



Transformation &
Improvement Overview
and Scrutiny
8th September 2025

Item

Cabinet
10th
September 2025

Public



Performance Monitoring Report Q1 2025/26

Responsible Officer:	Billy Webster		
email:	billy.webster@shropshire.gov.uk	Tel:	07977 712088
Cabinet Member (Portfolio Holder):	Cllr Heather Kidd - Leader		

1. Synopsis

The Shropshire Plan clarifies our vision and priorities, aligning our resources to deliver positive outcomes for our people, businesses and communities. Delivery of our outcomes is measured through the developing Performance Management Framework, demonstrating progress to date.

2. Executive Summary

- 2.1. The Shropshire Plan (TSP) was created to clarify Shropshire Council's vision, priorities and strategic objectives. These objectives reflect the outcomes we aim to achieve within our available financial envelope. We measure the achievement of TSP by monitoring our performance, using Key Performance Indicators (KPIs) to measure, drive and understand delivery of our strategic objectives and managing our overall financial position
- 2.2. [The Shropshire Plan Performance Report \(Dashboard\)](#) has been developed, through engagement across all Directorates, to monitor our KPIs for each Healthy priority and the agreed strategic objectives. Detailed information is available for each KPI, including performance status (red, amber, green), trends and benchmarking information, where available. This report should be viewed in conjunction with the dashboard.
- 2.3. In early July 2025, three interactive training sessions on the Performance Dashboard were delivered for members. A total of 39 councillors attended and

provided positive feedback. Additionally, a guide on navigating the dashboard is included in the Appendices.

- 2.4. The dashboard is updated on a quarterly basis and published via [Performance | Shropshire Council webpage](#). This is the main source of performance information enabling greater insight, transparency and scrutiny of the Council's performance and delivery of its outcomes as set out in TSP. This ensures a focus on using data to inform decisions and actions, particularly where performance may not be meeting targets.
- 2.5. Performance status (red, amber, green) is currently reported purely based on variation from the target. See the ['Frequently Asked Questions' button in the interactive dashboard](#) to view the thresholds for variation.
- 2.6. In Quarter 1 of 2025/26, a total of 49 Key Performance Indicators (KPIs) have been updated in [The Shropshire Plan Performance Report \(Dashboard\)](#). 31% (15) of these KPIs are grey, meaning that they do not have a target set for various reasons, such as:
 - They include new data where a baseline is being established, and a target will be set when possible
 - They are information only indicators
 - A target is not appropriate or the KPI definition has changed
- 2.7. Of the 34 newly reported KPIs with targets (excluding grey KPIs):
 - 74% (25 KPIs) are above their target (green). Highlights are reported in the Improvements section below.
 - 6% (2 KPIs) of indicators were similar to their target (amber).
 - 20% (7 KPIs) are below their target and are showing as exceptions (red). The reasons for this are reported in the Exceptions section below.
- 2.8. The Government published a new draft [Local Government Outcomes Framework \(LGOF\)](#), setting out a proposed structure for how central and local government might work together to measure progress on key public service outcomes. This includes 15 priority outcome areas to support more consistent, transparent monitoring of local performance over time. These will be underpinned by outcome metrics drawing from existing data sources to show how progress will be measured. This approach forms part of the wider reform agenda for local government, to ensure councils are fit, legal and decent. Local authorities and other interested parties are invited to provide feedback in writing, via email or an online form by midnight 12 September 2025. The LGOF 'go live' and in use date is April 2026.
- 2.9. This report complements the Financial Outturn Q1 2025/26 Report but provides a different perspective. We may therefore find that the position on KPIs is favourable, but that the finance position is adverse because the activity levels (the cost drivers) are higher than anticipated. As Shropshire Council continues to manage an unprecedented financial position, significant management action is required over the remainder of the financial year to ensure the Council's financial survival. This may involve scaling down initiatives, changing the scope, delaying

implementation, or extending delivery timescales therefore potentially impacting on performance in some areas.

3. Recommendations

It is recommended that Cabinet:

1. Note progress to date in achieving the outcomes of The Shropshire Plan (TSP).
2. Confirm that the KPIs currently agreed remain the same for 2025/2026 until aligned to the refresh of TSP in 2025/26.
3. Note the new draft Local Government Outcomes Framework, provide any feedback and consider these metrics when reviewing the KPIs for the new corporate plan.

Report

4. Improvements

There are 25 KPIs showing an improvement (and above their target, green) out of the newly updated 34 KPIs. Of which, the following are the most notable:

4.1. **HEc17 Delivery of affordable homes.**

The official data from Homes England for quarter 4 of 2024/2025 has been released. The number of affordable homes completed has increased to 258, up from 234, bringing the total number of completions for the entire year to 420.

Over the past five years, from 2020 to 2025, our target was 1,200 completions. We are proud to report that Shropshire has exceeded this goal, achieving a total of 1,596 completions.

4.2. **HEn9a Increasing the generation of renewable energy by Shropshire Council (Solar)**

During quarter 1, a total of 371,754 kWh of energy was generated. This result marks an improvement over last year's performance for the same quarter, primarily due to the increased amount of direct sunshine.

4.3. **HP25/26 percentage of pupils receiving first choice of schools - primary/secondary.**

Newly reported at Q1, 95.6% of primary pupils and 91.2% of secondary pupils received their 1st preference on National Offer Day, which is higher than the national and regional figures.

For Primary the % of pupils receiving their 1st preference in the West Midlands was 93.6% and nationally is 92.6% compared to 95.6% in Shropshire.

For Secondary the % of pupils receiving their 1st preference in the West Midlands was 81.2% and nationally is 83.5% compared to 91.2% in Shropshire.

4.4. HO11 Staff turnover rates.

Staff turnover at Q1 is 5.07%, which is a significant reduction compared to last quarter (8.58%), and is also showing a reduction when compared to the same period last year, which was 7.19%.

5. Exceptions

There are 7 exceptions (red) out of the newly reported 34 KPIs this quarter:

5.1. HEc6 percentage of households in fuel poverty

Data for 2023 newly reported at quarter 1.

Shropshire Council's Affordable Warmth & Energy Efficiency (AWEE) Team continue to deliver a range of initiatives to combat fuel poverty across the County. Despite best efforts, the ongoing national energy crisis continues to have a significant impact on households across Shropshire. The latest available Sub-Regional fuel poverty figures (2023) show a fuel poverty rate of 17.7% against the UK average of 11.4% (6.3% variance) although it should be noted that the West Midlands average sits at 16.7%, the highest of UK regions. Shropshire's figure of 17.7% is comparable to other largely rural local authorities in the region including Herefordshire (18.3%) & Staffordshire Moorlands (17.2%). In the past 18 months, the team have delivered energy efficiency grants to the value of £5m, directly supporting improvements such as insulation and heating into 310 homes. In addition, via the household support fund, direct affordable warmth advice, support and financial assistance has reached 2400 householders to the value of £285k, including through the continued provision of a free and impartial energy advice service, Keep Shropshire Warm.

Several key factors continue to contribute to the high levels of fuel poverty in the County. Foremost among these is the lack of access to the most affordable heating fuel, mains gas, which affects 33% of Shropshire households, compared to the UK average of 15%. The impact of expensive and often less price regulated forms of heating fuels (e.g. LPG Gas, Oil, Coal) cannot be understated. Coupled with this, Shropshire's housing stock is typically older, less efficient and harder / more expensive to heat - and thus harder and more expensive to retrofit to better standards. Lower than average household incomes and a higher than average household age compound these factors. It should also be noted that the full impact of the energy crisis is likely to be felt in higher recorded figures in 2024/2025 both across Shropshire, regionally and nationally.

The AWEE team and supporting departments continue to strive to support the growing numbers of fuel poor households in Shropshire, delivering the Council's Sustainable Affordable Warmth Strategy. We have recently been awarded a 3 year, multi-million pound settlement through the Warm Homes Local Grant (WHLG) programme. It is however important to note that nationally, funding for these initiatives has been cut significantly. Here in Shropshire, the year one allocation under WHLG represents an 80% cut from the predecessor Home Upgrade Grant

Scheme. Household Support Funding continues to be effectively used to provide a package of affordable warmth support to residents, include direct financial support for those in fuel poverty and fuel debt. The team expect the number of households reached via phase 7 to have doubled against 2024-25 delivery). The team manages a robust framework for the delivery of Energy Company Obligation Funding across the County (funding delivered directly via energy companies) - approving over 100 declarations in the first 5 months of this year.

5.2. HEc7 Improving productivity by reducing the gap in Gross Value Added (GVA) per hour worked with the national average by 50% by 2027

GVA per hour worked in 2023 was £32.40 in Shropshire which is £10 less than in England (£42.40). The aim is to reduce the gap between Shropshire GVA per hour and the national average by 50% by 2027 means a target profile of 16.3% difference in 2023. However, the gap increased to 23.7% in 2023 with GVA per hour remaining static in Shropshire compared with a rise of 2.1% in England. Macro-economic indicators like gross value added are affected by national and global economic trends that are outside the control of Shropshire Council. However, closing the gap between national and local productivity levels remains a key priority of the Shropshire Economic Growth Strategy, and we are acting to mitigate external influences by encouraging inward investment to the county and by working with FE/HE/training providers to ensure businesses have access to the skilled workers they require.

5.3. HEc18 Reduction of households in B&B accommodation

Housing Services have worked hard to open the Tannery which is a 60 bed temporary accommodation unit and this reduced the numbers in B&B significantly. We have a number of other temporary accommodation projects that are due to open in September / October 2025 which will provide an additional 50+ units that will be Council owned and run which will further reduce our use of B&B accommodation. These units will be staffed 24/7 and therefore offer better support and better outcomes for our clients as well as being more cost effective for the Council.

However, there are a number of factors that have occurred at the same time, that have led to an increase in B&B use despite these units opening.

A number of our temporary accommodation units are managed by STAR Housing and they undertake the repairs, maintenance and improvement work when the properties become void. They have recently changed the contractor doing this work meaning there has been a significant delay in properties being handed back to the team for use, this then means we have to use B&B accommodation as we do not have enough Council units to meet our need. Concerns have been raised with STAR who are now prioritising void work for temporary accommodation units and these have started to be handed back and therefore we have started to see numbers in B&B drop again.

There are also a large number of households in temporary accommodation who have been matched with a property owned by social landlords (including STAR) but when the property needs significant work before the household can move in there

are often significant wait times. This means we have a duty to continue to accommodate the household until they are able to move (often a number of months). This reduces the number of households moving into permanent houses and therefore less available temporary accommodation for new presentations. Concerns will be raised directly with the landlords to explain the impact this has on the Council.

The team have also seen a large increase in the number of households coming through as homeless (an increase from approx 60 a week to 100+) which equates into a need to accommodate more people. With a slow move on into permanent housing and a large number of void properties available for use as TA, we do not have available stock to use and therefore have to place households into B&B accommodation. We are in the process of looking into this data to understand if there is any pattern / reasons for the increase in presentations and therefore changes / additional support we can put in place.

5.4. HEn6 Percentage of household waste sent for re-use, recycling and composting

The target was set at 52.6%, but our performance for Q4 came in at 43.73%. This target shows that out of all the waste we collected as part of kerbside collections, and Household Recycling Centres (HRSs) waste, 43.73% of this was sent for re-use, recycling and composting in Q4. This measure is reported a quarter in arrears, due to DEFRA's requirements for reporting with the final figure a cumulative figure for the whole of the year which can be affected by both seasonal variations and in year changes in service such as the household recycling centre book system and the chargeable garden waste service.

Q4 performance is usually lower due to the colder weather and less activity in the garden that reduces the amount of garden waste being generated and is usually our lowest performing quarter. However, the introduction of the garden waste subscription service and the HRC booking system also played a role. Although the booking system was discontinued on 12th February, the HRCs did not revert to their previous operation. Veolia found that limiting the number of visitors at any given time was safer and allowed for more efficient recycling, reducing the amount of waste going for disposal through the HRCs by 154 tonnes compared with Q4 last year. The amount of garden waste being produced in Q4 was 2,237 tonnes less than Q4 2023/24 and this is a positive impact of the chargeable garden waste service.

Following a review of the data for re-use, recycling, and composting, the primary factor causing us to miss the target was the green waste collections, but to put this in perspective we collect almost 42,000 tonnes of garden waste both through kerbside collections and at the HRCs this is almost 22% of our total recycling target of 52.6% hence why this reduction in tonnage of 2,237 tonnes whilst reducing our costs as we are charged for collection and treatment/disposal per tonne has had such an impact on the recycling rate especially for Q4. We expected that this will improve in Q1 and Q2 as the service settles down and the growing season begins.

The target for 2025/2026 remains the same at 52.60%.

5.5. HP31 Percentage of Educational Health Care Plans (EHCP) issued within 20 weeks (excl. exceptions)

The quarterly figure of 18.5% (April –June 2025) is below the target of 50%.

However, the monthly rate within this quarter is showing a steady improvement, with the May 2025 figure at 20% and the June 2025 figure at 28%. There is an increase in requests for needs assessments and consequently plans, which is consistent with national trends.

The Local Authority undertook a significant restructure of the SEN Team to form the EHCP Team with effect from January 2025. The team had previously been supported by over 40% of agency staff. These colleagues left following the restructure by February, leaving a deficit of staff. A recruitment drive took place and by May 1st, the new team was in place. Despite a rich mix of knowledge and skills, the team required training and support to become Case Officers. Continuous Professional development is in place, but the initial induction and training is complete, and we have Officers who can deliver on our outcomes and KPIs.

There is now a full team of permanent staff as of 1st May 2025. The team is now built with a strong workforce with a variety of educational backgrounds, which include, Educational Psychology, SENDCOs, Teaching staff, Case Officers and more. We also have several parent carers of children and young people with additional needs. Despite excellent skill sets, training is still needed, as is on-going professional development. This has begun, and it will be continuing. We anticipate a growth around timeliness as the team embed, but some lag is to be expected before we can fully recover statutory timescales.

Alongside our team development, we are being proactive in how we manage processes and have rigorous scrutiny of case management, reporting figures on a weekly basis provided by the Case Officers and their Seniors, which combine the measure against statutory timescales with the narrative of case work. Performance is reported weekly to our Senior Leadership Team.

5.6. HO13 Average number of days lost to sickness absence per year

The average number of days lost to sickness absence at 25/26 Q1 is 9.2, and is above the target set of 8 days (these figures include shire services). However this figure has fallen compared to the previous quarter. The figure not including shire services for 25/26 Q1 is lower at 8.37 days and closer to the target and has also fallen, down from 8.52 days in the previous quarter (24/25 Q4 figure).

Sickness absence has reduced significantly from last quarter which would be expected due to seasonal influences. Corporately not including Shire Services there has been a slight improvement when looking at sickness absence for the same period last year. There has been a significant reduction in the more seasonal sickness reasons such as Coughs, colds, and also gastrointestinal issues and whilst total number of lost days due to stress anxiety and other psychiatric illnesses has reduce the percentage of all absence has increased. Absences due to anxiety, stress and other psychiatric illnesses and musculoskeletal injury make up for over half of all the absences for the quarter.

5.7. HO17 Responding to Freedom of information Requests within statutory timescales (20 working days)

At Quarter 1, 60% of freedom of information requests were responded to within the statutory 20 days, below the target of 95%.

The compliance rate is below the required target and this was raised with Information Governance representatives at the Information Governance Leadership and Organisational Oversight (IGLOO) meeting in June 2025. A further report will be presented to the September 2025 meeting. The Information Governance Team is currently taking steps to improve support available for service areas dealing with requests, this includes creating and updating guidance on the Intranet and offering awareness sessions during September to November 2025.

6. Risk Assessment and Opportunities Appraisal

- 6.1. The management of the Council's Performance Management Framework is a key process in ensuring strategic risks are mitigated and the Council can carry out business as intended and planned for within TSP.
- 6.2. The management of key performance indicators is a key process to monitoring progress in the delivery of outcomes as set out in TSP. This provides insight into whether corrective action is required to bring performance back on track.
- 6.3. The performance reports 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.
- 6.4. Regular financial reporting is part of the governance and risk management approach within the Council ensuring that it delivers sustainable and value for money services as required under statute. Risk management continues to be an active part of this process, and Officers review potential risk and opportunity scenarios each month. The Council holds two finance related strategic risks regarding managing the current financial situation and so this remains under constant review to consider appropriate management action of the situation.
- 6.5. The dashboard includes instructions for use and a feedback form is available for questions or feedback. Members have previously been shown how to use the dashboard, and the Business Intelligence and Insight team are available for training for new Members.
- 6.6. Monitoring will be in place using the dashboard so any issues can be resolved in a timely manner.
- 6.7. Ultimately, the Council must risk assess the delivery of strategic objectives within TSP and adjust, accordingly, to ensure an acceptable balance of outcomes are achieved at a strategic level. This may mean the prioritisation of some objectives over others to react to the evidence presented within the PMF. It may not 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 and 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.

7. Financial Implications

- 7.1. The performance report provides progress on key activity targets which will have correlation to financial performance.
- 7.2. It should be noted that positive improvement on activity may not necessarily correspond to financial improvement, and this should be drawn out in the narrative of the financial and performance reports.

8. Climate Change Appraisal

- 8.1. The performance report includes KPIs for Healthy Environment with measures for monitoring Shropshire Council's direction of progress on climate change.
- 8.2. Recommendations within the Climate Strategy and Action Plan Monitoring Report 2023 were agreed by the Council on the 18th of July 2024, including two recommendations specific to key performance indicators which will be incorporated into the Shropshire Plan Performance Report for future reporting:
 - Specific carbon emission reductions by activity
 - Energy efficiency
- 8.3. Climate Change also has significant implications for Healthy People, a Healthy Economy and a Healthy Organisation and further work to develop additional KPIs, in partnership with the Climate Team will reflect this. There has been a reduction in size of the Climate Change team and as a result, future work programmes are being reviewed. Further indicators will be made available as new data becomes available to ensure that as high a percentage as possible of primary data collected is based on measured carbon emissions via a clear and transparent process such as carbon accounting, rather than estimating scope 3 emissions based on spend.
- 8.4. Measuring emissions also provides a baseline for setting climate targets and deciding where to start reducing emissions. Repeating the measurement process annually allows Shropshire Council to track and report progress in a clear, transparent way to ensure that key stakeholders - members, regulators, employees, members of the public, other local authorities and system partners are informed about our collective climate action and impact.

9. Background

- 9.1. The focus of the Council in 2025/26 and the immediate future is necessarily directed at the delivery of a balanced budget, and is currently, therefore, the highest priority strategic objective within TSP balanced alongside protecting our most vulnerable children. Our Performance Management Framework (PMF) will

need to be reviewed and strengthened to align with all our strategic objectives to enable us to become an evidence-led and performance-managed council.

- 9.2. The Q1 report provides a useful overview of performance, however, ongoing iterative improvements will continue to incorporate additional agreed KPIs. It should also be noted that some of the performance indicators are baseline figures, from which targets will be established. Work continues on the development of our KPIs including setting targets, tolerances and including benchmarking where possible.
- 9.3. The approach being taken by Shropshire Council is progressive and in advance of many other authorities and this places us in a strong position to continually improve our approach to managing performance and ultimately providing evidence of our ability to deliver the outcomes set out in TSP.
- 9.4. The dashboard is designed to be a dynamic tool, continuously evolving and improving based on user feedback and emerging requirements. Feedback on the design and usability of the dashboard and performance webpage is welcomed. A feedback form is available for questions and queries, which are reviewed regularly with responses provided and published where appropriate alongside the dashboard.

10. Conclusions

- 10.1. The development of the interactive dashboard sees a substantive step change in the reporting of performance with more emphasis on target delivery and comparator information.
- 10.2. The key performance pressure remains the delivery of a balanced budget which are detailed in the financial report.
- 10.3. Considering the financial constraints, overall Q1 25/26 shows reasonable performance in achieving The Shropshire Plan and its objectives, with 74% of newly updated indicators meeting or exceeding their target.

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

Local Member: All

Appendices

Video: [How to guide on navigating the dashboard](#)