



**Working to make Shropshire  
a great place to live, learn, work and visit**



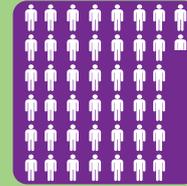
# SPARSITY

SHROPSHIRE is **1,235** square miles, the 2nd largest inland council

Council looks after over 3,000 miles of road

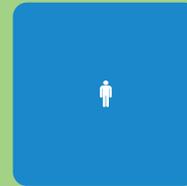
Shropshire's population **313,400** similar to Nottingham

Shropshire is **44x** bigger than Nottingham



Nottingham 29 square miles 7,511 hectares  
**43.6** people per hectare

**132,500** people spread evenly across rural areas



Shropshire 1,235 square miles 319,736 hectares  
**0.98** people per hectare

# AGEING

74,300 people

**23.7%** are 65 or more National average 17.9%



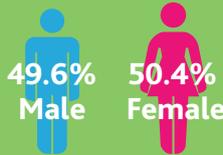
Expected to rise to

**113,700** by 2039

33.5% compared with 24% nationally

**44** Average age

Population male/female split



## Ongoing challenges

Our population is ageing almost **30%** above national average

Adult Social Care costs increasing **8%** each year

This means costs are increasing by **£8-10m** every year\*



\*Council Tax rise limited to only £4 million extra for Adult Social Care  
Nationally an additional £3.5bn is needed over next 4 years for Adult Social Care

# ECONOMY

Population split between urban/rural areas



61% live in urban areas 39% live in rural areas

Shropshire businesses employ less than **90.4%**



**21%** more house by 2036 with over third built already

**20%** of pupils eligible for free school transport



Shropshire in government's top 10 areas with longest travel times

# BUDGET

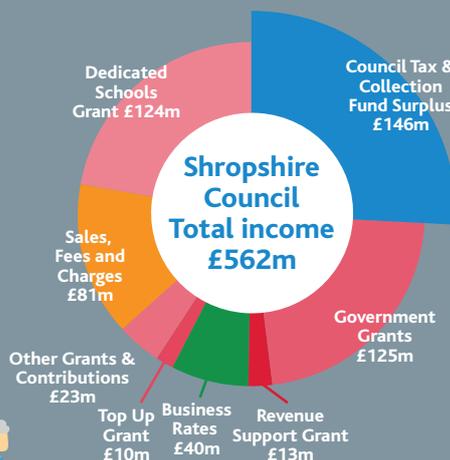
**£50m** cuts in the Revenue Support Grant since 2013



**an 80% reduction**



## Income 2018/19



Based on Shropshire's 65+ population it should get £6m more in funding!

## Use of Reserves

We'll use reserves up until 2020/21, by this time Fairer Funding Proposals\* will have been announced



\*The Government's proposal for a new way to fund local government.

# Corporate Plan

2018/2019 DRAFT 7.3.18

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- Prosperous Economy
- Commercial Council
- Healthy People
- Resilient Communities

# Foreword

## Who is this plan for?

The Corporate Plan for the Council was produced in 2016/2017, to be refreshed annually, and a new plan developed very three years. Given developments nationally and internationally over the past year, and the local elections in 2017 which have seen a change in leadership at the Council, a timely update is in order. This enables us to articulate our interpretations of the policy implications of Government documents and strategies now in place, like the Clean Growth Strategy, the 25 Year Environment Plan, and the Industrial Strategy White Paper, and to set out our own refocussed vision for a Commercial Council that seeks to optimise opportunities.

The primary audiences for this update of the Corporate Plan are therefore:

- elected Councillors and workforce of Shropshire Council;
- organisations with whom we work, at local, regional and national level, across a number of sectors and across our local authority borders; and
- Government Departments and agencies that we seek to influence to positive effect, for example in relation to fair central funding from central Government, on behalf of our underlying audience: the communities of Shropshire.

## What is it about?

This Corporate Plan for Shropshire Council is about visibly demonstrating that we understand that economic growth is unlikely to be achieved without support for our communities, including the right homes and schools and healthcare. Our communities equally are unlikely to survive and thrive in the long-term without the right transport and digital infrastructure being put in place at local, regional and national level to support economic growth, and the education and employment opportunities being created that they need, to skill them for life and through life. People also need and deserve a quality of life whereby they have access to fresh air and green spaces, benefit from a clean environment, and can contribute to preserving the natural and historic environment in which we live and work here in the beautiful rural county of Shropshire.

As such, our interlinked high level outcomes are as follows:

- Prosperous Economy
- Commercial Council
- Healthy People
- Resilient Communities

# Context

## Shropshire: its physical location

Shropshire is a large, rural and sparsely populated county, covering a land area of 319,736 hectares, which is approximately ten times that of all the inner London Boroughs put together (31,929 hectares). With a population estimated at 313,400 (Source: ONS mid-year estimates, 2016), this gives a density of only 0.98 persons per hectare. The county is dependent upon a good, well connected and integrated road network, which links effectively to rail networks and to airports. Travel to work patterns across our porous borders indicate large numbers travelling for work to the West Midlands, to the South and East, and North and North West, to Cheshire, Staffordshire and Manchester and beyond, as well as into Wales.

Shropshire is the second largest inland local authority area and one of the most rural places in the UK, yet close enough and connected to the major cities of Birmingham, Liverpool and Manchester and to shopping and leisure destinations in Cheshire and Staffordshire, as well as a direct rail link to London. The coast of Wales and Snowdonia is close by, with Holyhead and Ireland only a few hours away.



**Shropshire is a  
fantastic place  
in which to live,  
work and visit...**

## Shropshire: its communities and places

Shropshire is a fantastic place in which to live, work and visit, with a clean and beautiful natural environment, communities who look out for each other, whether in our rural areas or within one of our historic market towns, excellent schools, low crime and opportunity for everyone. The quality of life rightly brings people here, and makes people want to stay. Around 39% of Shropshire's population lives in villages, hamlets and dwellings dispersed throughout the countryside. The remainder live in one of the 17 market towns and key centres of varying size, including Ludlow in the south and Oswestry in the north, or in Shrewsbury, the central county town.

The county has a rich cultural heritage to discover and natural landscapes to explore, for residents and tourists alike. There are for example Roman and Iron Age sites; castles and historic buildings; theatres and museums; the Shropshire Hills Area of Outstanding Natural Beauty (AONB); rivers and canals; walking and cycling routes including one of the largest Rights of Way networks in the country; geology and wildlife; and natural and industrial archaeology.

## Shropshire: its businesses and sectors

Business sectors include agriculture; the care sector; construction; forestry; quality foods via farm shops and food fairs; heritage and countryside related tourism including music and walking festivals; hospitality sector; advanced manufacturing and engineering ;and significant numbers of home-based businesses including creative sector. On skills, the University Centre Shrewsbury, which works closely with local businesses, is a joint venture between the Council and the University of Chester, whilst the Council also has close links with Harper Adams University and further education colleges, including the Shrewsbury College group.

Our large geography, means that our economy operates and reaches in different directions. We have Birmingham and the Black Country south and east, Wales on our longest border to the west and Manchester and Staffordshire north and east, as well as Herefordshire and Worcestershire to the south.

# Challenges and opportunities

## Economic growth and productivity

We are ambitious as a Council for our communities and businesses to grow, and to optimise development and investment opportunities.

Shropshire's economy has generally been performing well but it has the potential to do much better and to raise its economic productivity. There are a number of current challenges and future trends that, without strategic approaches and actions targeted to address them, mean that the economy of Shropshire is likely to under-achieve. A key risk is that Shropshire is falling behind regional and national averages in economic output from businesses and employee earnings and this is leading to lower economic productivity compared to the West Midlands and UK as well as some of the surrounding authority areas. There is a declining population of traditional working age (16-64) in Shropshire and a particular lack of younger people staying in the County to work, with talent and skills are being lost to elsewhere.

The retention of existing business, the ability to develop and retain skills and talent and successfully attract new inward investment from outside Shropshire are all key objectives to addressing these challenges and supporting a step change in economic performance. The Council has a key role to play in each of these objectives and a significant opportunity to use its own investment power, services and influences to maximise economic growth.

The new Economic Growth Strategy 2017/2021, launched in autumn 2017 after wide ranging consultation, positions the Council in readiness for rising to not only these local challenges but also national and international challenges, for example around trade. It has been described by the Chief Executive of the West Midlands Combined Authority (WMCA) as a working example of a modern Industrial Strategy, and is very much a work in actual progress.

We therefore welcome the four 'grand challenges' in the Industrial Strategy White Paper, which offers us particular new opportunities very much linked to technology, innovation digital solutions and research. They also reinforce our renewed commitment to our own vision, mission and core values, which are:

- ageing society;
- clean growth;
- Artificial Intelligence (A.I.) and data-driven economy;
- future of mobility

These resonate for us in our rural county, and are we know echoed by for example the South West local authorities and LEPs in their recent Rural Productivity Commission Report. We were fortunate to be in a position to contribute to the evidence for this report, and are liaising with them on emerging outcomes. Looking beyond our borders, and working as collaborative agents of change and innovation, also pulls in work with the Welsh Assembly on commonalities such as sharing evidence on Brexit scenarios for the land based sector, and work with local authorities to the north, west and east through the 'Midlands Engine' approach towards optimising the benefits of HS2 for the entire Marches sub-region.

In regards to the Industrial Strategy it is particularly interesting to note that GVA in Shropshire slightly lags behind the national average in part due to our higher levels of our commuting and a large retired population which is not economically productive. The ageing society 'grand challenge' has particular relevance to Shropshire.

Within Shropshire there is also high employment in sectors which produce less GVA per job which is another challenge to address locally through cross sector opportunities.

Interestingly the fastest growing sector in Shropshire in terms of job growth in 2016 was Health and come with an additional 3,000 jobs between 2015 and 2016 but by contrast substantial job losses have been sustained in in construction and transport. Taking a cross sector approach in delivery of an industrial strategy will be important.

It is encouraging therefore to see the construction industry sector deal as one of the Sector Deals announced between Government and industry, to raise productivity, skills and wages in the sector. Discussions have been held with North Shropshire College as it is an area they are keen to focus on at their Oswestry campus.

Our Economic Growth Strategy builds on good foundations and robust evidence of what is needed at local level, via six priorities, identified with support from IPPR North. These set out to help the Council and its partners to achieve key objectives.

The six Shropshire priorities are:

- Target actions and resources on economic opportunities;
- Enable businesses to grow and succeed;
- Deliver infrastructure to support growth;
- Meet skills needs of businesses and people's aspirations for work;
- Promote Shropshire to investors;
- Build our reputation as a Council that is 'good to do business with'

Whilst unemployment is very low there is 'underemployment' and a lack of higher paid jobs within our economy. In addition, local housing issues include a proportion of old and poorly heated housing, whilst lack of affordable rented housing for young people, particularly in rural areas, is making it harder for our young people to see a future for themselves here.

We recognise the need to attract and develop new business, taking advantage of our investment in our new university alongside the University of Chester, and exploit and expand our investment in fibre broadband to ensure that we have a connected county ready for business.

We also know that it is more important than ever for our young people to be equipped with the vocational and digital skills that they need to succeed, and for all age groupings, not just within the workforce but also those at risk of digital exclusion, to be able to operate effectively in an increasingly online world. We continue to work with the Government on achieving assured connectivity for everyone.

Turning to the five foundations in the Industrial Strategy White Paper, we were pleased to see these identified as the pillars, having articulated our concerns that in the Green Paper there was a risk of diffusion of effort with ten proposed pillars, a lack of reference to rural/urban interdependencies, a lack of explicit recognition of the importance of rural proofing and the potential benefits of natural capital, and insufficient depth to consideration of regional disparities and the importance of place.

For example, we sought to emphasise the strength and value of SMEs in rural economies such as in Shropshire, and the opportunities for environmental innovations, including in Agri-tech.

We also emphasised skills challenges in recent discussion with the Shropshire Business Board about the opportunities presented by the White Paper and how these link with our ongoing work with partners including through the Marches LEP, the Shropshire Business Board, and strategically with the WMCA. We are laying our own foundations and cementing strategic relationships in the process.

By way of reminder, the five foundations are:

- Business environment (support for specific sectors and SMEs)
- Ideas (R&D, innovation)
- Infrastructure (broadband, energy, transport)
- People (skills and education)
- Places (tackling regional disparities)

The following highlights key sector opportunities for Shropshire through the Industrial Strategy:

### **Smart, flexible and clean energy technologies:**

- University Centre Shrewsbury – Centre for Research into Environmental Science and Technology (CREST).
- Supporting development of low carbon innovations by SMEs through supporting the delivery of projects such as Built Environmental Climate Change Innovations.
- Supply chain activities including low carbon within housing.

### **Robotics and artificial intelligence (AI):**

- Agri-tech – use of drones and AI
- Harper Adams University – innovative research and development in robotics to support agricultural systems and processes.

### **Leading edge healthcare:**

- Robert Jones and Agnes Hunt Hospital Centre of Excellence, Oswestry. There is opportunity for the centre to become a powerful destination for medical and life sciences, biosciences and digital healthcare.
- University Centre Shrewsbury – supporting development of health and innovation hub with a focus on digital health.

### **Manufacturing processes and materials of the future**

- Marches Centre of Manufacturing and Technology – led by industry leaders in the advanced manufacturing and automotive sectors ensuring next generation of skills and driving efficiencies and supporting innovation.
- Harper Adams University – training and upskilling of the current and future workforce locally in precision engineering and food & drink processing.

### **Transformative digital technologies including 5G networks**

- Access to digital technologies across the whole county
- 5G Connectivity to meet rural requirements
- Cross border working

## The physical and digital infrastructure

Barriers for business scale up and growth in Shropshire include not only infrastructure but also utilities, particularly availability of power and opportunities for increased capacity as company needs grow, along side physical and digital connectivity limitations for strategically important sites. Addressing these would help Shropshire to increase its economic output and contribute positively to higher productivity.

We have previously commented to Government, about the physical realities of the landscape and the resultant infrastructure challenges for our businesses and our communities. We have also submitted evidence to Government and been called upon to provide oral evidence, via parliamentary committee inquiry, about the digital economy.

This natural landscape itself presents a tangible economic asset, given the actual and potential positive value of natural capital. For this reason, we advocate including the actual and potential positive value of natural capital as a specific measure to aid productivity growth, using measures such as site based natural capital assessments.

The physical realities of a geography that includes the River Severn and upland and hill areas, with a dependency on key arterial routes through the region that are liable to flooding, causes practical challenges around transport connectivity exacerbated by ongoing challenges around digital connectivity.

The green and scenic environment helps to contribute to healthy lifestyles as well as itself being of economic value, in attracting businesses as well as attracting people to visit here and to move here. However, there are logistical challenges in commissioning and providing services over such a large, rural geography.

Examples include:

- the increasing cost of adult social care, exacerbated by the challenges of a markedly ageing population
- the resultant pressures not only on Council budgets but also on providers within the care sector,
- seeking to ensure that there are qualified and trained care staff to support our older people, notwithstanding numbers from EU countries who may choose to return to their country of origin.

Currently opportunities are being taken to engage with local communities and partners in the collation of evidence and the development of local policy, and to influence central government to good effect in their development of national policy. This includes local infrastructure strategies such as the Local Transport Plan 4, the Car Parking Strategy and the Local Plan Partial Review, and regional and national strategies including the Major Roads network consultation, and WMCA land estate transformation.

## Commercial Council

Our challenging financial situation which is reflected across the public sector, means that we must find ways to ensure that we operate as efficiently as we can. We must also seek ways of generating new and increasing levels of income to provide a sustainable platform for investment, growth and the continuation of services required in local communities. This includes using our one public estate in a more integrated way with partners and to release land for housing and employment and taking up opportunities through technology to improve access to services and information and reduce duplication of activity, as well as identifying where we have services and products which have a financial value to others that we should be realising to help contribute to operating the Council.

Ensuring that the Council can be sustainable over the coming years and can respond positively to changes to the way that the Council is funded, requires us to be more flexible and able to change direction at pace. We will need to make decisions based on a good and clear understanding of the level of demand and needs of local people, communities and businesses, and what works to meet those needs. This will require us to look at our staff and partners and be clear on where the skills, knowledge and experience exists; ensuring that the best people are completing the different tasks and activities to achieve the best quality, outcomes and value for money.

Recognising this, our Commercial Strategy provides the direction and framework for how we will mobilise our organization, deploying three areas of focus:

- leading and demonstrating best practice,
- supporting and growing skills and behaviour of our people, our partnerships and communities;
- maintaining a commercial focus through governance, monitoring progress and achieving the required impact.

More specifically the Council will invest £300m in projects which enable growth in jobs, housing, community hubs and infrastructure over the coming years to generate £15m net revenue income. In doing so the council has established clear governance, management and investment protocols and processes which allow projects to be evaluated, prioritised and resourced using project teams and partnerships with the private sector.

Each investment project is required to achieve a gross return on investment of at least 10% which nets to 5% having taken account of borrowing costs and capital repayment. Other economic, commercial, environmental and social value criteria are applied as part of the business case methodology and approval process. This is consistent with the requirements of the new Prudential Code and need for every council to have a capital and investment strategy agreed by April 2019.

The Council is ahead of schedule in terms of implementing the investment and capital strategy having purchased the Shrewsbury shopping centres (+£50m) and receiving approval from Cabinet to fully refurbish the Shirehall to create a public sector hub with modern managed service offices for commercial lets which is estimated to require up to £20m of investment. The council also has ambition to invest in housing which meets the needs and requirements of local communities and areas of the county earmarked as priorities for economic growth.

Furthermore the council has committed a further £10m to design and build student accommodation in Shrewsbury along with new medical practices in Shrewsbury and Whitchurch. These will create new community hubs with integrated housing, health and care provision enhanced with digital technology to improve quality for the customer at a reduced cost to the public purse. The creation of community hubs will allow poorly used and poorly equipped public owned land and property to be released to support growth, reduce costs and to generate income.

Shropshire Council is the accountable body and lead for the One Public Estate programme which includes all public sector bodies in Shropshire, including Telford & Wrekin. This partnership has been awarded in excess of £1m to progress key projects for Shrewsbury and other market towns, including Whitchurch and Ellesmere.

## **Energy and clean growth including water quality and supply**

We have emphasised to Government key policy aspects for clean growth and energy efficiency that we saw as missing in the Industrial Strategy Green Paper, around inclusion of natural capital; including water supply and quality and raw materials as well as flood management; and inclusion of land use and land supply, including raw materials and management of public sector land assets.

Hearteningly, the Government's Clean Growth Strategy and 25 Year Environment Plan pick up on these points, with the latter explicitly advocating use of the natural capital approaches and ecosystems accounting principles to which we already adhere in the Marches sub-region. The "Nature's Worth" prospectus produced through the two Local Nature Partnerships (LNP) last year, showcases practical examples such as approaches towards sustainable drainage systems. The LNPs have now combined to achieve greater strategic effect as the Marches Nature Partnership, which sets out to act as environmental sounding board for the Marches LEP.

As a Council, we are also already seeking to optimise energy efficiencies through for example our approaches towards encouraging use of electric vehicles, and towards

use of photovoltaic storage cells on the roof to help to keep down the running costs for the main Shirehall offices.

National Grid capacity is an issue in Shropshire which could affect current and future development sites. Shropshire Council is exploring opportunities for microgeneration to unlock larger development sites, cost-effective solutions for distribution of energy generated from low carbon and renewable energy sources to customers, and options to combine power generation with energy storage.

Options to promote energy efficiency and renewables use in enterprises are also being considered, through loans for investment in energy efficiency measures and processes. Such options include how to encourage landowners and businesses to install renewable energy generation facilities, storage and delivery, and exploration of schemes that "buy" energy from local suppliers and sells to Shropshire businesses at a financially attractive rate. This is not necessarily limited to electricity and could be biogas for heating and fuel, recognising the reality for rural households and businesses who are off the grid.

The Council is also a partner in the Business Growth programme scheme which provides grants to businesses to implement energy efficiency improvements, and has proactively established an energy supply company to help address rural fuel poverty issues.

## Education and skills

We are on record as stating, via evidence to Government for the Industrial Strategy development, that: "we are prioritising local provision that reflects the requirements of industry and of the population, such as in the health and social care sector, where an ageing population and a lack of local young people for whom care is not currently seen as a viable and credible career may combine to present the perfect storm for healthcare commissioners and providers alike."

Providing the right level of experience to develop skills and be job ready can be a challenge in rural areas, and it should not be underestimated that accessibility to suitable appropriate experiences both in education and the work place is also a challenge and barrier. An offering we already have in place and would wish to strengthen is of developments via the Growth Deal fund to enhance digital technology training programmes across the FE sector locally. This includes digital access.

For technical education to be available in all areas, it will be important for Government to look at these in a rural context, given counties such as ours that are

typified by market towns rather than larger urban conurbations. Existing routes into academia may also then usefully come into play. For example, University Centre Shrewsbury (UCS) has a remit that explicitly includes links up with local SMEs.

In addition, the new Marches Centre for Environmental Science and Technology, and based at UCS, is due to focus on issues arising at the intersection of science, technology, environment and society that shape economic development, environmental sustainability, health and well-being.

## Equality and social inclusion

Social inclusion is a priority for us, both in terms of people for whom isolation due to living or working in rural areas may lead to mental well-being challenges, as well as the physical and practical challenges. When we talk about social inclusion, the groups that we are thinking of in particular are: families and friends with caring responsibilities; people with health inequalities; households in poverty; refugees and asylum seekers; rural communities; and people considered to be vulnerable.

There is reduced funding in the public sector and the funding of councils within England. This does not recognise the higher costs of service delivery in rural areas, and creates pressure on how we can afford to continue to deliver services where they are needed, and ensure that we ourselves demonstrate fairness in how we do so.

We ourselves recognise that greater economic activity by all groups in society contributes to and boosts the local economy as well as aiding individual prosperity and wellbeing. A society in which everyone feels valued, and where their skills and talents are used to the full, is a productive and resourceful society.

Considering equality, diversity and social inclusion also enables us to plan and deliver or commission services that are responsive to the needs of our diverse communities, with a workforce that is representative of those communities and that is sensitive to the needs of those communities.

As a specific community priority, safeguarding vulnerable people is a responsibility of us all. For example, keeping children safe cannot be done by the Council alone and we use a number of partnership structures and approaches to help us and our partners in this essential role. This includes the Shropshire Safeguarding Children's Board and the Council's Corporate Parenting Panel which is made up of multiagency and cross party representation respectively.

## Working in partnership

Partnership working, whether collegiate or collaborative or both, is what helps us to deliver on outcomes for our local communities and businesses, and helps to influence regional and national policy to shape it to meet our needs. By this we mean using the growing strength and value of our regional partnerships, continuing to work through our strong relationship with the voluntary and community sector and through town and parish councils; health and social care, leisure and facilities providers at local level, and continuing to work at the frontline of our service delivery with our workforce and with our elected Shropshire Councillors.

Key angles and partners for us are as follows:

### **Maximising our resources:**

- Financial; natural capital; land capital; people resources; commercial approaches

### **Working with local communities:**

- Town and parish councils, individually and collectively; Voluntary and Community Sector Assembly and forums of interest

### **Protecting and safeguarding the vulnerable**

- Health and Well Being Board; Safeguarding Boards; Shropshire Clinical Commissioning Group (CCG)

### **Working strategically across our borders:**

- Marches LEP; Midlands Connect; Rural Services Network (RSN); West Midlands Combined Authority (WMCA); Welsh Assembly;

## Developing local and regional policy and strategy

Key angles for us are as follows:

Keeping ahead of the changing regional and national policy context

- Air Quality Strategy; Brexit; Clean Growth Strategy; Industrial Strategy White Paper; LEPs Review; 25 Year Environment Plan

Taking opportunities to influence national strategy

- Brexit; Broadband and Mobile Connectivity; Fair Funding Review; Major Roads Network Consultation; NERC Act Inquiry;

Implementing policy and strategy approaches towards local and national challenges and opportunities

- Local: corporate plan and its internal linkages: Commercial Strategy; Economic Growth Strategy; Local Plan Partial Review; Local Transport Plan 4 and Car Parking and Highways Strategy
- Regional and national: Marches LEP Strategic Economic Plan; WMCA and Midlands Engine strategies

Looking for example at the West Midlands Combined Authority (WMCA), we recognise the Combined Authority is important to us. Whilst we may appear to be on the periphery as a non-constituent member, we are only going to benefit if we are at the table, promoting Shropshire and building good positive relationships.

The discussions we have had with Marches colleagues indicate the same view. With LEPs projected to assume a significant role in delivery of the Government's Industrial Strategy, and more to come on that via the national LEPs review, there is much good sub-regional collaboration ahead to ensure that the Marches and by inference the whole geographical area benefits as much as possible, whether looking east to the WMCA or west to Wales, or up North.

We have made positive progress as a local authority ourselves with the WMCA. By way of illustration, the involvement that we anticipated in the three Commissions set up by the WMCA is already looking useful. Our Head of Economic Growth attends the Land and Housing Steering Group, our portfolio holder is a member of the Land and Housing Delivery Board, and we have fed into various key documents including the Land and Housing delivery action plan alongside the LEP, Telford and Wrekin Council and Herefordshire Council.



# the **Big** conversation

We start with our communities and we are listening to our communities, and being open and transparent. We have established the Big Conversation to enable this. The Big Conversation is a way of engaging the public to canvas opinion on important issues. We have set up systems including online surveys and face to face methods that can be used in the future by the council and our partners to produce reliable data on 'what the public has to say' on almost any issue. Each year we will come back to our communities to hear from them as we review our Corporate Plan and the priority areas of work we have in our Strategic Action Plans.

**Since November 2015 we have been using the Big Conversation to get feedback on our financial strategy. This is what you have told us and what we will do as a result:**

## Local service delivery and community involvement

You welcomed the opportunity to comment and contribute and in the main were supportive of enhanced community involvement and communities being enabled to do more for themselves. Many of you already contribute to your communities in some way, and gave examples such as litter picking, active church groups, supporting local sports clubs and teams, community car services and walking groups.

You also agreed that we should make more use of local residents and volunteers to deliver services in order to make savings, but that the costs of co-ordinating and supporting such activities need to be considered and taken into account.

The majority of you also said that partners across all sectors should be working together to ensure that services are streamlined and combined, but warned that this could take time.

Local Joint Committees and parish clerks play a key role as local connectors, but we have noted that some questions were raised about the continuing purpose of some or all of the Local Joint Committees as arrangements change.

## What are we going to do?

We are working with Town and Parish Councils, Voluntary Community and Social Enterprise sector, community groups and others to understand what is valued in the communities, what could be provided in a different way, and how this can be enabled. As part of this we are looking at what capacity and support requirements are needed and the best options to consider in putting arrangements in place. Local arrangements are an essential feature of our plans and we know one size does not fit all.

In addition to this we will be continuing to explore common outcomes and consistencies with our partners in the Police, Health and Fire Services, as well as discussing opportunities to share services and costs with our neighbouring councils and partner organisations.

## Reducing services and making savings

You considered services for vulnerable children to be the most important to protect from reduction in spending, followed by education services and services for older people and vulnerable adults.

There was general agreement that some services should be protected and others should be reduced or delivered in a different way, for example theatres, leisure facilities, museums and outdoor recreation. However, no one was happy about losing services.

You also said that you were interested to know more about funding and the associated costs of services, as well as the usage and individual value of services. You wanted to understand this to help make informed decisions on which services could be cut and which could be delivered differently. Our public sector partners were also interested to understand this information to help them to make informed decisions on service delivery.

## What are we going to do?

We are protecting services for vulnerable children and vulnerable adults as much as we can, and in doing this we are planning to ensure that more money goes into these areas in the coming years. For example, we will continue to implement our Corporate Parenting and Looked After Children Strategies, and we have launched out Strengthening Families through Early Help strategy and we are working with schools, health and other public sector organisations to ensure that right services and support are in place for the most vulnerable. We are also committed to providing education services that will monitor, challenge, support, and where necessary intervene to ensure children and young people have access to good or better education.

This does mean that some other services will need to stop, be reduced or be delivered in a different way, including being delivered by the Town and Parish Councils, the Voluntary Community and Social Enterprise sector (VCSE), and businesses rather than Shropshire Council. As the Big Conversation progressed we shared more detail on the budgets for services such as leisure centres, swimming pools and libraries, and more information will become available as we develop plans to deliver a balanced budget in 2017/18.

## Health, and supporting older adults

You recognised that the council spends the majority of its funding on adult social care and this budget is a fundamental priority issue, and that early interventions and prevention to address long-term health issues is a pivotal activity for the reduction of costs over the coming years.

Tackling social isolation and holistic care plans for people are key, and we should be signposting people to and working with existing Voluntary and Community Sector and community groups to continue the work already underway and respond to future needs. You saw volunteers and local groups as fundamental in looking after the interests of vulnerable elderly people, but many cited a lack of resources and adequate training as a barrier to further involvement in supporting older people to remain in their communities.

## What are we going to do?

We have a strong and positive relationship with our Voluntary Community and Social Enterprise sector (VCSE), and there are many community groups doing great things for people in their areas. We also know that supporting older people themselves to volunteer can help improve health and wellbeing. We need to continue to work together with all of our partners and identify the gaps and opportunities to help people remain independent, healthy and active in their communities for as long as possible. Taking an approach that considers all factors which contribute to people's health and wellbeing will help to reduce demand for health and social care services. In doing so we will encourage people to adopt healthier lifestyles, and promote greater uptake of Influenza Vaccination in the over 65s and the high risk groups, as well as more use of social prescribing in order to reduce demand for health and social care services.

We see our role moving increasingly to enabling rather than delivering services, and in line with this we will be discussing the challenges with our VCSE and community partners to see what can practicably be done, for example promoting 'Ageing Well' programmes in order to reduce ill health and need for social care. This will include home safety and falls prevention programmes.

## Generating new income and business growth

You told us that income generation is as important, if not more important, than making savings. Many suggested ways we could generate further income, for example by raising fees and charges for some services, raising council tax, attracting more businesses to Shropshire to raise more income through business rates, and encourage more new homes to be built to increase revenue through council tax.

Businesses told us that they have knowledge and experience that they could share with us to help plan for the future. The main improvements they suggested for growth are:

- Improving broadband connectivity and connecting communities without broadband;
- Creating better linkages between businesses and University Centre Shrewsbury to bring people to the area and build skills;
- Encouraging further involvement of business, and ensure we and our partners are working together.

## What are we going to do?

Our commitment to ensuring that Shropshire is as connected as possible remains and we are continuing to explore how as many areas as possible can access good broadband coverage, with Shropshire's challenging geography and network issues.

We raised council tax this year by the maximum amount that we could, and we are looking into different ways of reducing costs and generating income, including ways that will also contribute to climate change goals and to efforts to deliver secure, low carbon energy at the least cost to the local economy. A key example of our proactive stewardship of natural and built assets is that the council has had solar panels fitted to the roof of the main office building, Shirehall in Shrewsbury. We expect this to save us £16,000 per year in electric bills and to pay off the investment in 10 years, whilst officers have moved out of the Guildhall in order to free it up for partnership operations e.g. university student facilities and Shrewsbury Town Council services.

We are also prioritising economic prosperity for Shropshire as a whole: in order to help us achieve this, we are developing an Economic Vision for Shropshire that will be used to set the direction for economic growth for years to come and will inform a new Economic Growth Strategic Plans. We expect these plans to shape what businesses we want to retain and attract to Shropshire, and in doing so inform the links with University Centre Shrewsbury, other further and higher education offers, and in-work learning and skills opportunities across a range of sectors.

**What we  
want to  
achieve  
with you**

## Vision

Working to make Shropshire a great place to live, learn, work and visit

## Mission

To be an excellent organisation working with partners to protect the vulnerable, create the conditions for economic growth, and support communities to be resilient.

## Strapline

Working in partnership to create healthy, resilient and prosperous communities.

## Behaviours

Our behaviours are our values in action:

**Represent  
the Council  
positively**

I am proud of and committed to our County, its people, and our work.

**Take  
responsibility**

I am honest, taking ownership for my actions and decisions and using the resources which I am trusted with wisely.

**Be  
consistent**

I will communicate clearly, being reliable in the way that I motivate and work with others, maintaining a focus on getting the job done.

**Be helpful**

I respect and care for others, treating everyone fairly, listening to and acting on the things that people say.

# Values

Our values drive our behaviour and demonstrate to our communities, our staff and our partners what we see as being important. These are shown in alphabetical order, because they are equally important:





## High-level outcomes

### Prosperous Economy

In order to grow a prosperous economy in Shropshire, the economic vision and new Economic Growth Strategy focus on improving productivity, strengthening our skills base, facilitating and encouraging the conditions for growth, and making the most of our economic potential. This includes opportunities to diversify into niche and higher added value businesses, exploit supply chains, and create and retain higher paid jobs; which in turn will attract young people and families to live and work in Shropshire. For example:

- working with our older population profile and promoting Shropshire as a place to develop technologies that enable people's independence, improve health outcomes and contribute to health and social care, and
- for our land based sector diversifying into ventures such as tourism, farm shops, or outdoors activities, and other opportunities to make the most of the land and the environment.

Improving the physical and digital infrastructure whilst maintaining the natural capital in the county is a critical to achieving this, providing the conditions that will foster new medium to large businesses as well as sustaining and encouraging the businesses that already contribute to the local economy. This will include ensuring that the right employment land is available in the right locations for existing businesses to grow and for new businesses to be attracted to the county.

For Shropshire, there are also strong connections to be forged between the new university and our economic growth, attracting young people to study, live and work here. The ambitions that we have as a county for young people to succeed are typified by this venture. With Harper Adams University on agri-tech, and other further and higher education and apprenticeship opportunities, there is scope to address local productivity challenges. This would be through the sharing between academia and local small and medium sized enterprises (SMEs) of research allied to practical approaches, and focused on the areas where innovation may be achieved, including environmental technologies.

We will continue to monitor and work with schools and academies to promote high standards of provision and outcomes achieving above the national averages, and to make the most of the facilities that are here to train and educate a world class workforce, and ensure that our children and young people are best placed to achieve their goals.

## Commercial Council

Our focus is to be innovative and resourceful; being as efficient as we can be and identifying and pursuing opportunities to generate income which can be invested into services. We will operate in a way that promotes the best use of local resources. In doing so we will make it possible for people and communities to be less reliant on the state and find solutions and help each other, whilst protecting the vulnerable as a priority. To support this we will put in place the systems and processes and information and technology that will make it possible for people to serve themselves and allow our staff to work differently, closer to the communities and people who need our services, and freed up from fixed office locations.

## Healthy People

Our vision to have the healthiest population in the country starts with local people themselves. We need people to want to be more healthy, aware and incentivised to take proper care of their health, and for this to come from them rather than from us.

Our role therefore involves supporting people to take responsibility to look after themselves, increasing their quality of life as well as their length of life, and reducing ill health to minimise demand and dependency on public services. In doing so, we will be promoting health awareness and healthier lifestyles within families, and within workforces, alongside efforts to encourage mental as well as physical wellbeing. This will reduce the likelihood of people developing health problems such as Type II diabetes, and help to detect diseases such as cancer earlier, improving the chances of successful treatment outcomes.

We also want to encourage people to make the most of a range of outdoor and indoor opportunities for leisure, culture and community volunteering. Participation in positive activities can not only enhance their own physical and mental wellbeing, but can also help in the management of natural and built environment assets. One example would be Walking for Health schemes, whereby participants and volunteers alike attain positive benefits.

## Resilient Communities

Resilient communities, in our definition, are self-sufficient and have the resources and capabilities to meet their collective needs and flourish. They are safe, sustainable and help each other; ensuring vulnerable children are safe and supporting vulnerable adults to remain in their communities, and that all are enabled to realise their individual goals. This includes a commitment to ensuring that our Looked After Children have the best life that they can and our Care Leavers are supported into independence and are attending education, training or employment. Early local intervention focused on achieving optimum life chances, and maximising independence into old age, is a central focus.

The community itself has a role to play in looking out for the vulnerable, such as in times of inclement weather, and in alerting local authorities where harm is suspected, such as when a child may be at risk, or where for example a hate crime is encountered. Our challenge as an authority is to better articulate where help may be found or by whom action may be taken, whether it is ourselves or another public service such as the police, and to demonstrate leadership and clarity of purpose as well as compassion.

Public services in the future will need to come together to focus their expertise and resources, and work with the Voluntary, Community and Social Enterprise sector; enabling and supporting more people to volunteer and play an active role in their communities, and to improve lives as well as the environment around them. This will reduce the current unsustainable levels of demand and expenditure on the state, and help achieve collective society and climate change goals.



# What are we doing over the next 12 to 24 months (Strategic Action Plans)

## High Level Outcome:

- Healthy People (HP)
- Resilient Communities (RC)
- Prosperous Economy (PE)
- Commercial Council (CC)

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
		✓	✓	Deliver an investment programme to support economic growth and to generate income for the Council	Develop the projects prioritisation process with evaluation criteria and KPIs to establish the prioritised list of investment projects to be included in the capital programme	Evaluation criteria approved	June 2018
					Investment in land and property as part of the master plan process for Shrewsbury and market towns to support growth and raise revenue income to invest back into key services.	i. £8m of new revenue income ii. £300m invested to generate £15m of new revenue income	2022/23 2024/25
✓	✓		✓	Development of community hubs within market towns	Identify a programme to deliver up to five community hubs	Five hubs delivered with net ROI in excess of 5%	March 2023
		✓	✓	Delivery of major capital investments in housing and economic growth projects	Identify the key priorities for housing and economic growth in terms of national and regional policies and successfully bid for funding awarded by central government and regional funding agencies that will deliver growth targets in Shropshire.	EDIT	
					Establish strategic partnerships with housing providers and set up a housing company to accelerate housing in the county to meet growth targets	EDIT	

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
✓	✓	✓	✓	Housing is provided to meet the needs of Shropshire's residents and supports the local economy	<p>Match strategic housing planning with the Economic Vision for Shropshire, Health and Social Care forecasts and plans, and known and expected housing need, to include:</p> <ul style="list-style-type: none"> <li>• Lifetime homes</li> <li>• Care and support requirements</li> <li>• Current and new workforce housing requirements</li> <li>• Maintaining Shropshire's natural capital</li> <li>• Needs of and opportunities created by neighbouring Combined Authorities</li> <li>• Reducing demand for accessible natural greenspace (ANG) through better provision of access in new housing developments</li> </ul>	<p>Maintain a 5 year housing land supply</p> <p>Ratio of resident earnings and house prices is more equal</p> <p>Number of new homes delivered per annum in each of the key market towns</p> <p>Reduce the number of households with very high demand for ANG to 4%</p> <p>Reduce the number of all households with demand for ANG to 40%</p>	EDIT
			✓	Commercial operating is embedded across the Council	Every team has access to information, advice, guidance and training to embed commercial activity.	Each team is using commercial thinking and practice to identify ways of acting more efficiently to reduce time and cost of activity and where possible to generate additional revenue income	March 2019

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
				Corporate support and overheads reduce and the efficiency of the of the council was improved.	Create the new Target Operating Model for the Council, focusing on the customer and adopting agile working practices across the organisation.	Staff engagement levels are high with staff feeling empowered to improve working practices to the benefit of customers and citizens.	March 2019
					Support the culture change required to maximise efficiencies from new digital technologies through Workforce Transformation Plans.	Efficiencies from digital technologies are released to meet savings targets.	
	✓		✓		Introduce new IT systems procured through the Digital Transformation Programme (DTP), with updated processes and policies, allowing the decommissioning of existing software solutions and the delivery of associated savings.	£9m transformation saving delivered	March 2020
					Reduction in number of IT systems (applications) and associated support		
					Delivery of four major software acquisitions through Digital Transformation		March 2019

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
				Corporate support and overheads reduce and the efficiency of the (Continued)	Scope a second phase of the Digital Transformation Programme (DTP) and move to a Continuous Service Improvement (CSI) model	Introduction of underpinning technologies, such as improved Wi-Fi and Document Management Solutions	March 2019
	✓		✓		Focus on improving customer services for residents with the use of technology, including 24/hr self-service and new tools, such as Instant messaging, video conferencing and online accounts.	Sign-up rates to new online accounts (MyShropshire and MyShropshire Business)	March 2019
					Deliver improved access to intelligence and insights to inform service design and planning, commissioning and performance management.	Accessible and timely data and intelligence available, supporting commercial decision making.	March 2019
✓	✓			Adult Social Care needs have been met to prevent demand from escalating.	Continue to develop and pilot telecare and assistive technologies to reduce residential care costs and to expedite hospital discharge.	Number of Permanent admissions to residential and nursing care homes per 100,000 population  % of older people aged 65+ who were still at home 91 days after discharge from hospital into re-ablement services	March 2019
					Maintain our asset based assessment with people through ensuring consistency of practice.		
					Provide information advice and guidance on where to find support and how to remain independent through commissioned pre-assessment activity and Let's Talk Local sessions.		

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
				Adult Social Care needs have been met to prevent demand from escalating. (Continued)	Working with people receiving services to ensure that they are enabled to achieve their potential with as little reliance on assessed services as possible.	Delayed transfers of care from hospital (adults 18+) per 100,000 population attributable to adult social care	
					Working proactively with people likely to fund their own care and their families and carers so that they are informed and able to make choices about the type of care they will require to meet their needs and prevent them from escalating, and avoiding residential care being the default choice.	% of adults (18-64) with Learning Disability who live in their own home or with family  % of adults (18-64) in contact with secondary mental health services who live independently with or without support	
✓	✓				Developing our Market Stewardship to ensure that there is sufficient capacity in care provision that delivers the best cost and quality.	% of Adult Social Care users who have as much social contact as they would like	
					Working with Health partners to deliver system change including opportunities for joint commissioning.	% of family carers who have as much social contact as they would like  % of initial contacts for Adult Social Care support referred to community based support  Service users rating for their quality of life as a whole  Service user rating for how much control they have over their daily life  Service users who state that they feel safe	

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
✓	✓			Adult Social Care needs have been met to prevent demand from escalating. (Continued)	Implementation of new Social Care system for Adult Social Care	New system developed and operational	Aug 2018
					Develop a revised Housing Strategy for Shropshire .	Housing Strategy agreed by Members	Summer 2018
					Configuring Housing Support Services to work with people on the edge of care who require minimum but timely input to remain independent and well	Specification developed	Oct 2019
				New contract in place		April 2019	
				Potential for future good health is improved and demand for health and care services is reduced	Encourage people to take responsibility for their lives and well-being	Number of people participating in Walking for Health scheme	March 2019
					Contribute and provide constructive challenge to the development of whole system plans that reflect the linkages between conditions and interventions. Particular areas of focus for the linked whole system plans: <ul style="list-style-type: none"> <li>• Cardio Vascular Disease (Stroke, Diabetes, Healthy Weight)</li> <li>• Chronic obstructive pulmonary disease (Future planning and housing including Warm Homes)</li> <li>• Preventing Falls (Awareness Raising campaign)</li> <li>• Prevention of Cancer</li> </ul>	Flu vaccine coverage (people aged 65+ and people at risk)	
✓	✓					Number of hip fractures in people aged 65 years and above	
					Number of patients/service users reporting use of on-line falls prevention resources		
					Increased funding into heat-savers programme resulting in increased take-up of heat savers interventions		
					Cancer screening coverage for breast, cervical and bowel cancer		

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
				Improving standards of educational achievement	Implement School Improvement Policy	Outcomes at end of EYFS, KS2 and KS4 compare favourably with national averages and statistical neighbours: Increased levels of achievement Key Stage 2 Increased levels of achievement Key stage 4 Increase in the % of children achieving a good level of development in the Early Years and Foundation Stage Progress 8 and Attainment 8 % of schools rated as good or outstanding	
✓	✓	✓			Implementation of SEND reforms.		
				The range of opportunities for leisure, culture and community participation has increased, with low or no funding.	Alternative and new management arrangements for leisure and cultural assets such as community based libraries are self-sufficient relating to their local running costs		March 2019
✓	✓				Research options for communities and individuals to connect and work together to take up opportunities to meet their needs locally. Enabling communities to take more control of their place	Number of volunteers involved in: • Maintaining a clean and attractive environment • Encouraging biodiversity • Providing social inclusion opportunities • Supporting people in volunteering or into employment Provision and attendance at drop in for Care Leavers	
					Ensure opportunities are available for Looked After Children and Care leavers to participate in leisure and culture opportunities so that they are fully integrated into the local community and maximising opportunities for socialisation, building self-esteem and self-worth and reaching their full potential.		

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
✓	✓			Local Members are leading their communities	Local Members fulfil their corporate parenting role by working within their local communities to create housing, employment and personal social and emotional opportunities that improve the lives of Looked After Children		Ongoing focus
				Jobs for young people have been created	Develop and implement the Council's response to the opportunities offered by the Apprentice Levy Driving apprentice level 3 and 4 take-up across businesses in Shropshire.	Increase in the number of apprenticeship starts  % of 16-18 year olds participating in education and training	March 2020
✓	✓	✓	Support positive joint approaches towards recruitment and retention of young people in local businesses across the sub region working closely with training providers, FE and HE institutions.		Number of roles supported through the apprenticeship levy  i. In the Council ii. In businesses  % of out of work benefit claimants by age, 18-24 years	March 2021	
			Implement the LAC Action Plan to increase the employment and apprenticeship opportunities for Looked After Children and Care Leavers.		<ul style="list-style-type: none"> <li>Number of care leavers accessing apprenticeships across the Council</li> <li>Number of LAC who are NEETs</li> </ul>	March 2019	

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
✓	✓	✓		Employment and progression opportunities created for all	<p>Assist in the development of employment opportunities in the key economic sectors identified in both the Shropshire and LEP plans. Work collaboratively with key stakeholders to ensure employment and progression opportunities are available, particularly opportunities where there are identified skills shortages or high level skills requirements.</p> <p>Provide education business links, and local labour market information to schools to ensure that young people are aware of the employment opportunities available in the county. Utilise the resources available via the careers and education company and other organisations such as the LEP, DWP, Colleges and training providers to enhance the careers offer to schools.</p>	<p>% of out of work benefit claimants 18-64 years and by age</p> <p>% of long term unemployed</p> <p>Amount of ESF funding secured for projects into Shropshire</p>	March 2021
✓	✓			Children's Social Care needs have been met to prevent demand from escalating	<p>Implementation of Ofsted Action Plan fully implemented</p> <p>Ensure the needs of children are appropriately assessed, identified and met to improve outcomes for children and keep children safe.</p> <p>Ensure social work interventions are timely and reflect statutory requirements.</p> <p>Review of the Shropshire Safeguarding Children's Board Threshold Document</p>	<p>% of referrals to COMPASS leading to an assessment</p> <p>Number of children with Child Protection Plans per 10,000 population 0-18 years</p> <p>% of assessments leading to No Further Action (NFA)</p> <p>Re-referral Rates</p> <p>Assessment Timeliness</p> <p>S47 Timeliness</p>	<p>December 2018</p> <p>March 2019</p>

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
✓	✓			Children's Social Care needs have been met to prevent demand from escalating (Continued)	Strengthening the engagement and voice of children in care and care leavers.	Timeliness of statutory visits to children subject to a child protection plan, or young people who are looked after.	
					Ensure effective core group meetings take place for children subject to a child in need, child protection or care plan in between key meetings.	% of Looked After Children in internal foster placements	
					Ensure social workers receive regular supervision and that management oversight and direction is evident on case files.	% of Looked After Children in stable placements	
					Introduction of system tracker and monitoring of this management oversight evident in case file audits.	Timely core group meetings and highlighted improvements to practice through case file audits	
					Review of Placement Sufficiency		
					Putting in place arrangements to work more effectively with partners to increase the number of children and young people receiving the right early help services to meet their assessed need by: <ul style="list-style-type: none"> <li>• Implementation of the revised Early Help Strategy</li> <li>• Review of the Early Help Pathways</li> <li>• Increasing the number of Early Help assessments undertaken by lead professionals outside of the Council</li> <li>• Increasing the number of Early Help plans in place</li> </ul>	Increase in taking up of parenting support  % parents completing parenting support who report increased confidence in their parenting role  Reduction in referrals to children's social care	

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
				The economy has diversified into higher added value businesses	Creating economic opportunities from the environmental assets of Shropshire by introducing environmental innovations including liaison with universities and colleges especially in areas of agri-tech, food production, and environmental management.	Increased GVA (Gross Value Added)  Resident v. Workplace salary gap  Number of new jobs created in target sectors	March 2021
					Harness support and commitment from the University of Chester and attract external organisations/ businesses to develop Shropshire as the lead on Medicare within the West Midlands Combined Authority.	Number of new companies to Shropshire in key target sectors  Amount of investment in digital and health care sector secured	March 2021
	✓	✓			Build on relationships with Universities, colleges and businesses with the aim of fostering research and development activity.		March 2021
					Working with advanced manufacturing and engineering sector to progress innovation and secure supply chain opportunities in the county.		March 2021
					Identify key sector propositions in Shropshire from the National, Regional and Local Industrial Strategies to deliver sustainable growth. Focus will be on two of the grand challenges from the National Industrial Strategy; Clean Growth and Ageing Society alongside developing strategies for our fastest growing sectors. These include; Advanced Manufacturing, Agri-Tech, Food and Drink, Construction and Business, Scientific and Technical Services.	Seven sector propositions to be produced supported by market intelligence and insight from a leading sector specialist	Sept 2018

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
	✓	✓		Shrewsbury grows sustainably as the County town, the main market towns grow sustainably as service centres for their rural areas and the growth opportunities of strategic corridors are realised in accordance with the adopted Local Plan	Mobilise the Council's Economic Growth programme to deliver strategic economic projects in corridors and identified locations.	Amount of capital investment from private (£300 million) and public sector (£100 million)	March 2021
					Provide and help deliver a sustainable business support model (including business growth hub) for start-ups and small and medium size enterprises. Including identifying high growth businesses to work with.		No. of major applications for planning received No. of major planning applications approved
					Maintain ongoing dialogue and engagement with town and parish councils to identify and realise opportunities including enabling:  new businesses to be established  existing businesses to grow - key account list	Percentage of planning applications determined in the timescale agreed with the applicant Top companies based on growth  Top companies based on sector	
					Prepare a growth strategy for each of the key market towns (Shrewsbury, Ludlow, Market Drayton, Oswestry, Bridgnorth and Whitchurch)	6 growth strategies are prepared for each of the key market towns	Sept 2018

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
				Investment into Shropshire has been secured, and digital and physical infrastructure has developed enabling sustainable growth and creating the conditions for success	Inward Investment and lead generation campaigns focusing on Shropshire being a great place to live, work, study and invest.	Number of investment enquiries converted	March 2021
					Work with and bring together infrastructure providers to improve and co-ordinate physical infrastructure (includes utilities, energy, roads, rail, education and digital infrastructure)	Amount of employment land delivered through intervention by the Council	March 2021
✓	✓	✓			Continue to work with partners and Government through implementation of planning policy and transport policy to improve physical infrastructure	Implementation of HS2 and Midlands Engine strategies and Marches LEP strategic economic plan	March 2021
					Continue to work with Government and suppliers to achieve 100% digital connectivity and explore opportunities for 5G.	Annual Place Plans review	Dec 2018
						% of premises with access to superfast broadband	March 2020
					Identify and pursue competitive bidding for investment funds to ensure that Shropshire's fair share of externally sourced funding is secured	Number of external grants either directly secured or indirectly secured by the council	March 2021

High Level Outcome				Medium Term Outcome/Objective	Actions	Measure of success/impact	Milestone timescale
HP	RC	PE	CC				
				A clean and attractive environment is maintained	Develop and implement initiatives to improve air quality and water quality	Reduce the number of air pollution monitoring sites required to be operational in Shropshire	
					Develop and adopt new Local Transport Plan		

## References

These are shown in tabular form; further details may be found on the Council website at [www.shropshire.gov.uk](http://www.shropshire.gov.uk), with indication as to whether there is a current home page for the topic area, and team best placed to assist further with inquiries.

Reference	Current home page	Support team
Big Conversation	Big Conversation	Commissioning Support Unit (Feedback and Insight Team)
Car Parking Strategy	Roads and Highways	Highways and Transportation
Commercial Strategy 2017-2021	See "Council and Democracy"; Cabinet papers	Business Enterprise and Commercial Services
Early Help Strategy	Early Help	Strengthening Families through Early Help
Economic Growth Strategy	Business	Economic Growth Team
Financial Strategy 2018/2019 to 2022/2023	See "Council and Democracy"; Cabinet papers	Finance and Assurance
Health and Well Being Strategy	See "Council and Democracy"; Cabinet papers	Public Health
Library Services Strategy 2018-2023	See "Council and Democracy"; Cabinet papers	Place and Enterprise

<b>Reference</b>	<b>Current home page</b>	<b>Support team</b>
Local Area Profiles	Information, intelligence and insight	Commissioning Support Unit (Performance Intelligence and Policy Team)
Local Plan Partial Review 2016-2036	Planning policy	Planning policy
Local Transport Plan 4	Roads and highways	Highways and Transportation
Risk Management Strategy	See "Council and Democracy"; Cabinet papers	Finance and Assurance
Performance Management Framework	n/a	Commissioning Support Unit (Performance Intelligence and Policy Team)
Indoor Sports Facilities Strategy 2018-2023	See "Council and Democracy"; Cabinet papers	Leisure Services
Workforce Strategy 2016/2017– 2020/2021	n/a	Human Resources Team
<b>Industrial Strategy Foundation</b>	<b>Reference</b>	
Business environment	Economic Growth Strategy 2017-2021; Financial Strategy 2018/2019 to 2022/2023	
Ideas	Commercial Strategy 2017-2021; Digital Transformation Plan; Partnership with SSE energy company; Performance Management Framework; Risk Management Strategy; Workforce Strategy 2016/2017 – 2020/2021	
Infrastructure	Car Parking Strategy; Connecting Shropshire; Local Transport Plan 4	
People	Big Conversation; Early Help Strategy; Health and Well Being Strategy; Indoor Sports Facilities Strategy 2018-2023; Library Services Strategy 2018-2023; Local Commissioning of Youth Services	
Places	Local Area Profiles; Local Plan Partial Review 2016-2036; Market Town Profiles	



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a great place to live, learn, work and visit**

