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

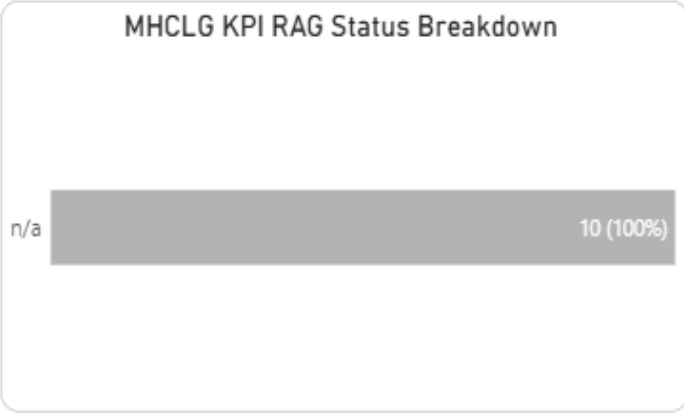
Progress on Delivery Commitments (continued)

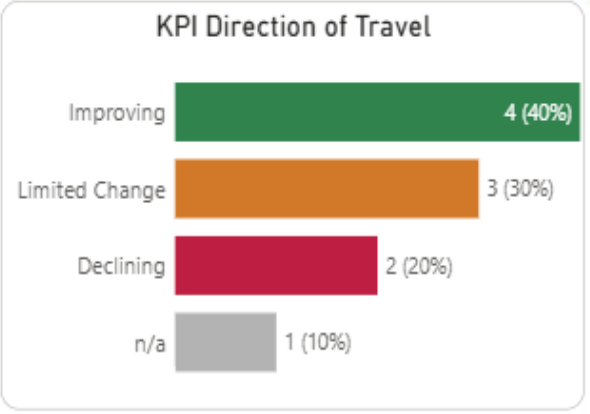
Update for Quarter 2

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		

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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

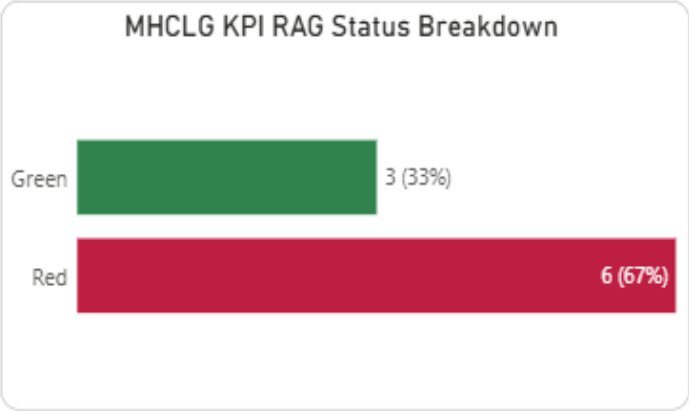
Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
A new Local Transport Plan (March 2027).	**Q2** - Consultation has started across Shropshire enabling a report to go to Cabinet in February presenting feedback from the consultation 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		

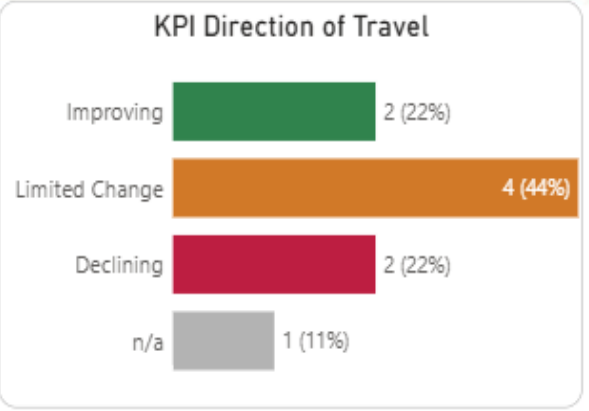
What is Completed

- 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.

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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

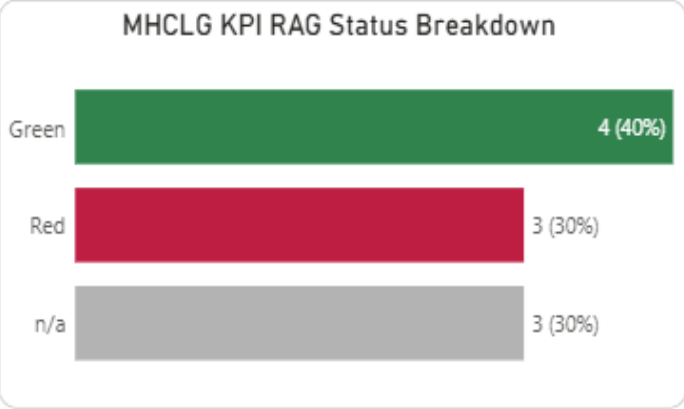
Progress on Delivery Commitments (continued)

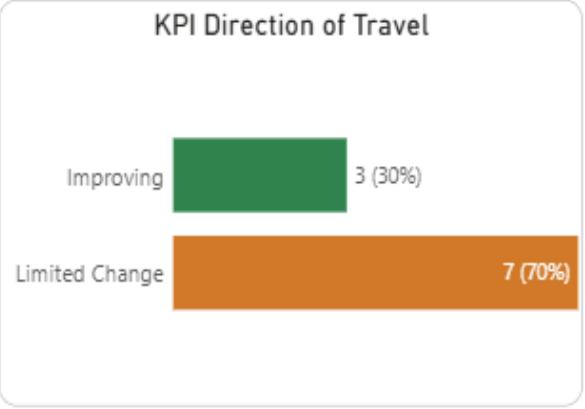
Update for Quarter 2

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

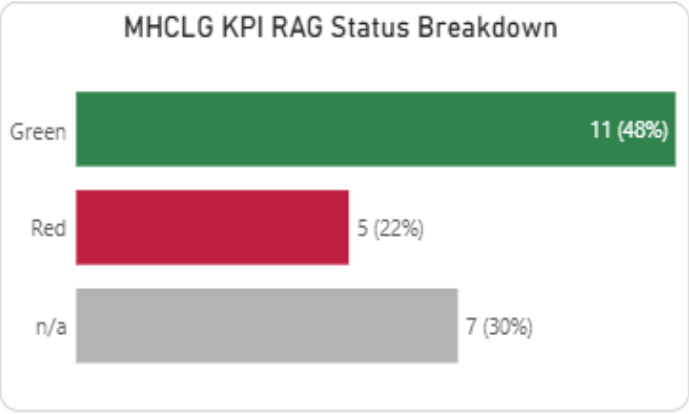
Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
Deliver (Year 1 of) the Local Area SEND Reform Plan including phase one of the Experts at Hand (March 2027).	**Q2** – SEND Plan approved by the Department for Education. This will 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		

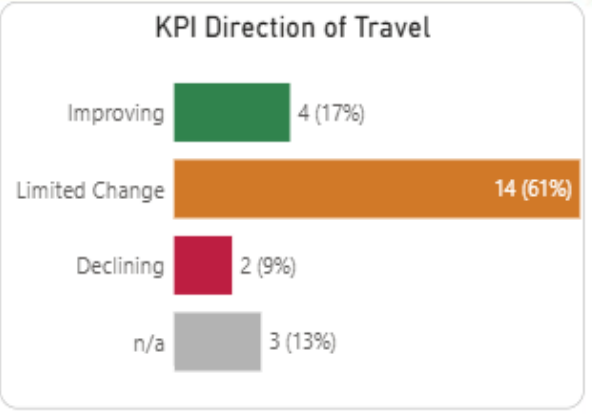
What is Completed

- 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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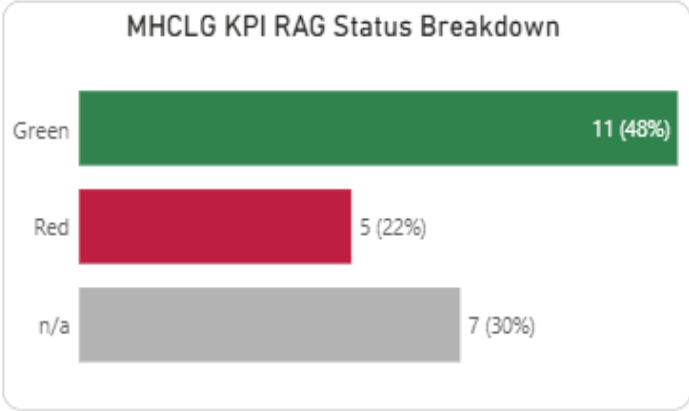


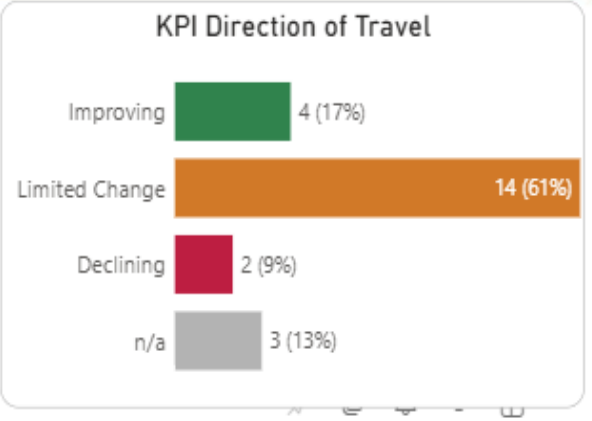


KPI ID	Indicator Name	Time Period	Aim	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	Local Target	MHCLG Average	MHCLG Rank (1 is best)	MHCLG Relative Rank	National Average	LA Rank (1 is best)	National Percentile Rank	Published or Local Data
HC01	(LOF) Proportion of people receiving 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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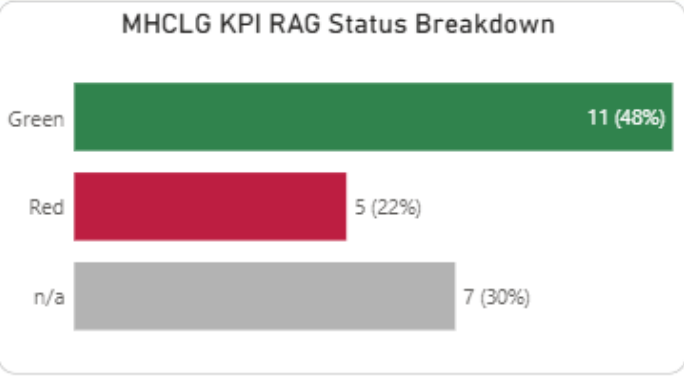


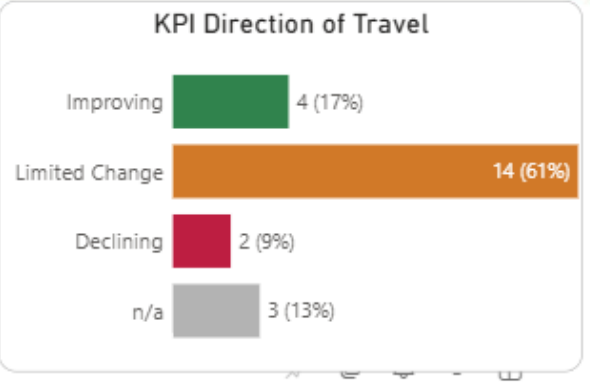


KPI ID	Indicator Name	Time Period	Aim	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	Local Target	MHCLG Average	MHCLG Rank (1 is best)	MHCLG Relative Rank	National Average	LA Rank (1 is best)	National Percentile Rank	Published or Local Data
HC10	(LOF) Slope index of inequality 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

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
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

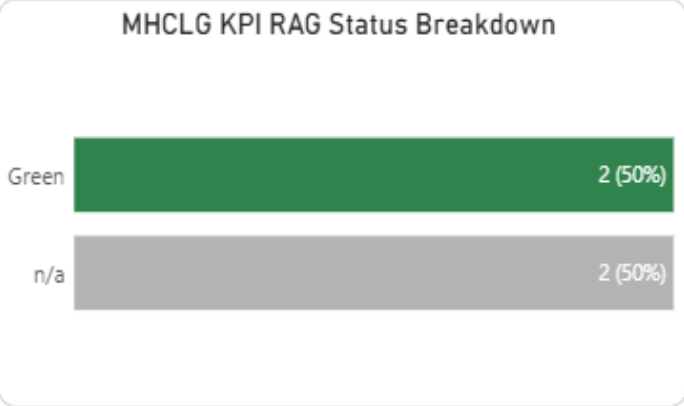
Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
Expand community reuse / repair schemes and promote alternatives such as home composting for food and green waste to reduce household waste per household (March 2027 measured by 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		

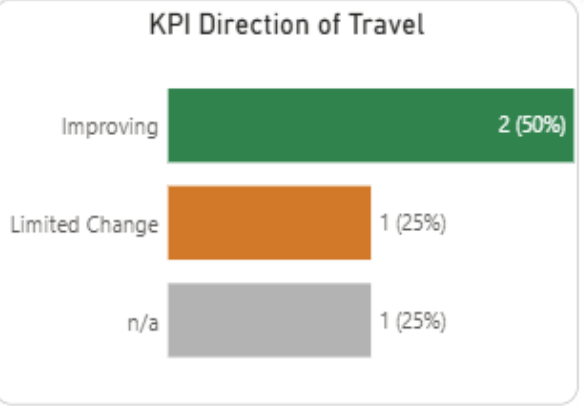
What is Completed

- 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

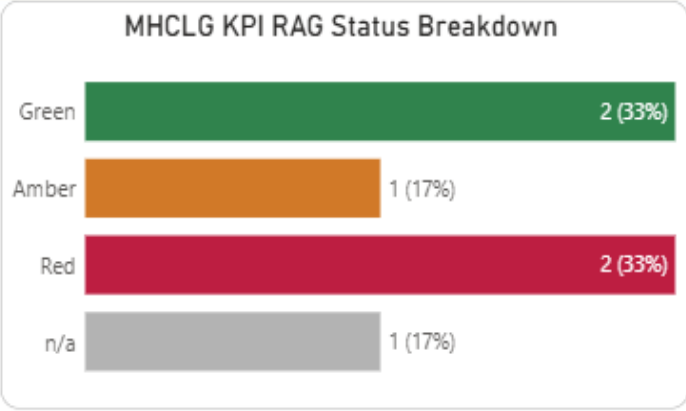
Corporate Plan Delivery Commitments for 2026/27	Progress Update	Portfolio Holder	Lead Director	Quarter 1 RAG	Quarter 2 RAG
A new (Economic Growth) Inclusive Growth Strategy that sets a clear direction for our economy to attract investment and deliver growth (April 2027).	Q2 - On track to meet timescales 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		

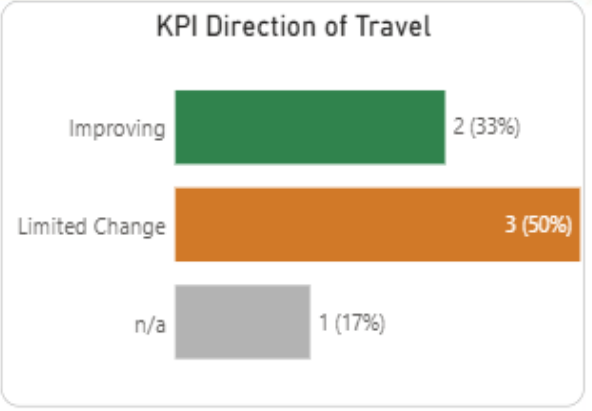
What is Completed

- 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)
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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
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.

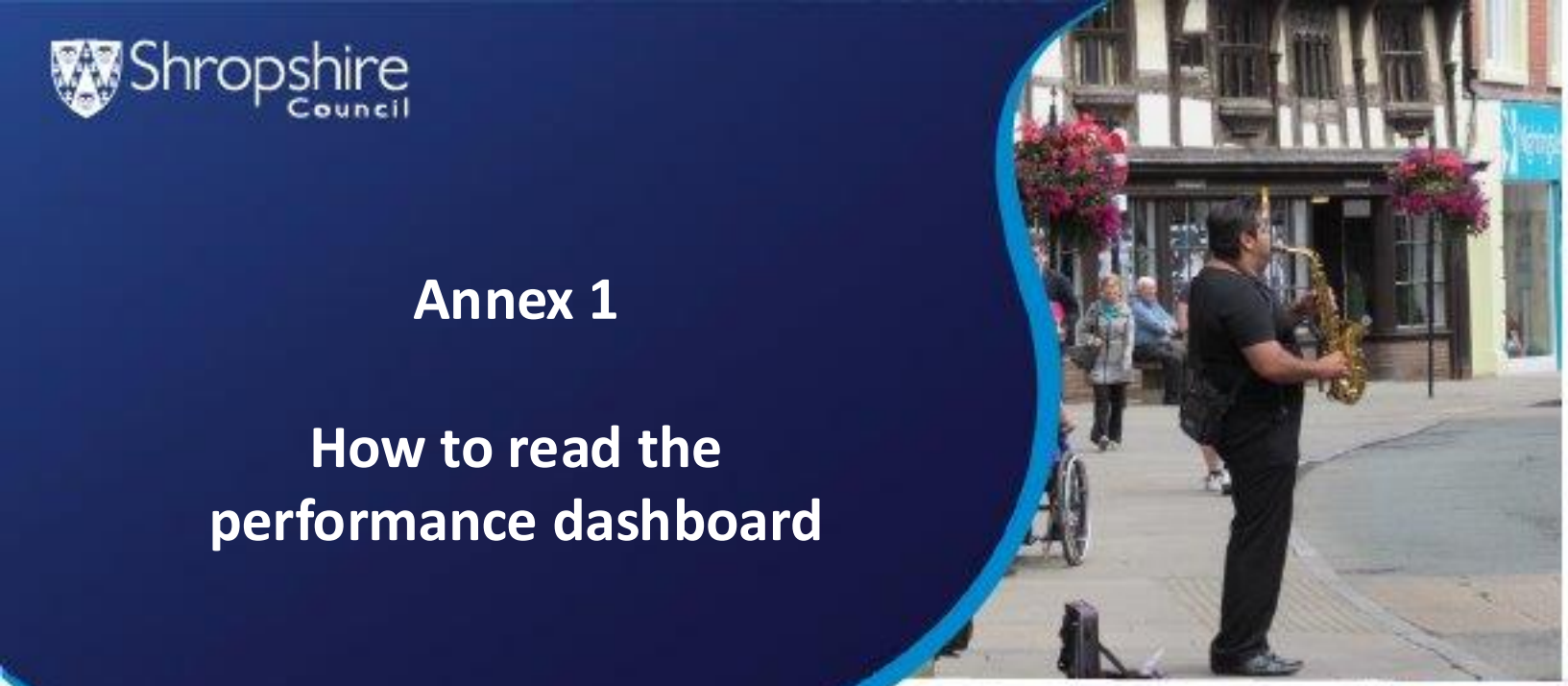
E04 – Births of new enterprises. Performance has dipped slightly since last reported and is marginally behind comparators. Whilst births is lower than some comparators, survival rates tend to be higher. Development of the Inclusive Growth Strategy will help pick up on these aspects and understand the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



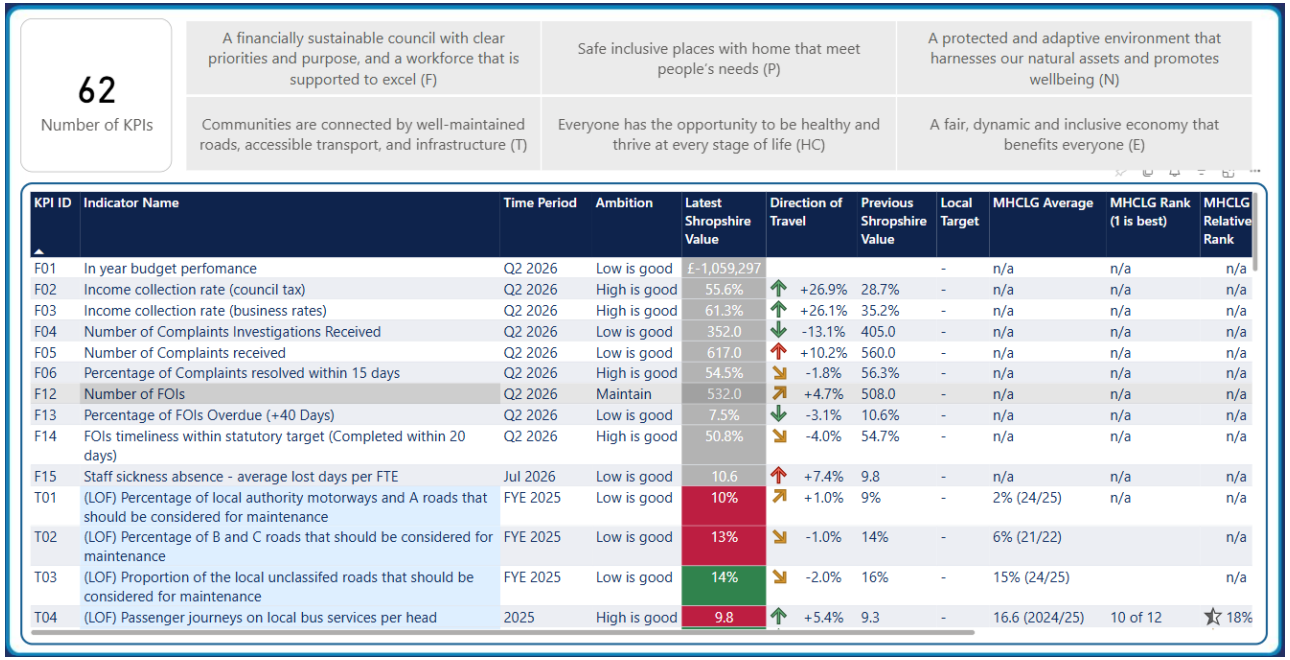






How to Read the Corporate Plan Performance Dashboard

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 days)	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.