



**Finance &
Improvement Overview
& Scrutiny - 8th June**

Item

Cabinet - 10th June

Public

Q4 2025/26 Performance Report and New Corporate Plan 2026-30 Performance Framework

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Cabinet Member (Portfolio Holder):	Cllr Heather Kidd - Leader

1. Purpose of Report

This report has two purposes:

- To present the Quarter 4 (2025/26) performance position against 'The Shropshire Plan 2022-2025'.
- To present a proposed performance framework aligned to the new Corporate Plan 2026–2030 (Appendix 2). This framework includes a set of Key Performance Indicators (KPIs) and key delivery commitments for 2026/27 against each of the Plan's priority ambitions (Appendix 3).

2. Executive Summary

Looking back

2.1. The Shropshire Plan 2022-2025 (TSP) was created to clarify Shropshire Council's vision, priorities and strategic objectives. These objectives are the outcomes we aim to achieve within our available financial envelope. It is structured around four key priorities: Healthy People, Healthy Economy, Healthy Environment and Healthy Workforce. We monitor and understand delivery of our strategic objectives within each of those through a suite of Key Performance Indicators (KPIs).

This report covers the performance in the fourth quarter of the 2025/26 financial year (January to March 2026). It will be the final performance report aligned to The Shropshire Plan. Performance is reported on an exception basis, where performance may not be meeting targets. The interactive [The Shropshire Plan Performance Dashboard](#) is the main source of performance information enabling greater insight, transparency and scrutiny of the Council's performance and delivery of its outcomes. This report should be viewed in conjunction with the dashboard and its 'New Data This Quarter' page which visualises each KPI's trends and comparison to other local authorities where possible.

Moving forward

- 2.2. A new Corporate Plan 2026-30 has been developed to replace the Shropshire Plan and was approved by full Council on 14 May 2026. Aligned to the new Plan, a Performance Management Framework (PMF) will help demonstrate delivery against the priority ambitions through a set of Key Performance Indicators (KPIs) and ‘delivery commitments’ for 2026/27. The Performance Management Framework and the proposed suite of KPIs and delivery commitments are set out in **Appendix 2 and 3**.
- 2.3. The key features of the Framework are set out in paragraph 4.7. A suite of KPIs and delivery commitments, along with regular reporting, and a business planning approach and performance development reviews (PDRs) aligned to the Plan will ensure we are an evidence-led and performance-focussed council, with accountability at all levels of the organisation. Our KPIs and delivery commitments provide the basis to understand progress and impact in delivering the priority ambitions in the Plan, but they will need to adapt to respond to new developments as they arise, e.g. new government requirements and national policy.
- 2.4. A suite of approximately 50 strategic-level KPIs have been developed, aligned to the Corporate Plan 2026-2030 priority ambitions (**Appendix 3A**). These KPIs will help provide strategic assurance on the delivery against the Plan’s priority ambitions and demonstrate improvement of outcomes for our residents.
- 2.5. The suite has been drawn from a pool of over 200 KPIs, made up of the existing Shropshire Plan KPIs and the national [Local Outcomes Framework](#) (LOF) metrics. The LOF was formally published in February 2026 and sets out the key outcomes that central and local government want to achieve together for people and places, focusing on results that matter most to residents. The KPIs have been reviewed through workshops and meetings with members of the Scrutiny Committee, Executive Directors and Service Directors during April and May 2026. Targets against KPIs (where it is relevant to set targets) will be done once the KPI suite is agreed.

3. Recommendations

That **Finance and Improvement Overview and Scrutiny Committee**:

- 3.1. Note the progress and position against the outcomes of The Shropshire Plan.
- 3.2. Review the proposed Corporate Plan 20206-2030 Performance Management Framework (**Appendix 2 and 3**) - and provide observations and any recommendations through a verbal report by the Chair to Cabinet at their meeting on 10th June 2026.

That **Cabinet**:

- 3.3 Note the progress and position against the outcomes of The Shropshire Plan.
- 3.4 Approve the proposed Corporate Plan 20206-2030 Performance Management Framework (Appendix 1 and 2) and delegate authority to the Service Director (Strategy & Change) in consultation with the Leader of the Council to make any final amendments to KPIs and delivery commitments.

Report

4. Performance summary

Looking back: Shropshire Plan 2025/26 Q4 performance: Key Findings and context

4.1 In Quarter 4 of 2025/26, a total of 36 Key Performance Indicators (KPIs) have been updated in [The Shropshire Plan Performance Dashboard](#). 5 of these KPIs are grey, meaning that they do not have a target set for various reasons such as being contextual measures, see the table below:

KPI No.	KPI name	Reason for no target
HP36	Rate of people killed or seriously injured	Not appropriate to set a target for accidents, looking at trend over time with the aim to reduce.
HO15	% of staff who have completed their PDPs	No target has been set for Personal Development Plans (PDPs). While PDPs are being completed, recording within the ERP system is inconsistent. Staff and managers continue to be reminded to record PDP completion dates in the ERP. As the 'Role of the Manager' programme and wider compliance requirements are implemented, an appropriate target will be established.
HEn13	Number of volunteer hours supporting community, leisure and tourism services	A contextual measure and looking at trend over time.
HEn7	Tonnage of household waste recycled	A contextual measure which complements HEn6.
HEn10	Improve energy efficiency of Council buildings – Energy consumption per SqM	A target has not been set for this KPI because performance is influenced by a range of variables. In addition, comparability over time has reduced as the Council's operational building estate has changed.

4.2 Of the 31 Key Performance Indicators (KPIs) with targets:

- 71% (22 KPIs) are above their target (green).
- 6% (2 KPI) of indicators were similar to their target (amber).
- 23% (7 KPIs) are below their target and are showing as exceptions (red).
Detail on each exception and the reasons are reported in the **Appendix 1** of this report.

4.3 **Healthy People:** Demand for Education, Health and Care Plan (EHCP) statutory assessments for children and young people with special educational needs and disabilities remains high. A six-month recovery plan is in place from 1 May 2026, including additional capacity to support timely completion of the statutory Education Health Care Needs Assessment (EHCNA) process, which is being closely monitored and is currently on track. School readiness figures show an inequality driven by deprivation, with 43% of children eligible for free school meals achieving a good level of development at the end of Reception, compared with 68% of children overall in Shropshire. Addressing this is a key feature of the Best Start in Life (BSiL) transformation programme. Children's social care teams continue to complete the majority of assessments within 45 days, performing better than the national rate and in line with statistical neighbours. Placement stability for children in care remains strong, supporting improved outcomes, and the Council continues to maintain contact

with the majority of care leavers to provide ongoing support and guidance. The Early Help Team continue to deliver timely targeted interventions preventing escalation of need and future crisis. In adult health and wellbeing, deaths from drug misuse remain stable and uptake of breast cancer screening is improving. We continue to support people to live in their communities, with the latest admission rates to residential and nursing care remaining low (below the national rate in 2024/25) and with majority (81%) of people with learning disabilities living in their own homes or with family in Shropshire, maintaining their independence whilst reducing reliance on others.

Modified	Indicator Name	Latest	Shropshire	Target	On Target?	Indicator Trend
23/04/2026	(NEW) HP9 - C19d - Deaths from drug misuse (per 100,000 population)	2022/24	3.7	3.7	✓	
30/04/2026	(NEW) HP8b - B02a - School Readiness: percentage of children with free school meal status achieving a good level of development at the end of Reception	2024/25	43.7%	48.8%	✗	
30/04/2026	(NEW) HP8a - School readiness: percentage of children achieving a good level of development at the end of Reception	2024/25	68%	65%	✓	
23/04/2026	(NEW) HP5 - Uptake of breast cancer screening - PHE C24a	2025	77.9%	71.7%	✓	
28/04/2026	(NEW) HP36 - Rate of people Killed or Seriously Injured (KSI) on our roads (rolling 3-year average)	Mar-26	120	-	—	
08/05/2026	(NEW) HP35 - Rate of people with Learning Disabilities that live in their own home or with family (aged 18-64, ASCOF 2E)	Mar-26	81.3%	81.4%	✓	
08/05/2026	(NEW) HP33b - Top quartile performer for the rate of admissions to residential and nursing care (65+)	Mar-26	587.7	592.5	✓	
08/05/2026	(NEW) HP33a - Top quartile performer for the rate of admissions to residential and nursing care (18-64)	Mar-26	15.2	17	✓	
06/05/2026	(NEW) HP32 - HP32 - The proportion of long-term adult social care users in receipt of community-based services	Mar-26	66.6%	68.5%	⚠	
23/04/2026	(NEW) HP31 - % of Educational Health Care Plans (EHCP) issued within 20 weeks (exc exceptions)	Mar-26	26%	50%	✗	
16/04/2026	(NEW) HP3 - Percentage of high-risk businesses, subject to a planned inspection, which were inspected to ensure compliance	Mar-26	100%	100%	✓	
06/05/2026	(NEW) HP22 - % of care leavers the service remains in touch with	Mar-26	98%	96%	✓	
06/05/2026	(NEW) HP20 - Targeted Early Interventions - All outcomes achieved	Mar-26	86%	80%	✓	
06/05/2026	(NEW) HP19 - Stability of placements of looked after children: length of placement	Mar-26	72%	70%	✓	
06/05/2026	(NEW) HP18 - % Assessment timeliness: within 45 working days	Mar-26	88%	90%	⚠	

4.4 Healthy Environment: The household recycling, reuse and composting rate declined this quarter. The position is broadly consistent with the same quarter last year and reflects the impact of a particularly wet winter, which reduced volumes of green garden waste. This has compounded the reduction observed following the introduction of the subscription service and the discontinuation of food waste collections. The validity and accuracy of the KPI measuring the proportion of premises with access to gigabit broadband (HEn17) is being reviewed.

Modified	Indicator Name	Latest	Shropshire	Target	On Target?	Indicator Trend
23/04/2026	(NEW) HEn7 - Tonnage of household waste recycled	Dec-25	16,513	-	—	
22/04/2026	(NEW) HEn6 - % of household waste sent for re-use, recycling and composting	Dec-25	47.4%	52.6%	✗	
16/04/2026	(NEW) HEn17 - Increase the proportion of Premises with access to gigabit broadband (>1,000Mbps)	Mar-26	80.3%	77.3%	✓	
23/04/2026	(NEW) HEn13 - Number of volunteer hours supporting community, leisure and tourism services	Mar-26	8,555	-	—	
16/04/2026	(NEW) HEn10 - Improve energy efficiency of Council buildings – Energy consumption per SqM	Dec-25	10	-	—	

4.5 Healthy Economy: The Housing Service continues to reduce reliance on bed and breakfast (B&B) accommodation, with the number of households in emergency accommodation more than halving since September 2025. This reflects strengthened homelessness prevention activity and improved access to more suitable temporary accommodation. The Council also exceeded its target of delivering 350 new affordable homes in 2025/26, with 415 completions however, the five-year housing land supply position reduced slightly in early 2025. Wider economic indicators remain positive this quarter. The proportions of households in receipt of Universal Credit and of out-of-work claimants are favourable, at around half the regional and national rates. The number of young people not in education, employment or training (NEET) continues to reduce, supporting improved economic, social and health outcomes. Performance against planning application timeliness remains within target, and food hygiene compliance remains high, supporting a vibrant food, tourism and leisure sector.

Modified	Indicator Name	Latest	Shropshire	Target	On Target?	Indicator Trend
16/04/2026	(NEW) HEc4 - Households in receipt of Universal Credit - to be lower than English and regional rates	Nov-25	16.9%	26.1%	✓	
30/04/2026	(NEW) HEc25 - Planning Applications - other	Mar-26	93.1%	70%	✓	
30/04/2026	(NEW) HEc24 - Planning Applications - minor	Mar-26	87%	70%	✓	
30/04/2026	(NEW) HEc23 - Planning Applications - major	Mar-26	80%	60%	✓	
23/04/2026	(NEW) HEc22 - Percentage of food establishments that are 'broadly compliant'	Mar-26	98.2%	97%	✓	
08/04/2026	(NEW) HEc18 - Reduction of households in B&B accommodation	Mar-26	36	40	✓	
06/05/2026	(NEW) HEc17 - Delivery of affordable homes	Mar-26	415	350	✓	
23/04/2026	(NEW) HEc15 - Maintaining 5-year housing land supply	Mar-25	4.7	5	✗	
16/04/2026	(NEW) HEc14 - Out of work claimant rates to remain lower than the Region and England	Feb-26	2.5	4.1	✓	
23/04/2026	(NEW) HEc13 - Young people (16 - 17) Not in Employment Education or Training	Mar-26	2.8%	3.4%	✓	
06/05/2026	(NEW) HEc11 - Paid employment for people with Learning Disabilities	Mar-26	2.1%	-	✗	
16/04/2026	(NEW) HEc1 - Levels of investment – target £350 million – 2022 – 27	Mar-26	£338,419,291	£255,000,000	✓	

4.6 **Healthy Organisation:** FOI compliance rates are improving, up from 55% to 70% in the last 6 months however is still missing the target of 100%. Despite a reduction in the use of interim and agency staff and staff turnover rates, the council is experiencing rising rates of sickness absence.

Modified	Indicator Name	Latest	Shropshire	Target	On Target?	Indicator Trend
06/05/2026	(NEW) HO19 - Number of data breaches reported to the Information Commissioner	Mar-26	3	-	✗	
06/05/2026	(NEW) HO17 - Responding to Freedom of information Requests within statutory timescales (20 working days)	Mar-26	70%	100%	✗	
30/04/2026	(NEW) HO15 - % of staff who have completed their Personal Development Plans	Mar-26	28.5%	-	✗	
30/04/2026	(NEW) HO13 - Average number of days lost to sickness absence per year	Mar-26	11.69	8	✗	
30/04/2026	(NEW) HO11 - Staff turnover rates	Mar-26	6.1%	7%	✓	

Moving forward: Corporate Plan 2026-2030 Performance Management Framework

4.7 The proposed Framework is made up of several elements and principles:

- A suite of Key Performance Indicators (KPIs) - to demonstrate the outcomes we are trying to improve and impact we are making.
- Quarterly reporting to Cabinet and Overview and Scrutiny Committees
- An Annual Review Report summarising delivery and performance against the Corporate Plan
- An annual review of our delivery commitments (including associated KPIs)– ensuring what we are committing to deliver on aligns to our financial sustainability and are budgeted for.
- Business and budget planning – Directorates and Service Areas produce service plans setting out their contribution to delivery of the plan.
- Performance development reviews (PDRs) - ensures clear understanding of individual and team contributions to the councils’ priorities.
- Regular communication and engagement with staff and members – to keep the plan firmly in focus.

4.8 The Framework will provide a basis to report progress, delivery and impact against the priority ambitions in the new Corporate Plan 2026-2030. Targets will be set for a number of the KPIs where relevant to do so and accountable officers and portfolio leads will be aligned to them and the delivery commitments. Quarterly monitoring and an annual report will provide opportunities to demonstrate and evidence progress, delivery, performance and impact beyond the activities and KPIs outlined in this framework

5. Risk Assessment and Opportunities Appraisal

- 5.1. 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 The Shropshire Plan, and moving forward, the Corporate Plan 2026-30.
- 5.2. The management of key performance indicators is a key process to monitoring progress in the delivery of outcomes. This provides insight into whether corrective 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. Regular budget monitoring and financial reporting is also part of the wider performance management, governance and risk management approach within the Council.
- 5.3. 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 PMF or the financial position of the Council. 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.

6. Financial Implications

- 6.1. Shropshire Council continues to manage unprecedented financial demands, and a financial emergency was declared by Cabinet on 10 September 2025. The overall financial position of the Council is set out in the monitoring position regularly presented to Cabinet. Significant management action has been instigated at all levels of the Council reducing spend to ensure the Council's financial survival. While all reports to Members provide the financial implications of decisions being taken, this may change as officers and/or Portfolio Holders review the overall financial situation and make decisions aligned to financial stability and sustainability.

The performance report provides progress on key activity targets which correlate to financial performance. 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.

7. Climate Change Appraisal

- 7.1. The performance report includes KPIs for Healthy Environment with measures for monitoring Shropshire Council's direction of progress on climate change. Recommendations within the Climate Strategy and Action Plan Monitoring Report 2023 were agreed by the Council on the 18th of July 2024. Climate Change also has significant implications for Healthy People, a Healthy Economy and a Healthy Organisation. 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.

8. Background

- 8.1. The focus of the Council in 2025/26 was 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. Financial sustainability remains a key priority within the new Corporate Plan.
- 8.2. Information on each Shropshire Plan KPI is presented within [The Shropshire Plan Performance Dashboard](#), which is refreshed and published on a quarterly basis on the Council's website. This includes performance status (red, amber, green - currently reported based on variation from the target) and trends and benchmarking information, where available. See the '[Frequently Asked Questions](#)' to view thresholds for variation. The dashboard is designed to be a dynamic tool, continuously 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.
- 8.3. Targets, tolerances and benchmarks for the new Corporate Plan 2026-30 Performance Framework will be clarified over the coming months, where possible, with regularly updated monitoring information published via [the Performance Shropshire Council](#). We aim to start reporting against the new suite of KPIs in September 2026.

9. Conclusions

- 9.1. Overall Q4 25/26 shows reasonable performance in achieving The Shropshire Plan and its objectives, with 77% of the 31 newly updated indicators this quarter meeting or exceeding their target.
- 9.2. The new performance framework proposed will provide a basis for reporting progress and impact against the Corporate Plan 2026-30 priority ambitions.

List of Background Papers

N/A

Appendices

Appendix 1. Shropshire Plan Q4 performance – Improvement and Exceptions commentary

Appendix 2: The Corporate Plan Performance Management Framework

Appendix 3. The Corporate Plan Performance Framework

(a) suite of KPIs

(b) delivery commitments for 2026/27

APPENDIX 1: Shropshire Plan 2025/26 Q4 performance – Improvement and Exceptions commentary

Q4 2025/26 Key improvements

HEc18 - Reduction of households in B&B accommodation. The number of households living in B&B accommodation more than halved between September to December 2025, reducing from 100 to 40 households. We continue to show a sustained reduction this quarter, with 36 households in B&B accommodation attributable to strengthening homelessness prevention activity and increasing access to more suitable temporary accommodation. A great achievement by Shropshire’s Housing team.

HP3- Percentage of high-risk businesses, subject to a planned inspection, which were inspected to ensure compliance. This KPI relates to high risk food business inspections (Cat A and B). We have successfully completed 100% of inspections at the end of Q4.

HP8a - School readiness: percentage of children achieving a good level of development at the end of Reception. In 2024/25, more than two thirds (68%) of children in Shropshire achieved a good level of development at the end of reception, similar to nationally (68%) and regionally (67%).

Q4 2025/26 Exceptions

There are 7 exceptions reported in Quarter 4 2025/26:

- 3 KPIs continue to be exceptions this quarter:
 - EHCPs issues within 20 weeks (HP31)
 - Responding to FOIs within statutory timescales (HO17)
 - Staff sickness - Average number of days lost to staff sickness (HO13)
- 4 KPIs are new exceptions this quarter:
 - School readiness- % of children with free school meal status achieving good level of development at the end of reception (HP8b)
 - % household waste sent for reuse, recycling and composting (HEn6)
 - Maintaining 5-year housing land supply (HEc15)
 - Data breaches reported to the Information Commissioner (HO19) – the target remains zero. However, where breaches do occur, timely reporting is essential and supports effective risk management. While incidents can arise in practice, the Council’s aim is to keep these to a minimum and as close to zero as possible.

Modified	Indicator Name	Latest	Shropshire	Target	On Target?	Indicator Trend
30/04/2026	(NEW) HP8b - B02a - School Readiness: percentage of children with free school meal status achieving a good level of development at the end of Reception	2024/25	43.7%	48.8%	▶	
23/04/2026	(NEW) HP31 - % of Educational Health Care Plans (EHCP) issued within 20 weeks (exc exceptions)	Mar-26	26%	50%	▶	
06/05/2026	(NEW) HO19 - Number of data breaches reported to the Information Commissioner	Mar-26	3	-	▶	
06/05/2026	(NEW) HO17 - Responding to Freedom of information Requests within statutory timescales (20 working days)	Mar-26	70%	100%	▶	
30/04/2026	(NEW) HO13 - Average number of days lost to sickness absence per year	Mar-26	11.69	8	▶	
22/04/2026	(NEW) HEn6 - % of household waste sent for re-use, recycling and composting	Dec-25	47.4%	52.6%	▶	
23/04/2026	(NEW) HEc15 - Maintaining 5-year housing land supply	Mar-25	4.7	5	▶	

(Source: [The Shropshire Plan Performance Dashboard](#))

Detail on each exception and the reasons are reported below.

Shropshire Plan 2025/26 Q4 performance – Exceptions commentary





Progress updates from officers regarding continuing exceptions from last quarter, as well as newly identified exceptions for this quarter. Red dots indicate where a KPI is not meeting the target (exception) and green dots indicate where the KPI is meeting the target.




Continuing exceptions

KPI No.	KPI name	Q3 2025/26	Q4 2025/26	Progress update from Council officers
HP31	% of EHCPs issued within 20 weeks (excl. exceptions)	●	●	As of March 2026, 26% of EHCP's were issues within 20 weeks, not meeting the target of 50% however a significant improvement from 13.0% last quarter. The consistent inability to achieve the KPI has been recognised by SLT and a 6-month recovery plan is now in place, effect from 1st May 2026. To support sustainability of the ambitious recovery project, a growth model has also been agreed. This includes increasing number of Case Officers from 12 to 23 across the team and with the additional support of an integrated Business Support service, with growth shown in this area too. There will be an additional 5.5 FTE staff to support with processes aligned to the statutory assessment process – Education Health Care Needs Assessment (EHCNA).
HO13	Average number of days lost to sickness absence per year	●	●	Sickness absence in Quarter 4 increased compared with Quarter 3, rising from 10.97 days to 11.69 days. Days lost due to coughs, colds and influenza increased further, consistent with seasonal trends. However, overall days lost across all absence categories were uncharacteristically high and exceeded the Quarter 4 position in each of the previous two years (Q4 2024/25: 10.9 days; Q4 2023/24: 10.2 days). Absence attributable to stress remained broadly stable compared with the previous quarter, with a slight increase in days lost and continuing to account for approximately 30% of all absence. Musculoskeletal-related absence was also broadly unchanged. The year-end position for sickness absence is 10.7 days lost per FTE. This is marginally higher than the previous year, but slightly below the forecast. Sickness absence is recognised as a corporate priority and work is underway to strengthen absence management, including advice, tools and improved monitoring.
HO17	Responding to FOIs within statutory timescales (20 working days)	●	●	Overall compliance improved from 63% in Quarter 3 (October–November) to 70% in Quarter 4 (January–March 2026). This remains below the 100% statutory target. To streamline the process and reduce unnecessary escalation, the Information Governance Team (IGT) has issued FOI requests directly to the responsible service areas, rather than copying in Service Directors and PAs. Service Director sign-off is now required only in exceptional circumstances, as determined locally. Implementation has been affected by organisational change; however, arrangements are becoming more embedded. Work to strengthen awareness and guidance is being progressed through the New Operating Model agreed by Leadership Board on 7 October 2025. An awareness workshop was delivered to the Senior Leadership Forum in December 2025, attended by around 40 colleagues. Feedback was positive and further sessions can be arranged as required.

				<p>Service areas are being encouraged to publish information proactively where requests are frequent or where increased local interest is anticipated, to reduce avoidable FOI demand.</p> <p>IGT is engaging with service areas where compliance remains challenging to provide targeted support, including clarification of applicable exemptions and options for publishing information that is routinely requested. The new IG Extranet is now live, with additional guidance resources to be added in due course.</p>
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New exceptions this quarter

KPI No.	KPI name	Q3 2025/26	Q4 2025/26	Progress update from Council officers
HEc15	Maintaining 5-year housing land supply			<p>The five-year housing land supply position reduced from 5.9 years to 4.6 years quarter-on-quarter, falling below the target of 5.0 years.</p> <p>The Shropshire Council Five Year Housing Land Supply Statement (base date 31 March 2025) has recently been published. The Statement sets out the Council's assessment of housing land supply for the five-year period 2025/26 to 2029/30.</p> <p>As the strategic policies establishing the housing requirement in the adopted Development Plan are more than five years old, the assessment has been undertaken with reference to local housing need as calculated using the Government's standard methodology. For Shropshire, this results in an assessed local housing need of 2,030 dwellings per annum.</p> <p>The housing land supply assessment has been completed using a cautious and robust methodology, having due regard to Government policy and guidance.</p> <p>The assessment concludes that Shropshire currently has 4.61 years' supply of deliverable housing land. On this basis, the Council is currently unable to demonstrate a five-year housing land supply.</p>
HP8b	School Readiness: percentage of children with free school meal status achieving a good level of development at the end of Reception			<p>School readiness at the end of reception for children with free school meal status declined from 47.1% in 2023/24 to 43.7% in 2024/25. This is below the national average (51.3%) and below the average for our regional neighbours (53.6%), and remains below the local target of 48.8%. In March 2026, the Department for Education (DfE) requested the nomination of a Best Start in Life Family Hub site. Sunflower House has been submitted as the interim nominated site to meet this requirement. DfE has been advised that this designation may change as the local delivery model is finalised. Planning is underway to deliver the funded Home Learning Environment (HLE) groups, which form a statutory requirement of the Best Start in Life (BSIL) programme. Delivery will be undertaken through existing teams. Options are being explored to identify additional BSIL hub locations, to improve access and reach across communities. A Cabinet report is scheduled for June to review current arrangements, with the aim of ensuring capacity and governance are aligned to maximise support for children and families. The delivery model engages voluntary and community sector partners to support HLE and parenting provision within local communities, operating through a hub-and-spoke approach to maximise reach and accessibility. Delivery is being aligned with health and social care partners to ensure integrated, multi-disciplinary teams are located within hubs,</p>


				<p>supporting early identification of need and timely intervention. The Shropshire Early Years Team is prioritising support visits to settings with lower-than-expected Good Level of Development (GLD) outcomes.</p> <p>Early Years Foundation Stage (EYFS) profile sessions are being delivered to support settings to strengthen assessment and moderation, in line with new DfE guidance.</p>
HEn6	% Household waste sent for re-use, recycling and composting			<p>This indicator is reported one quarter in arrears. The recycling, reuse and composting rate decreased quarter-on-quarter from 52.8% to 47.4% and is now below the target of 52.6%. The position is broadly consistent with the same quarter last year and reflects the impact of a particularly wet winter, which reduced volumes of green garden waste. This has compounded the reduction observed following the introduction of the subscription service and the discontinuation of food waste collections. Reduced green waste (and previously mixed green and food waste) remains the principal driver of the lower recycling and composting rate. For context, in Q4 2023 the Council collected a combined 10,277.9 tonnes of green and food waste. In Q4 2024, following service changes, 7,361.2 tonnes of green waste were collected; in the latest quarter, this reduced further to 6,797.6 tonnes. The ongoing impact of service changes alongside weather conditions is therefore reflected in the reduced recycling and composting rate.</p>
HO19	Number of data breaches reported to the Information Commissioner	-		<p>In Quarter 4, three data breaches were recorded. The target is 0 breaches and 0 incidents reportable to the Information Commissioner's Office (ICO). It is recognised that a zero-breach target is challenging; however, it provides a clear statement of the Council's risk appetite and expectation.</p> <p>Actions underway to reduce incidents and strengthen compliance include:</p> <ul style="list-style-type: none"> • Intranet advice and guidance were updated in 2025, including a team briefing sheet. • The IG Extranet will include manager toolkits to support regular reinforcement of data protection in team meetings, particularly in areas with higher incident volumes. • IGT offers to attend team meetings to provide advice and address recurring issues. • Revised Data Protection and Cyber Awareness training was implemented from December 2025. • The IG Extranet will include 'Toolkits' for manager that asks them to include the topic on team meetings especially if their areas experience a high number of incidents. • IGT offers to attend team meetings and discuss any issues where areas are experiencing a high number of incidents • New and improved Data Protection and Cyber Awareness training was implemented from December 2025. <p>IGT is also engaging with key enabling services (for example, business support teams) to ensure incident reporting routes are understood and that prompt corrective action is taken to minimise impact.</p>

				Data breach statistics are currently reported quarterly to IGLOO. More frequent reporting to Service Directors (on a monthly basis) is intended, but implementation has been delayed due to staffing capacity within the team.
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Last quarter exceptions- progress update

KPI No.	KPI name	Q3 2025/26	Q4 2025/26	Progress update from Council officers
HP3	Percentage of high risk businesses, subject to a planned inspection, which were inspected to ensure compliance			This KPI relates to high risk food business inspections (Cat A and B). High risk food hygiene performance shows we have completed 57% of inspections at the end of Q3. The statutory target of 100% has now been achieved.
HEc2	Reduce the workplace pay gap with the national average by 50% by 2027 (Annual figure)		-	Annually reported, no new data.
HP6	Reception: Prevalence of overweight (including obesity) – C09a		-	Annually reported, no new data.
HP7	Year 6: Prevalence of overweight (including obesity)- C09b		-	Annually reported, no new data.
HO1	Number of compliments		-	No new data this quarter

APPENDIX 2: CORPORATE PLAN 2026-2030 PERFORMANCE FRAMEWORK



Performance Management Framework

Alongside this new Corporate Plan, a strengthened Performance Management Framework is being developed to ensure everyone in the organisation is working towards the ambitions set out in the Corporate Plan, our Improvement Plan, and our aim of financial sustainability.

The key features of the Performance Management Framework are:

- **Key Performance Indicators (KPIs):** A set of KPIs helps demonstrate the outcomes we are trying to improve and the progress and impact we are making. These will draw on the nationally set Local Outcomes Framework (LOF) as well as including other measures we identify locally.
- **Monitoring and reporting:** Quarterly reporting to Cabinet and Overview and Scrutiny Committees against the Corporate Plan KPIs. Additionally, we will produce an *Annual Review Report* summarising delivery and impact against the Corporate Plan priorities.
- **Annual review of what we will focus on:** Will enable an agile response to changes and developments that require amendments to our priorities, ensuring that what we are focusing on aligns to the financial sustainability of the Council.
- **Business and Budget Planning:** Directorates and service areas produce a Service Plan, setting out their contribution to the delivery of the Corporate Plan
- **Performance Development Reviews (PDRs):** ensures a clear link between individual objectives, directorate/service plans and the Corporate Plan, Improvement Plan and Financial Plan. This is the 'golden thread' (figure 3) which enables staff to understand how they contribute to delivering the council's overall priorities.

Making sure we deliver

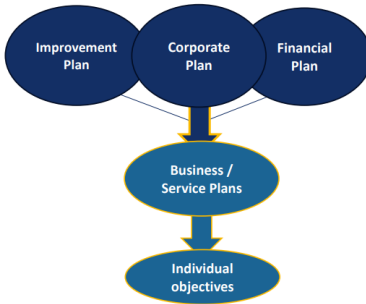



Figure 3: The 'Golden Thread'

Communication and engagement

Regular communication on the plan and progress and impact will take place to ensure that staff and Members are kept up to date. This will keep the delivery of the plan firmly in focus and partners and residents will also be kept informed about the delivery of the plan.

There will be ongoing engagement with staff as the plan rolls out which will form part of the Council's redeveloped staff engagement approach. There will also be engagement as appropriate and required with residents and those who receive services as projects to deliver the plan are implemented.

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A strong performance framework is layered, with each level serving a different purpose, and a different audience. Strategy flows down, delivery flows up, and accountability runs through.

The framework moves from priorities and outcomes at the top (priorities describe what the Council is focusing on, while outcomes describe the difference that focus is intended to make for residents and communities), to delivery in the middle, to day-to-day management and individual contribution at the base – ensuring everyone is working towards the same goals and pulling in same direction.

There are deliberately fewer KPIs at the corporate level and progressively more detail at operational level further down – all linked by the golden thread .

Layers of Performance



APPENDIX 3: CORPORATE PLAN 2026-30 PERFORMANCE FRAMEWORK – KPI AND DELIVERY COMMITMENTS

Proposed Key Performance Indicators (KPIs):

Priority Ambition	KPI	Alignment	Frequency of data	Rationale	Source
A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (7 KPIs)	Council's Reliance on Exceptional Financial Support (EFS)	New	Annual	Demonstrates increasing sustainability	Internal Council Data
	Financial sustainability: In-year revenue outturn variance against approved budget	Previous KPI	Quarterly	Demonstrates financial control	Internal Council Data
	Complaints: 1. Number of Complaints Received 2. Percent of Complaints Resolved within 15 Days 3. Percent of Complaints upheld by Ombudsman	Previous KPI New New	Quarterly	Acts as an organisation-wide barometer of resident experience and highlights systemic service issues.	Internal Council Data
	Income collection rate: 1. council tax 2. business rates	New	Quarterly	Supports financial sustainability by showing how effectively the council collects income owed.	Internal Council Data
	Staff engagement/perception (Pulse Survey measures): 1. % of staff that understand how they contribute to delivering Council priorities 2. % of staff that are proud to work for Shropshire Council 3. % of staff that feel valued in their role at Shropshire Council 4. % of staff that feel empowered working for Shropshire Council	New	Bi-annual	Measures workforce engagement and organisational culture, which underpin delivery of all priorities.	Internal Council Data
	Freedom of Information: 1. Number of FOIs overdue 2. FOIs timeliness within statutory target (%- two months arrears)	Previous KPI	Quarterly	Measurement of corporate governance	Internal Council Data
	Staff absence - average lost days per FTE	Previous KPI	Quarterly	Measure of staff health and well-being	Internal Council Data

Communities are connected by well-maintained roads, accessible transport, and infrastructure (7 KPIs)	Road condition: Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (motorways and A roads; B and C roads; unclassified roads)	LOF & Previous KPI	Annual	Strategic measure of long-term infrastructure health and investment need.	Department for Transport Road Conditions Statistics
	Average number of bus journeys made per resident in a local authority area	LOF	Annual	Indicates accessibility, viability, and usage of public transport, especially in rural areas.	Department for Transport, Bus Statistics
	Percentage change in bus service mileage year-on-year - (this metric measures whether bus services are expanding or falling each year-passenger journeys or distance travelled or bus distances travelled)	LOF	Annual	Shows whether public transport provision is expanding or contracting.	Department for Transport, Bus Statistics
	Connectivity score for public transport to key services	LOF	Annual	Place-based measure of residents' ability to access employment, health and education.	Department for Transport Connectivity Tool, Connectivity Score: Overall (public transport)
	Killed or seriously injured casualties per billion vehicle miles - Rate of KSI (HP36)	LOF & Previous KPI	Quarterly	Core public safety outcome reflecting effectiveness of road safety interventions.	Office for Health Improvement & Disparities (OHID), Public Health Outcomes Framework
	% of adults engaging in active travel at least twice in last 28 days	LOF	Annual	Links transport, health, climate and prevention agendas at a corporate level.	Sport England Active Lives Survey
	Public EV charging points per 100,000 population	LOF	Annual	Tracks progress in enabling low-carbon transport and supporting climate commitments.	Department for Transport Electric Vehicle charging infrastructure statistics

<p>Safe inclusive places with home that meet people's needs (10 KPIs)</p>	% of people experiencing loneliness	LOF	Annual	Corporate wellbeing indicator linked to prevention, independence and community resilience.	Department for Culture, Media and Sport, Community Lifestyle Survey
	% satisfied with their local area as a place to live	LOF	Annual	High-level place outcome reflecting housing, services, safety and environment.	Department for Culture, Media and Sport, Community Lifestyle Survey
	% who feel they can influence local decisions	LOF	Annual	Measures civic engagement, inclusion and democratic trust.	Department for Culture, Media and Sport, Community Lifestyle Survey
	Anti-social behaviour incidents per 1,000	LOF	Quarterly	Strategic indicator of community safety and quality of life.	West Mercia Police Data
	Crime incidents -responsibilities under the Serious Violence Duty and through their statutory role in leading Community Safety Partnerships (CSPs)	LOF	Quarterly	Provides oversight of public safety and partnership effectiveness.	West Mercia Police Data
	Housing supply (affordable homes completions - Developing new homes or agreed LOF measure)	LOF & Previous KPI	Quarterly	Measures progress against Local Plan ambitions and housing pressures.	Ministry of Housing, Communities and Local Government, Live tables on affordable housing supply
	% of duties owed where homelessness was prevented or relieved	LOF	Quarterly	Indicates effectiveness of early intervention and housing prevention.	Ministry of Housing, Communities and Local Government, Statutory homelessness live tables, Percentage of duties owed where homelessness was prevented or relieved

	Use of unsuitable temporary accommodation: Percentage of households with children placed in B&B accommodation for longer than 6 weeks.	LOF & Previous KPI	Quarterly	It is a system-level indicator of how effectively the council is securing suitable temporary accommodation and reducing reliance on B&B provision. Corporate risk indicator linked to cost control, safeguarding and statutory duties.	Ministry of Housing, Communities and Local Government, Statutory homelessness live tables, Households in temporary accommodation- Bed and breakfast hotels - total with children and resident more than 6 weeks
	% of local authority-owned housing deemed decent	LOF	Annual	Assures quality and safety of council housing stock.	Ministry of Housing, Communities and Local Government, Local Authority Housing Statistics
	% of private rental housing deemed decent	LOF	Annual	Shows influence over wider housing quality beyond council-owned homes.	Ministry of Housing, Communities and Local Government, Local Authority Housing Statistics
	Planning applications- major, minor and other- number of application decisions	Previous KPI	Quarterly	Shows our local economic / housing development activity.	Local Council Data

<p>Everyone has the opportunity to be healthy and thrive at every stage of life (15 KPIs)</p>	% of people who receive long-term support who live in their home or with family (ASCOF)	LOF	Quarterly	Core adult social care outcome evidencing independence and prevention.	Department for Health and Social Care, Measures from the Adult Social Care Outcomes Framework, ASCOF 2E
	Permanent admissions to residential and nursing care homes, per 100,000 population aged 65 and over (ASCOF)	Previous KPI	Quarterly	Tracks system pressure and effectiveness of community-based support.	Department for Health and Social Care, Measures from the Adult Social Care Outcomes Framework, ASCOF 2B
	Overall satisfaction of people who use services with their care and support (ASCOF)	LOF	Quarterly	Captures lived experience of people using adult social care services.	Department for Health and Social Care, Measures from the Adult Social Care Outcomes Framework, ASCOF 1D
	% of section 42 safeguarding enquiries where a risk was identified, and the reported outcome was that the risk was identified, and the reported outcome was that this risk was reduced or removed	LOF	Quarterly	Provides assurance that safeguarding arrangements are effective.	Department for Health and Social Care, Measures from the Adult Social Care Outcomes Framework, ASCOF 4B
	% of people with a learning disability living independently (own home or family)	Previous KPI	Quarterly	Measures inclusion, independence and equality outcomes.	Department for Health and Social Care, Measures from the Adult Social Care Outcomes Framework, ASCOF 2E (2B)
	% of people who received reablement with no further support required	LOF	Quarterly	Demonstrates effectiveness of short-term interventions.	Department for Health and Social Care, Measures from the Adult Social Care Outcomes Framework, ASCOF 2A
	Healthy life expectancy at birth	LOF & Previous KPI	Annual	High-level summary of overall population health outcomes.	Office for National Statistics, Health and life expectancy at birth
	Slope index of inequality in life expectancy	LOF	Annual	Measures whether health inequalities are widening or narrowing.	Office for Health Improvement & Disparities (OHID), Public Health Outcomes Framework, Inequalities

					in life expectancy at birth
	Child health: Percentage achieving good level of development at 2-2.5 year review	LOF & Previous KPI	Quarterly		Office for Health Improvement & Disparities (OHID), Child development outcomes at 2 to 2 and a half years
	Year 6 obesity prevalence	LOF & Previous KPI	Annual	Early indicator of future health inequalities and prevention needs.	Office for Health Improvement and Disparities (OHID), Child obesity and excess weight
	Rate of children becoming looked after	LOF & Previous KPI	Quarterly	Strategic indicator of safeguarding pressure and family support effectiveness.	Department for Education, Children Looked after by Local Authorities in England
	Repeat child protection plans (%)	LOF	Quarterly	Shows sustainability and impact of earlier safeguarding interventions.	Department for Education, Children in need and child protection
	% of care leavers in education, employment or training	LOF	Quarterly	Long-term outcome reflecting successful transition to adulthood.	Department for Education, Children Looked after by Local Authorities in England
	% of EHCPs issued within 20 weeks (Statutory outcome)	LOF & Previous KPI	Quarterly	Statutory compliance and inclusion measure for SEND.	Internal Council Data
	Special Educational Needs (SEN): Percentage of SEN children supported in mainstream schools	LOF	Quarterly	Directly aligns to priority focus area	Department for Education, Special Educational Needs in England

<p>A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (6 KPIs)</p>	% of household waste recycled, reused or composted	LOF & Previous KPI	Quarterly	Tracks environmental performance and public participation in sustainability.	Department for Environment, Food & Rural Affairs, Local authority collected waste management
	% of local sites in positive conservation management	LOF	Annual	Aligns directly to priority on Delivering our statutory environmental duties including our Local Nature Recovery Strategy (LNRS)	Department for Environment, Food & Rural Affairs, Local sites in positive conservation management
	Deaths attributable to particulate air pollution (particulate matter less than 2.5 micrometres in diameter)	LOF	Annual	Measures environmental quality, public health and inequality	Office for Health Improvement & Disparities (OHID), Public Health Outcomes Framework
	% of food establishments broadly compliant	Previous KPI	Quarterly	Public protection indicator linked to resident safety.	Food Standards Agency Website
	Environmental permit inspections assessed as low risk (%)	Previous KPI	Quarterly	Assures regulatory compliance and environmental risk control.	Local Council Data
	Access to green and blue spaces	LOF	Annual	Links environment, health and wellbeing at place level.	Department for Environment, Food and Rural Affairs, Access to Nature Statistics

A fair, dynamic and inclusive economy that benefits everyone (6 KPIs)	Employment rate (16–64)	LOF & Previous KPI	Annual	Headline indicator of economic participation and inclusion.	Office for National Statistics Annual Population Survey
	18–24-year-olds in education or employment	LOF	Quarterly	Measures future workforce readiness and opportunity for young people.	Office for National Statistics Annual Population Survey
	Skills Disparity: % of working-age population qualified to Regulated Qualifications Framework Level 4+	LOF & Previous KPI	Annual	Shows skills capacity to support economic growth.	Office for National Statistics Annual Population Survey
	Births of new enterprises	LOF	Annual	Proxy for business confidence and economic dynamism.	Office for National Statistics, Business Demography
	Gross median weekly pay	LOF	Annual	Reflects productivity, income levels and affordability pressures.	Office for National Statistics, Annual Survey of Hours and Earnings (resident-based)
	% of premises with gigabit-capable broadband	LOF & Previous KPI	Bi-annual	Measures digital infrastructure readiness for growth and service access.	Ofcom, Connected Nations

APPENDIX 3B: Delivery commitments for 2026/27

The following sets out specific, measurable activities to be delivered during 2026/27, aligned with the priorities (what we will focus on) identified in the Corporate Plan and supporting the achievement of our key ambitions. It is not a comprehensive list of all Council activity; rather, it focuses on the activity that will enhance the effectiveness, efficiency and value for money of our statutory service delivery and overall organisation. Quarterly monitoring and an annual report will provide opportunities to demonstrate and evidence progress, delivery, performance and impact beyond the activities and KPIs outlined in this framework.

Corporate Plan Delivery Commitments for 2026/27	Financially sustainable, etc	Connect communities	Safe and inclusive	Healthy and thrive	Environment and Well-being	Thriving economy
Continued delivery of the Improvement Plan, reporting progress and impact to the Improvement Board (ongoing)	✓					
A budget for 2027/28 and MTFP that reduces our reliance on EFS (by Feb 2027)	✓					
A new Commissioning, Procurement and Contract Management Strategy to deliver a consistent, compliant and outcomes-focused approach that improves value for money and resident outcomes. (June 2026)	✓					
A new council constitution (by December 2026)	✓					
Develop a customer charter that sets out how we work with residents and other customers (by December 2026)	✓					
Continued delivery of the People Plan to create a workforce that is supported and enabled to excel (ongoing)	✓					
Review of council relationship with Cornovii Development Limited (July 2026)	✓					
A single Children’s Transformation Programme that responds to national 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 (developed by June 2026)	✓		✓	✓		✓
An Adults Social Care transformation programme with an emphasis on prevent, reduce and delay, and flexible market options (developed by Sept 2026)	✓			✓		
A new Asset Strategy and Corporate Landlord function resetting how the Council’s property is governed and managed (developed by July 2026)	✓		✓		✓	
New digital and cyber strategies that enable council services that are joined up, efficient, simple and tailored to resident’s needs (July 2026)	✓					
A new Economic Growth Strategy that sets a clear direction for our economy to attract investment and deliver growth (by April 2027)	✓	✓	✓	✓	✓	✓
An agreed approach to working with parish and town councils to deliver services and outcomes (by March 2027)	✓		✓	✓	✓	
A proposed approach to a Shropshire Partnership (by November 2026)		✓	✓	✓	✓	✓

Corporate Plan Delivery Commitments for 2026/27	Financially sustainable, etc	Connect communities	Safe and inclusive	Healthy and thrive	Environment and Well-being	Thriving economy
A new Local Transport Plan (by March 2027)		✓	✓	✓	✓	✓
Develop and shape a new operating model for highways services (by March 2027)	✓	✓				
Review of in-house provider services (Adult Social Care) (June 2026)	✓					
Develop and implement a financially sustainable library service (by March 2027)	✓		✓	✓		
A new Highways Maintenance Strategy and Inspection Policy to align with new DfT funding criteria (June 2026)	✓	✓				✓
Continued focus and delivery of highways maintenance statutory responsibilities and investment in preventative maintenance (measured by road condition KPI)		✓				
A new Adult Social Care Strategy – outlining key priorities and operating model for adult social care (Oct 2026)	✓			✓		
Produce and consult on our draft Local Plan (by June 2027) having: <ul style="list-style-type: none"> • 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) 		✓	✓	✓	✓	✓
An updated Housing Revenue Account Business Plan providing a framework for managing, maintaining and developing our council housing stock (September 2026)	✓		✓	✓		✓
Review of cultural service offers to ensure financially sustainable delivery (October 2026).	✓			✓	✓	
Increase the number of households where homelessness is prevented to start to reduce our use of temporary accommodation (ongoing, measured by KPI)	✓		✓	✓		✓
Publish an annual Community Infrastructure Levy (CIL) Strategy that provides clear direction for and increased utilisation of CIL funding (December 2026)	✓	✓	✓	✓	✓	✓
Review the Housing Allocations Policy and service in line with proposed national changes and timescales (December 2026)	✓		✓			
Agree policies to support and enable enforcement of the Renters’ Rights Act, improving housing quality and reducing homelessness pressures (June 2026)			✓	✓		✓
Develop a Housing Strategy (for consultation) aligning with the Local Plan development (December 2026)			✓	✓	✓	✓

Corporate Plan Delivery Commitments for 2026/27	Financially sustainable, etc	Connect communities	Safe and inclusive	Healthy and thrive	Environment and Well-being	Thriving economy
Strengthen Food Standards and Private Water Supplies delivery as part of our environmental health and protection services, in accordance with regulations. (ongoing)			✓	✓	✓	✓
Deliver (Year 1 of) the Local Area SEND Reform Plan including phase one of the Experts at Hand (by March 2027)			✓	✓		✓
A new Education Excellence Strategy which sets out how the council will support and guide the whole education system locally (July 2026)			✓			✓
A programme of accessible and inclusive sessions on economic abuse within the context of domestic abuse – enabling people to manage their finances (by March 2027)	✓		✓	✓		
Increase the proportion of premises in Shropshire with access to a gigabit capable broadband connection, working with broadband suppliers (measured by KPI)		✓	✓	✓	✓	✓
Expand community reuse/repair schemes and promote alternatives such as home composting for food and green waste to reduce household waste per household (by March 2027 measured by KPI).					✓	
Deliver 10 priority projects/sites (e.g. wetlands, hedgerows, green spaces) in line with our Local Nature Recovery Strategy (by March 2027)			✓		✓	
Deliver 10 new or improved access routes / green space schemes to improve access to green space and support wellbeing (by March 2027)		✓	✓	✓	✓	
Deliver and/or encourage energy efficiency improvements to 100 properties across Shropshire, prioritising rural, low-income and off gas (by March 2027)			✓	✓	✓	
Work with DWP to support families on benefits and reduce the impact of child poverty e.g. by expanding free school meals (by April 2027)			✓	✓		✓
Ensure sufficient nursery places to enable parents to access work (by April 2027)						
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).			✓		✓	✓
Expand community-based wellbeing and prevention services into library and community hub spaces (March 2027)		✓	✓	✓		
Expand integrated neighbourhood working through Community & Family Hubs (Best Start in Life) and VCSE partners for priority areas aligned to statutory requirements (September 2026)			✓	✓		

Corporate Plan Delivery Commitments for 2026/27	Financially sustainable, etc	Connect communities	Safe and inclusive	Healthy and thrive	Environment and Well-being	Thriving economy
Recommission our mandatory public health service contracts – including: <ul style="list-style-type: none"> 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) 0-19 Healthy Child Programme to provide support for young people and their families (from April 2027) 	✓		✓	✓		✓
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)	✓	✓	✓	✓	✓	✓
Work with partners to develop a system-wide strategic approach to neighbourhoods including neighbourhood health as part of the national mandate (December 2026).	✓		✓	✓		✓
Continue to develop and coordinate the Crisis Resilience Fund (CRF) delivery plan (ongoing)	✓		✓	✓		