Q2	↑	53.8%	↗ +0.8%	52.9%	-	60% (2024/25)	14 of 16	★ 13%	55% (2024/25)	108 of 150	★ 28%	Local

23
Number of KPIs

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KPI ID	Indicator Name	Time Period	Aim	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	Local Target	MHCLG Average	MHCLG Rank (1 is best)	MHCLG Relative Rank	National Average	LA Rank (1 is best)	National Percentile Rank	Published or Local Data
HC22	(LOF) Percentage of young people (16 – 17) not in education, employment or training	2025/26	↓	3%	→ 0.0%	3%	-	n/a	n/a	n/a	n/a	n/a	n/a	Published
HC23	% of EHCPs issued within 20 weeks (Statutory outcome)	2024/25	↑	12%	↓ -25.0%	37%	-	n/a	n/a	n/a	n/a	n/a	n/a	Published

Everyone has the opportunity to be healthy and thrive at every stage of life

Commentary on Red Rated KPIs

There are five red rate KPIs in this section, where performance is below that of comparator authorities

HC11 – Percentage achieving good level of development at 2-2.5 year review. Shropshire was at or above the expected level across all five areas of development at the 2–2½ year review, compared with 81.4% nationally and 78.0% across the West Midlands. Performance is broadly unchanged from 65.7% in the previous year and remains significantly below the national position. Additional work is also being undertaken to increase the uptake of the review, with the Public Health Nursing Service (PHNS) is working alongside the Best Start in Life programme to strengthen the home learning environment and other wider initiatives aimed at improving children's development across all domains.

HC13 – Rate of looked after children per 10,000 children. The data currently used to inform the dashboard is the latest nationally available data for 2024/25 whilst new data is awaited. Local data shows a reducing number of children coming into care, although this number remains high. Preventing children becoming looked after and stepping children down from being in care safely and appropriately remain the focus. There is a dedicated focus on this work and a clear plan to support children exiting care.

HC15 – Absence rate – persistent absence. Performance has dipped slightly from the previous year, however, still compares favourably to national and MHCLG comparators. this represents a small number of young people and work continues to support those children who are persistently absent.

HC19 – Percentage point difference between the proportion of children eligible or not-eligible for Free School Meals achieving a Good Level of Development. Targeted work is being progressed through the transformation programme to identify those children who need support. This is represents a small number of children (32) to shift performance, who are spread across the large geography of the area.

HC21 – Percentage care leavers in employment, education or training (19-21 year old). Our data in relation to over 18's in education employment and training remains slightly below the national average. It varies greatly across the year. Outside of college and university options, it can be difficult for our 18 year olds to secure long term apprenticeship or employment opportunities. Work is underway to work with businesses locally to increase opportunities, overseen by the Corporate Parenting Board.

Shropshire Council

An environment that harnesses our natural assets and supports wellbeing









An environment that harnesses our natural assets and supports wellbeing

Our ambition

We will harness Shropshire's natural and cultural assets to improve prosperity, health and wellbeing. By widening access to healthy lifestyles, supporting independent choices and strengthening community resilience, we will help people adapt to climate and energy pressures. We will promote locally generated renewable energy, reduce waste and encourage sustainable behaviour.

Delivering our priority ambition in Quarter 2

Work is continuing to develop the strategy for the Severn Valley Water Management Scheme with partners by March 2027 with a proposal going to Cabinet in December to launch consultation on the strategy. This will provide the foundation for future outline business cases for a major infrastructure programme designed to manage water more effectively, reduce risk, and support future growth. Through the Marches Forward Partnership, the council is also helping to shape national thinking on the links between water management, land use and growth.

Shropshire Council continues to take practical action to improve environmental performance, strengthen resilience, and support long-term sustainable growth. Recycling performance remains below target, with the latest data providing further evidence of a continued, but slow, decline in recycling rates continuing the impact of green-waste charging introduced in Autumn 2024. There was, however, an increase in green waste subscriptions in 2025 compared to 2024 which is hoped to continue into 2026.

The council is also strengthening its understanding of carbon emissions across the services it commissions and procures, where most emissions from council activity arise. Funded support from the Midlands Net Zero Hub will help develop more robust carbon accounting, enabling the council to identify where emissions can be reduced and where environmental action could also deliver financial benefits.

What we are doing in Quarter 3

- Continue to work on the strategy for the Severn Valley Water Management Scheme to report to Cabinet in December 2026 ahead of consultation

An environment that harnesses our natural assets and supports wellbeing

Progress on Delivery Commitments

Update for Quarter 2

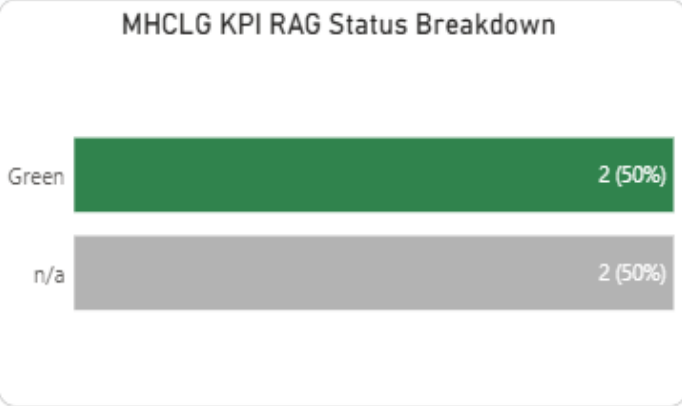
Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
Expand community reuse / repair schemes and promote alternatives such as home composting for food and green waste to reduce household waste per household (March 2027 measured by KPI).	**Q2** - On target to meet timescales for KPI improvement. The reduction in green waste charging continues to lead to increases in green waste and reduction of household waste. This is subject to weather impacting on volumes. Expansion of repair cafes, reuse schemesand other alternative approaches remain a priority to support a reduction in household wast.	Highways and Waste	Service Director Place Shaping		
Deliver and / or encourage energy efficiency improvements to 100 properties across Shropshire, prioritising rural, low-income and off gas (March 2027).	**Q2** – On target to achieve timelines. At end of the quarter there are 83 properties in the delivery pipeline.	Housing	Service Director Communities and Customer		
Deliver 10 priority projects / sites (e.g. wetlands, hedgerows, green spaces) in line with our Local Nature Recovery Strategy (March 2027).	**Q2** – On target to achieve timescales.	Communities and Environment	Service Director Place Shaping		

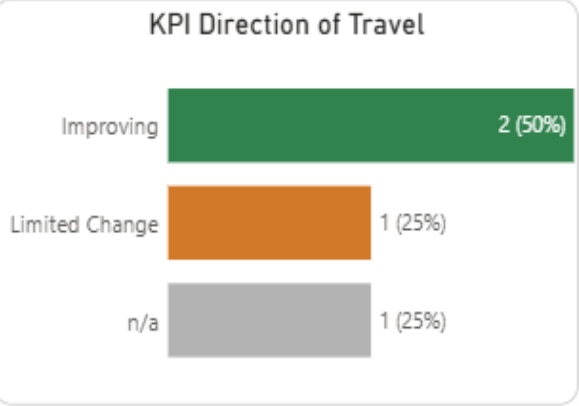
What is Completed

- Work continues in all areas of activity

4
Number of KPIs

A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	Everyone has the opportunity to be healthy and thrive at every stage of life (HC)
Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	**A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)**
Safe inclusive places with home that meet people's needs (P)	A fair, dynamic and inclusive economy that benefits everyone (E)





KPI ID	Indicator Name	Time Period	Aim	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	Local Target	MHCLG Average	MHCLG Rank (1 is best)	MHCLG Relative Rank	National Average	LA Rank (1 is best)	National Percentile Rank	Published or Local Data
N01	(LOF) Percentage of total household waste sent for recycling/ compost/ reuse	Q1 2026	↑	51.3%	↑ +7.8%	43.4%	-	48.9% (2024/25)	7 of 16	★ 60%	39.8% (2024/25)	21 of 153	★ 87%	Local
N03	(LOF) Deaths attributable to particulate air pollution	2024	↓	4.1%	↗ +0.3%	3.9%	-	n/a		n/a	5.3% (2024)	12 of 153	★ 93%	Published
N06	(LOF) Access to green and blue spaces	2025	↑	85%	n/a		-	85% (2025)	9 of 16	☆ 47%	78% (2025)	47 of 153	☆ 70%	
N07	Net Emmisions of the Council (yearly change)	2025	↓	-20.2%	↓ -19.2%	-1%	-	n/a	n/a	n/a	n/a	n/a	n/a	Local

Shropshire Council

A thriving economy that benefits everyone









A thriving economy that benefits everyone

Our ambition

A more prosperous, connected and resilient county by driving sustainable inclusive growth, attracting investment and strengthening local opportunity. Through bold spatial planning, stronger partnerships, improved connectivity and a skills system aligned to employer needs, we will support priority sectors, attract and retain talent and create high-value jobs. This will help build a more inclusive, future-ready economy where ambition and opportunity are shared across the county.

Delivering our priority ambition in Quarter 2

Shropshire is building the foundations for more inclusive, resilient and sustainable economic growth. Development of the new Inclusive Growth Strategy is on track and will provide a clear framework for how the Council works with partners to improve opportunity, productivity and prosperity across the county. It is being developed alongside other major strategies, including the Local Plan, Housing Strategy, Local Transport Plan which are being presented to Cabinet later this year and work alongside the Achieving and Thriving in Education Strategy which was approved by Cabinet in September 2026. These ensure that growth is joined up with housing, transport, place, skills and public service priorities.

Preparation for work on a joint Spatial Development Strategy continues. Shropshire continues to perform strongly on employment, with working-age employment and the proportion of 18–24-year-olds in full-time education or employment both in the top quartile nationally. The births of new enterprise (E04) are slightly lower than our comparators in similar authorities. Survival rates remain stronger in Shropshire, with 63% of new businesses surviving three years compared with 53% nationally with many being small or micro businesses. However, average pay remains below the national average reflecting the nature of the jobs and main employment sectors in Shropshire compared to other areas of country.

Shropshire continues to strengthen its regional role through the Marches Forward Partnership, positioning the Marches as a practical model for cross-border collaboration that complements English devolution. The Marches Business Resilience Coalition continues to grow and bring together major infrastructure providers, local businesses, civic leaders, food suppliers, supermarkets and academic partners to develop a regional resilience model that supports economic growth.

Good digital connectivity is essential to a thriving, inclusive economy, enabling residents, learners, businesses and communities to access services, skills, markets and social connection. Shropshire's gigabit-capable broadband coverage is improving but remains below the national average and with our most comparable rural counties, reflecting the challenge of connecting physically to dispersed premises across a large rural geography. Earlier investment prioritised wider superfast coverage, balancing cost, reach and delivery speed and linkages need to be made with the emerging Sustainable Growth Strategy to support further digital rollout.

What we are doing in Quarter 3

- Developing the Inclusive Growth Strategy
- An update on Community Infrastructure Levy is in development for One Shropshire Board in November
- Continuing to work on arrangements for a Spatial Development Strategy

A thriving economy that benefits everyone

Progress on Delivery Commitments

Update for Quarter 2

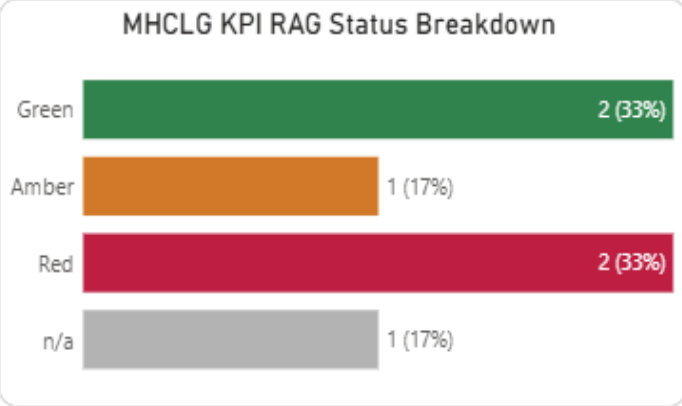
Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
A new (Economic Growth) Inclusive Growth Strategy that sets a clear direction for our economy to attract investment and deliver growth (April 2027).	Q2 - On track to meet timescales with next step to be corproate budget commitment and finalising the brief in December 2026.	Deputy Leader and Transformation and Economic Growth	Service Director Place Shaping		
Produce and consult on our draft Local Plan (by June 2027) having: · Completed a Green Belt Review (July 2026) · Commissioned a Strategic Housing Market Assessment (October 2026) · Delivered an Economic Development Needs Assessment (November 2026) · Undertaken site assessment / development options ready for consultation / allocation (December 2026).	**Q2** - Progress on delviery continues. The Strategic Housing Market Assessment and Economic Development Needs Assessment were both commissioned in September 2026.	Planning	Service Director Place Shaping		
Publish an annual Community Infrastructure Levy (CIL) Strategy that provides clear direction for and increased utilisation of CIL funding (December 2026).	**Q2** - An update on CIL is proposed to go to One Shropshire Board in November 2026. A report is being prepared for Cabinet on SIL and the linkage with the Capital Programme. The CIL Annual Statement will be presented on schedule in December 2026.	Planning	Service Director Place Shaping		
Increase the proportion of premises in Shropshire with access to a gigabit capable broadband connection, working with broadband suppliers (measured by KPI).	**Q2** - Shropshire's gigabit-capable broadband coverage is improving but remains below the national average and with our most comparable rural counties, reflecting the challenge of connecting physically to dispersed premises across a large rural geography. Mapping of connectity and identifying areas in most need will enable engagement with providers to support improved delivery.	Deputy Leader and Transformation and Economic Growth	Service Director Place Shaping		
A proposed approach to a Shropshire Partnership (November 2026).	**Q2** – The original timescale for this work is being reviewed in the context of the changing national devolution landscape and discussions about future potential strategic authority arrangements (report developed for Cabinet on 14 October 2026) and work being planned as part of the Improvement Plan.	Communities and Environment	Service Director Strategy and Change		

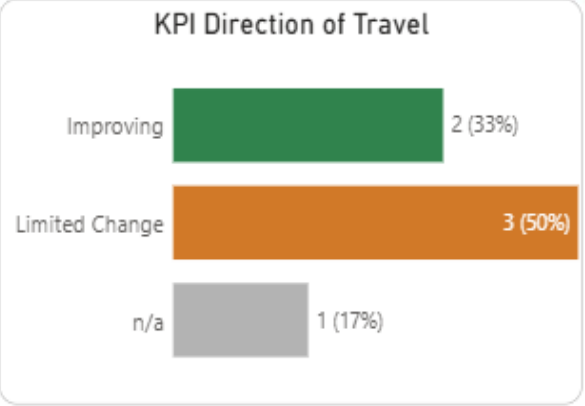
What is Completed

- All aspects of delivery continue into Quarter 3

6
Number of KPIs

A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	Everyone has the opportunity to be healthy and thrive at every stage of life (HC)
Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)
Safe inclusive places with home that meet people's needs (P)	**A fair, dynamic and inclusive economy that benefits everyone (E)**





KPI ID	Indicator Name	Time Period	Aim	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	Local Target	MHCLG Average	MHCLG Rank (1 is best)	MHCLG Relative Rank	National Average	LA Rank (1 is best)	National Percentile Rank	Published or Local Data
E01	(LOF) Employment rate 16-64 year olds	2026	↑	79.3%	→ 0.0%	79.3%	-	78.9% (2025 Q4)	9 of 16	★ 47%	75.1% (2025 Q4)	23 of 151	★ 85%	
E02	(LOF) 18-24 year olds in full-time education or employment	Q4_2025	↑	111.8%	↑ +33.9%	77.9%	-	94% (Q4 2025)	3 of 16	★ 87%	88.4% (Q4 2025)	14 of 148	★ 91%	
E03	(LOF) Percentage of working-age population with qualifications at RQF Level 4 or above	2026	↑		n/a		-	44.7% (2025)	4 of 16	★ 80%	47.8% (2025)	52 of 151	★ 66%	
E04	(LOF) Births of new enterprises	2024	↑	1,165.0	↘ -0.4%	1,170.0	-	1,302 (2024)	9 of 16	★ 47%	1,848 (2024)	95 of 153	★ 38%	
E05	(LOF) Gross median weekly pay	2025	↑	£727	↑ +4.0%	£699	-	£761 (2025)	13 of 16	★ 20%	£779 (2025)	96 of 151	★ 37%	
E06	(LOF) Percentage of premises with gigabit-capable broadband coverage	Jan 2026	↑	74.6%	↗ +2.1%	72.5%	-	82% (Jan 2026)	15 of 16	☆ 7%	91% (Jan 2026)	130 of 132	☆ 2%	

Commentary on Red Rated KPIs

There are two red rated KPIs in this section, where performance is below that of comparator authorities.

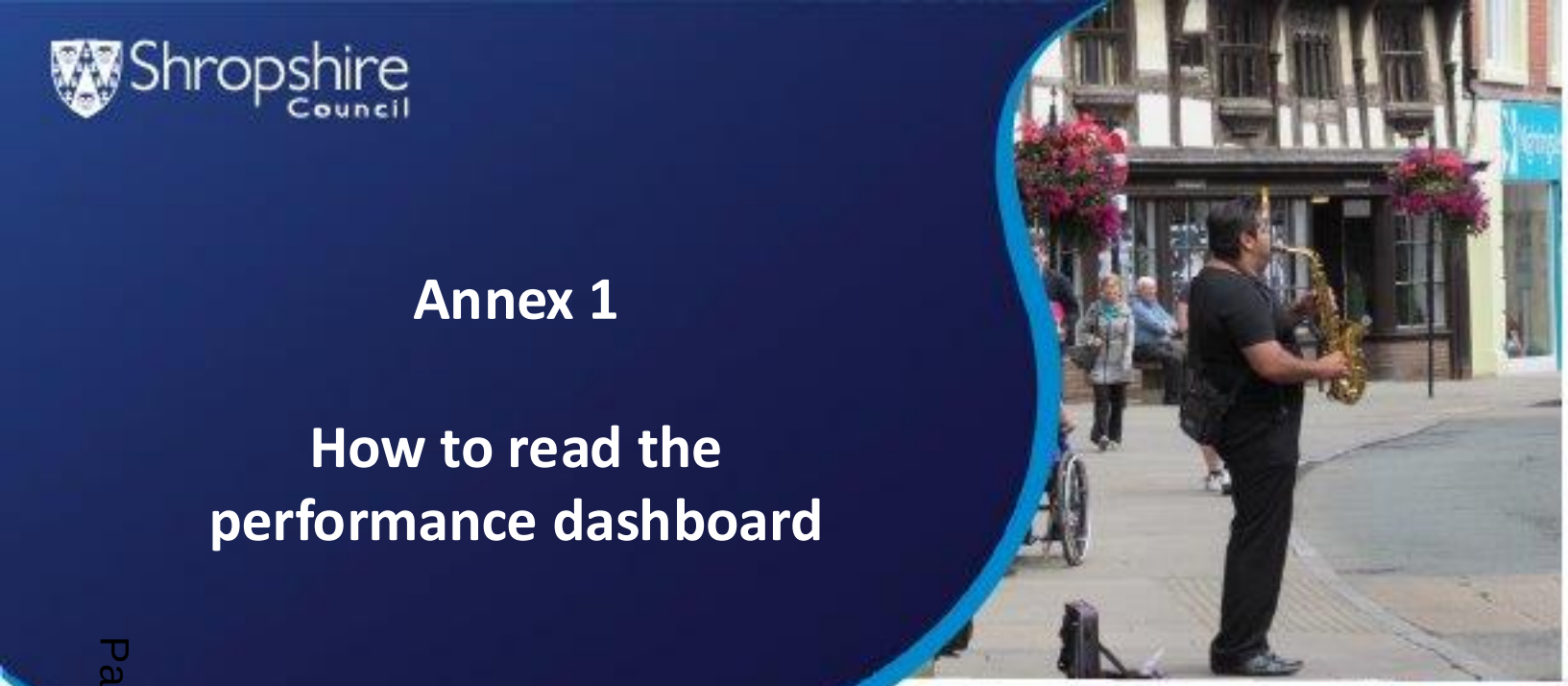
E04 – Births of new enterprises. Performance has dipped slightly since last reported and is marginally behind comparators. Whilst births is lower than some comparators, survival rates tend to be higher. Development of the Inclusive Growth Strategy will help pick up on these aspects and understand the need for incubator spaces, etc. to support the growth of small businesses.

E06 – Percentage of premises with gigabit capable broadband coverage. Performance has improved slightly but remains behind our comparator group. Mapping is proposed to generate a better understanding of the areas which don't have gigabit broadband coverage to enable working in partnership with local providers to meet needs where there is demand.

Shropshire Council

Annex 1

How to read the performance dashboard



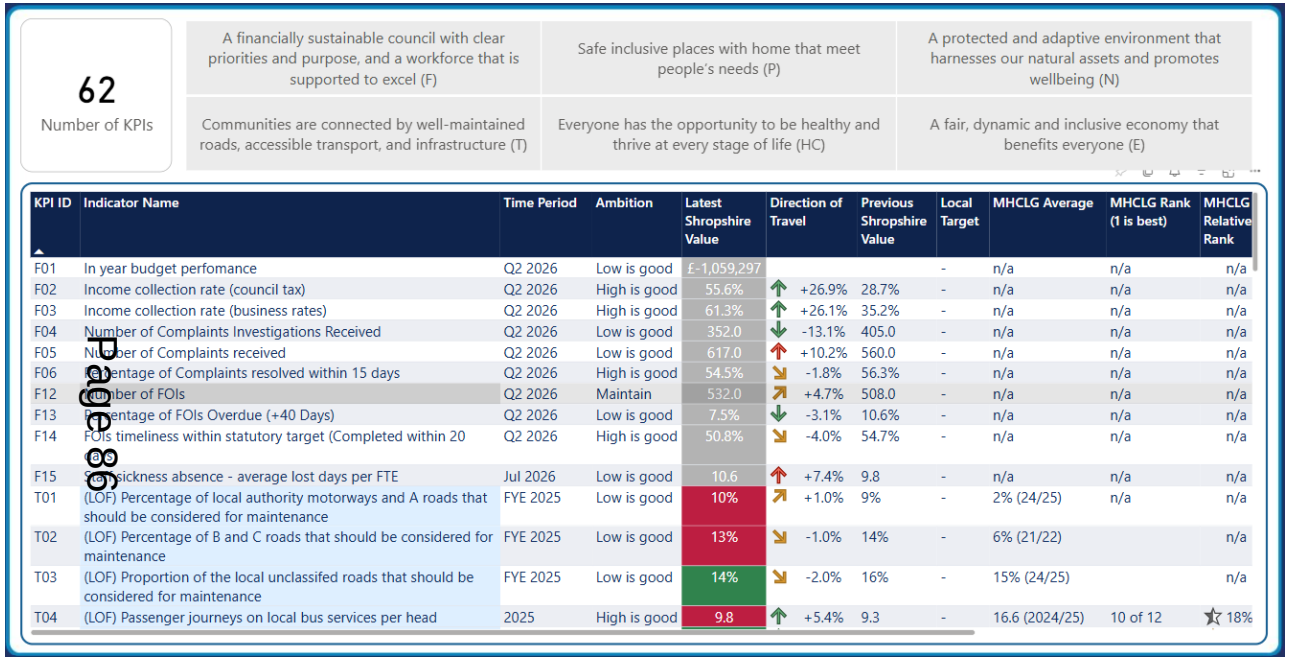






How to Read the Corporate Plan Performance Dashboard

This dashboard shows how Shropshire Council is performing against a range of key measures, known as Key Performance Indicators (KPIs).
These measures help track progress against the ambitions set out in the Council's Corporate Plan.



KPI ID	Indicator Name	Time Period	Ambition	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	Local Target	MHCLG Average	MHCLG Rank (1 is best)	MHCLG Relative Rank
F01	In year budget perfomance	Q2 2026	Low is good	£-1,059,297			-	n/a	n/a	n/a
F02	Income collection rate (council tax)	Q2 2026	High is good	55.6%	↑ +26.9%	28.7%	-	n/a	n/a	n/a
F03	Income collection rate (business rates)	Q2 2026	High is good	61.3%	↑ +26.1%	35.2%	-	n/a	n/a	n/a
F04	Number of Complaints Investigations Received	Q2 2026	Low is good	352.0	↓ -13.1%	405.0	-	n/a	n/a	n/a
F05	Number of Complaints received	Q2 2026	Low is good	617.0	↑ +10.2%	560.0	-	n/a	n/a	n/a
F06	Percentage of Complaints resolved within 15 days	Q2 2026	High is good	54.5%	↘ -1.8%	56.3%	-	n/a	n/a	n/a
F12	Number of FOIs	Q2 2026	Maintain	532.0	↗ +4.7%	508.0	-	n/a	n/a	n/a
F13	Percentage of FOIs Overdue (+40 Days)	Q2 2026	Low is good	7.5%	↓ -3.1%	10.6%	-	n/a	n/a	n/a
F14	FOIs timeliness within statutory target (Completed within 20	Q2 2026	High is good	50.8%	↘ -4.0%	54.7%	-	n/a	n/a	n/a
F15	Staff sickness absence - average lost days per FTE	Jul 2026	Low is good	10.6	↑ +7.4%	9.8	-	n/a	n/a	n/a
T01	(LOF) Percentage of local authority motorways and A roads that should be considered for maintenance	FYE 2025	Low is good	10%	↗ +1.0%	9%	-	2% (24/25)	n/a	n/a
T02	(LOF) Percentage of B and C roads that should be considered for maintenance	FYE 2025	Low is good	13%	↘ -1.0%	14%	-	6% (21/22)		n/a
T03	(LOF) Proportion of the local unclassifed roads that should be considered for maintenance	FYE 2025	Low is good	14%	↘ -2.0%	16%	-	15% (24/25)		n/a
T04	(LOF) Passenger journeys on local bus services per head	2025	High is good	9.8	↑ +5.4%	9.3	-	16.6 (2024/25)	10 of 12	☆ 18%

Shropshire's MHCLG Family Group		
1. Somerset	6. Herefordshire	11. Central Bedfordshire
2. Dorset	7. Westmorland and Furness	12. Rutland
3. Wiltshire	8. East Riding of Yorkshire	13. Cheshire West and Chester
4. Cornwall	9. Cumberland	14. North Somerset
5. North Yorkshire	10. Northumberland	15. Bedford

Ranked 1 – 15 from most to least like Shropshire

Understanding the Dashboard
Each row represents a different KPI and shows:

KPI ID – A unique reference number for the performance KPI

Indicator Name – The name of the KPI being reported.

Time Period – The period of time the data relates to (for example, a month, quarter, or year).

Ambition – The target or level of performance the Council aims to achieve.

Bigger = a higher value is better.
Smaller = a lower value is better.
Maintain = the aim is to keep performance at its current level.

Latest Shropshire Value – The most recent result for Shropshire.

Direction of Travel – Shows whether performance is improving, worsening, or staying the same compared with the previous reporting period.

- Green arrow = performance is improving
- Amber arrow = performance is remaining broadly the same but may require attention
- Red arrow = performance is worsening

The percentage shown alongside the arrow represents the change from the previous result.

Previous Shropshire Value – The result for the previous reporting period.

National Average – The average result across single tier authorities and county councils in England where this is available.

MHCLG Average – The average result across our "Family Group" of similar local authorities in England where this is available.

MHCLG Rank (1 is best) – Shropshire's position compared with other similar authorities and county councils, where 1 is the highest-ranked performer. Not all indicators have an available ranking.

Percentile Rank – Shropshire's position compared with other local authorities expressed as a percentile. A higher percentile indicates better performance.
For example:

- **90th percentile** = better than 90% of councils.
- **50th percentile** = around average.
- **10th percentile** = lower than most councils.

Published or Local Data – Indicates whether the data comes from a nationally published source or has been produced locally by the Council.

Note: Some indicators are better when the value is higher and others are better when the value is lower. The "Direction of Travel" and ranking measures help show whether performance is improving over time and how Shropshire compares with other councils.

Understanding the Colour Coding
The dashboard uses colours to help identify performance at a glance.
🟢 **Green** = performance is close to the MHCLG average. Indicators remain Green where performance is within **3% of the average**.
🟡 **Amber** = performance requires monitoring or attention. Indicators are rated Amber when performance is more than **3% from the MHCLG average** but less than **5% from the average for Red**.
🔴 **Red** = performance is below the national average and may require action. Indicators are rated Red when performance is **5% or more worse than the MHCLG average**.

The colour assessment takes into account the ambition for the indicator and the level of variation from the expected performance. To avoid unnecessary changes in status due to minor fluctuations, a **3% tolerance is applied between Green and Amber, and a 5% tolerance is applied between Amber and Red**.

Things to Remember

- Some indicators are better when the value is **high** (for example, recycling rates or income collection rates).
- Other indicators are better when the value is **low** (for example, sickness absence or road maintenance requirements).
- A change that looks positive for one KPI may be negative for another, depending on whether the ambition is **Bigger**, **Smaller**, or **Maintain**.
- National averages, ranks, and percentiles are only shown where comparable national data exists.
- The dashboard is intended to provide a clear overview of performance and trends, helping councillors, staff, and residents understand how the Council is performing and where improvement may be needed.

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Finance and Improvement Overview and Scrutiny Committee Work Programme – 2025 / 2026 / 2027

COMMITTEE MEETING AGENDA ITEMS

Date	Topic	Responsible Officer	Portfolio Holders	All Member Briefing	Task and Finish Group followed by a report to Committee	Report straight to committee	Previous topic of review - an update against the action plan
~~07-Sep-26~~	~~Exceptional Financial Support: External Assurance R~~	~~Duncan Whitfield~~	~~Roger Evans~~			~~✓~~	
~~07-Sep-26~~	~~Cornovii Developments Ltd~~	~~Duncan Whitfield~~	~~James Owen~~			~~✓~~	
~~07-Sep-26~~	~~Financial Monitoring Report Quarter 1 2026/27~~	~~Duncan Whitfield~~	~~Roger Evans~~			~~✓~~	
~~07-Sep-26~~	~~Performance Monitoring Report Q1~~	~~Paul Clarke / Tom Dodds~~	~~Heather Kidd~~			~~✓~~	
~~07-Sep-26~~	~~Assets Member Briefing~~	~~Steve Law / Kassandra Polyzoides~~	~~Roger Evans~~	~~✓~~			
~~05-Oct-26~~	~~ASC Transformation~~	~~Laura Tyler / Natalie McFall~~	~~Ruth Houghton~~			~~✓~~	
30-Nov-26	Q2 Monitoring – Period 7 Update (verbal briefing)	Duncan Whitfield	Roger Evans			✓	
30-Nov-26	Draft Medium Term Financial Plan 2027 - 2032	Duncan Whitfield	Roger Evans			✓	
30-Nov-26	Post-Cabinet look at Performance Monitoring Report Q2	Paul Clarke	Heather Kidd			✓	
30-Nov-26	Improvement Plan: Annual Review & Refresh	Paul Clarke	Heather Kidd			✓	
30-Nov-26	Assets Strategy - Verbal Briefing	Kassandra Polyzoides	Roger Evans			✓	
08-Feb-27	Financial Monitoring Report Quarter 3 (Period 8) 2026/27	Duncan Whitfield	Roger Evans			✓	

08-Feb-27	Medium Term Financial Plan 2027/28 – 2031/32	Duncan Whitfield	Roger Evans			✓	
08-Feb-27	Performance Monitoring Report Q3	Paul Clarke	Heather Kidd			✓	
08-Feb-27	Capital Strategy	Duncan Whitfield					
08-Feb-27	Quarterly Assurance Report						

Other identified areas of interest from Committee discussions, including topics for briefings and potential Task and Finish Groups:

Planned Task and Finish groups		
North West Relief Road (in conjunction with E&E as lead committee)	underway	
Partnership Working - Phase 3	Autumn / Winter 2026	
Planned Member Briefings		
Assets	Autumn 2026 (date tbc)	
The Role of the Manager	30th Nov	
Improvement Plan	20th Dec (F&I only) 4th Dec (All-Member)	
Cyber Security and AI	11th Jan	
~~Medium Term Financial Plan~~	~~13th July~~	~~✓~~
~~SEND~~	~~13th July~~	~~✓~~
~~Adult Social Care Finance~~	~~21st Sept~~	~~✓~~
Other items for consideration		
Use of Consultants		
~~Devolution~~	~~To take place Autumn / Winter 2026~~	