Date: Thursday, 12 May 2022

Time: 10.00 am

Venue: Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

Contact: Amanda Holyoak, Committee Officer
Tel: 01743 257713
Email: tim.ward@shropshire.gov.uk

COUNCIL

TO FOLLOW REPORT (S)

12 **Shropshire Plan** (Pages 1 - 72)
Report of Chief Executive, TO FOLLOW

Contact: Andy Begley, 01743 258675

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Committee and Date	Item
Council 12ᵗʰ May 2022	Public

The Shropshire Plan 2022 to 2025

Responsible Officer: Andy Begley, Chief Executive

E-mail: andy.begley@shropshire.gov.uk   Tel: 01743 258675

1. Synopsis

The Shropshire Plan is the key strategic document for Shropshire Council. Following a period of public engagement and subsequent review, Council is asked to adopt the plan as the first step in transforming the Council around its vision.

2. Executive Summary

2.1   The draft Shropshire Plan 2022 to 2025 strategic plan contains the vision, purpose and priorities of the Council and for Shropshire Communities, and will link to the thematic delivery plans for each priority. Its scope is more than that of a traditional Corporate Plan, setting out the direction of travel that the Council will be taking to deliver the priorities, working with partners and communities, drawing on the Council's key strategies and plans, and informing how the Council's resources set out in the Financial Strategy will be deployed.

2.2   A period of engagement of over 6 weeks was undertaken from mid-January to the end of February 2022. Feedback was received from members of the public, Council staff, partners and local businesses. There were also two online briefing sessions for Members to understand the plan in more detail. The comments, thoughts and ideas shared through this process have been analysed and used to review and amend the draft Strategic Plan to form the final draft attached to this paper.

2.3   The thematic delivery plans for each priority, although at a high level, provide a clearer view of the work that will be taken and how impact and progress will be demonstrated. These measures and milestones will become a central feature of the Council's

Performance Management Framework (PMF) and will inform the corporate performance reporting and the visualisation of progress and impact during quarter 1 2022/2023. The thematic delivery plans and the Council's PMF measures are under development and will form part of the Shropshire Plan suite.

2.4   A Corporate Plan (the Shropshire Plan) provides the starting point for the 'Golden Thread' that runs through the Council and how the priorities will be delivered from Directorate level to individual members of staff. It is a living and evolving document that should be accessible to staff, Members, partners, and the public that shows the Council's priorities, Strategic Objectives and how the Council will achieve them by working with others to make the most of collective capacity, capability, and relationships to achieve shared outcomes.

2.5   The flow of the Golden Thread running through the organisation is demonstrated, at a high level, in Appendix B the Getting it Right map'. Each element of this model will be developed over the coming months, demonstrating a strong and structured approach to strategic planning over the coming years.

3   Recommendations

Council is asked to:

3.1   Approve the draft Shropshire Plan strategic plan.
3.2   Approve the Council's draft vision, "Shropshire living the best life."
3.3   Consider and comment on the Performance Management Framework

REPORT

4   Risk Assessment and Opportunities Appraisal

4.1   The Shropshire Plan provides the opportunity to set out what is important for the Council and for Shropshire communities, bringing these priorities together and identifying the high-level actions that will be taken to deliver them. This includes making links to the Council's existing strategies and recognising that updated and new strategies will be written and adopted in the lifetime of the Shropshire Plan.

4.2   Failure to have the focus and direction of the Council over the coming years set out in a strategic plan such as the Shropshire Plan

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would lead to financial and reputational risks to the organisation including:

- Allocation of resources not informed by agreed priorities and actions
- The right things not being done in the right place, to the right standard or in the right order
- Lack of clarity and direction for staff at all levels on what they should be delivering, when and why
- Lack of clarity for partners on what the Council is aiming to deliver
- Lack of clarity for communities and Shropshire people on what the Council is aiming to do overall and in their area
- Inability to understand whether progress and impact are as expected and required, and where mitigating action is required

4.3   The Shropshire Plan has been developed through work across the council to identify the priorities, with engagement with stakeholders taking place through the process e.g. through the People Directorate. The Shropshire Plan will impact on all areas of the Council and set the direction for the coming years. The successful delivery of the priorities will require the Council, it's partners and communities to work together to achieve shared outcomes.

4.4   There will be further opportunities to engage and involve stakeholders in the development and maintenance of the delivery plans, not least as part of ongoing engagement with communities and service users, including people within Protected Characteristic groupings as defined by the Equality Act 2010. Delivery of the Shropshire Plan should have positive impacts across all areas of the community. An initial overarching Equality, Social Inclusion and Health (ESHIA) Impact Assessment (appendix D) has accordingly highlighted that there is potential for a Low Positive impact across all nine Protected Characteristic groupings set out in the Equality Act 2010, as well as the tenth grouping of people that we think about in Shropshire, of Social Inclusion.

4.5   This is of particular relevance to Shropshire as a large and sparsely populated rural county, as this local category is there to help us to seek to ensure that we consider the needs of rural households, households on low incomes, households in fuel poverty, and those we may consider to be vulnerable due to what may be a range of circumstances, including the impact of the Covid-19 pandemic in exacerbating inequalities. These households and individuals also include veterans and serving members of the armed forces and their families, and young people leaving care.

4.6   As an overarching strategic plan that sets the direction for the whole council, the Shropshire Plan and the actions to deliver it will reach into and across all communities, groupings of people, providers, partners and other organisations, including through and

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with the community and voluntary sector as well as across our borders with neighbouring authorities. Local Shropshire Councillors will have a role as community leaders, linking into their communities as ambassadors for the council and back to the council and to partners as the representatives of their electorate. Liaison will also be ongoing with local Members of Parliament and with Government Departments and agencies, in order to maximise opportunities to influence national policy and to benefit from national funding opportunities such as via the Levelling Up agenda.

4.7   From a Health Impact Assessment perspective the Plan sets out strategic objectives and emerging high-level actions that will have direct positive impacts on the health and wellbeing of Shropshire people. This may be through direct actions and interventions that are focused on tackling inequalities, including rural inequalities, and early intervention to prevent people finding themselves with higher levels of need and avoiding their accessing services. Equally actions on the economy, jobs and income and housing, as well as access to outdoor green space can also have a positive impact on health and wellbeing. Each programme or project delivering the priorities would benefit from a focused Equalities Health and Social Inclusion Impact Assessment as they are scoped and delivered over the coming months and years.

5   Financial Implications

5.1   The Shropshire Plan fulfils the function of the Council's Corporate Plan and sets out the priorities of the Council and the high-level actions that will be taken to deliver them. By setting the strategic direction of the Council it also sets the direction for future Financial Strategies with resources being allocated to deliver the priorities.

5.2   The Shropshire Plan Delivery Plans will set out in more detail the high-level actions that will be taken to deliver the priorities, including the measures of impact (PIs) and measures of progress (project milestones). These will inform the Council's Performance Management Framework (PMF) and be the basis for corporate performance reporting. Performance against targets will be able to be looked at against financial information and be used to inform whether there are opportunities to adjust the allocation of resources to maintain or improve services and service performance.

6   Climate Change Appraisal

6.1   Climate change has been given extensive consideration in the Shropshire Plan, both in terms of current plans and progress, and in the actions that will be taken over the coming years. There is a strong forward focus driven through a Healthy Environment being

one of the four priorities and carbon reduction and the delivery of the Council's wider Climate Change Strategy as defining characteristics.

6.2 The achievement of the Shropshire Plan priorities through the delivery of the high-level actions set out in the delivery plans should support the Council and its partners to realise their climate change ambitions and targets. Because the Shropshire Plan is at the top of the Council's 'Golden Thread', this focus and delivery actions will be written through the organisation in Service Delivery Plans and Team Plans.

6.3 The spotlight on tackling climate change in Shropshire will be maintained through the Council's Performance Management Framework with a focus on progress with the actions, projects and initiatives and the impact achieved with the measures and targets that will be in the Shropshire Plan delivery plan. These will be monitored, reviewed, and reported, with action taken to bring performance back on target as required when the data is published. They will be a feature of the Council's regular publishing of performance data and performance management work.

6.4 The delivery plans and the performance management framework are live documents. As progress is made and actions are completed, and new projects and programmes emerge to replace them, there will be scope within the delivery plans and the performance management framework to include them. They can be refreshed as and when required with new actions, measures and milestones added so that progress with and the impact of tackling climate change will always be current.
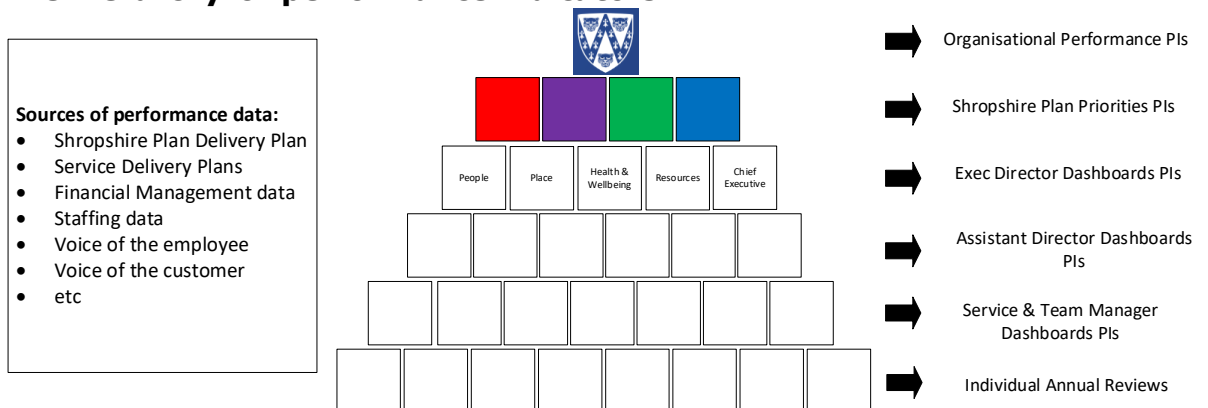
7 Background

7.1 The Shropshire Plan is more than a Corporate Plan that is just about the Council. It is an outward facing strategic document which set out the vision, priorities and informs actions for the whole of Shropshire, its people, communities, businesses, and organisations.

7.2 For the Council it is the policy and strategy document that provides the overarching view of its ambition and direction of travel over the coming years to 2025, and beyond. The vision, purpose and priorities of the Council and for Shropshire communities will run through the Council from the Shropshire Plan via Service Delivery Plans and Team Plans to the goals and actions for each member of staff. This in turn means that each member of staff will be well placed to understand what they are doing in their work and how it contributes to achieving the Council's priorities; Healthy People, Healthy Economy, Healthy Environment and Healthy Organisation.

7.3   The components and content of the Shropshire Plan correspond to the first stages in the Getting it Right map (appendix B), with the each of the elements being developed over the coming months. The Vision, Priorities and Strategic Objectives are contained with the Strategic Plan, and the KPIs relate to the Performance Management Framework (appendix C). The agreement by Council of the high-level plan sets the foundation that officers will work to in delivering the priorities and strategic objectives. The Target Operating Model, identified within the Getting it Right map, sets out what the Council will do to deliver the strategic objectives in the most efficient and effective way. This work is expected to form an expanded ReFocus programme, transforming the way in which the Council operates to enable delivery of The Shropshire Plan.

7.4   As part of the development of the Strategic Plan a period of engagement on the draft plan of over 6 weeks was undertaken with feedback received from members of the public, Council staff, partners and local businesses. This ran from mid-January to the end of February 2022 and was followed by two online briefing sessions for Members to understand the plan in more detail.

7.5   Overall, the response to the focus of the draft priorities and strategic objectives was positive. As expected from previous experience the strategic objectives most frequently identified as important related to people, including early intervention and prevention for those who are vulnerable and/or disadvantaged, and tackling inequalities, including rural inequalities, and poverty. They were joined by strategic objectives relating to the environment in terms of protecting the environment and tackling climate change. Some concerns were raised through the feedback on the balance between projects such as the North West Relief Road and the Healthy Environment priority.

7.6   All feedback received has been reviewed and taken into account. Some of the main messages included:

- The strategic objectives were too wordy and would benefit from being more focused.
- The importance of effective engagement with people, communities, and wider stakeholders to identify what was important and opportunities to deliver them.
- The Council should be stronger and clearer about the financial position, the implications for service provision, and the possible impact on delivery of the priorities and strategic objectives.
- The Council needs to provide clear plans that set out how the priorities will be delivered, by when, and how progress and impact will be demonstrated.

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7.7 Linked to the final bullet in the paragraph above, effective delivery planning will be key to the successful achievement of the priorities for Shropshire communities. The delivery plans will set out at a high-level the actions that will deliver the priorities, identifying what will be done by when and how the Council will be able to demonstrate impact and progress. This will include specifying key deliverables such as big projects/programmes (e.g. a new strategy, service, or facility), when the action will be completed by and how success will be shown i.e. measures (performance indicators) and milestones setting out dates when steps to deliver a project will be completed.

7.8 The measures and milestone that are identified in the Shropshire Plan delivery plan will be used to form thematic dashboards for each priority, becoming a tier in the Council's updated performance management framework and informing progress and performance reporting. They may also be amongst the key performance indicators that will track and demonstrate how the Council is progressing in the Organisational Performance Scorecards.

The hierarchy of performance indicators

Sources of performance data:
- Shropshire Plan Delivery Plan
- Service Delivery Plans
- Financial Management data
- Staffing data
- Voice of the employee
- Voice of the customer
- etc

People | Place | Health & Wellbeing | Resources | Chief Executive

Organisational Performance PIs

Shropshire Plan Priorities PIs

Exec Director Dashboards PIs

Assistant Director Dashboards PIs

Service & Team Manager Dashboards PIs

Individual Annual Reviews

8 Additional Information

8.1 The achievement of the priorities will be supported by the Council working with partners and communities, pulling together and deploying collective resources, knowledge, skills and experience to realise shared outcomes. This approach is already in place and helping to take forward work on broad and complex topics such as the Shropshire Climate Action Partnership, and there will be more opportunities to as work with communities on shared priorities as actions are progressed.

8.2 The Shropshire Plan is drawing on existing strategies that have been subject to comprehensive engagement in their development and deployment, and there has been some engagement with stakeholders during recent months on priorities, emerging strategic

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objectives, and what actions could be required. There will also be further engagement as the delivery plans are developed and shaped, and this will continue as the specific projects and programmes are delivered.

8.3   The Shropshire Plan delivery plans will be responsive to changing requirements over the plan's lifetime e.g. flexing to include revised or new actions, measures and milestones that may emerge from new or update strategies. This will also fit with the cycle of review, update and improvement for the Performance Management Framework (PMF) which will be updated at least annually.

9 Conclusions

9.1   Having an agreed Corporate Plan (the Shropshire Plan) is a key building block for the Council in its strategic planning. It informs how the Council's finances are allocated and resources are deployed based on the priorities and when actions are being taken to deliver them, and it provides the start of the 'Golden Thread' that runs through the Service Plans and Teams Plans.

9.2   By underpinning the strategic direction set in the Shropshire Plan with robust and updated delivery plans that provide at least three years of actions, there is a route map of how the Council will deliver the agreed priorities and how this will be demonstrated using measures and milestones. This in turn provides the framework for accountability for the delivery of the priorities and the realisation of the impacts and progress that is expected.

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

Cabinet Member (Portfolio Holder)
Lezley Picton, Leader of the Council

Local Member
All

Appendices

Appendix A – Draft Shropshire Plan Strategic Plan 2022 to 2025
Interactive online version Shropshire Plan May 2022 (adobe.com)
Accessible pdf version – see committee papers
Appendix B – The Getting it Right map
Appendix C – Shropshire Council's Performance Management Framework
Appendix D – Equalities Social Inclusion and Health Impact Assessment (ESHIA)

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The Shropshire Plan

2022 TO 2025 – Strategic Plan

May 2022

The Shropshire Plan
2022 TO 2025 – Strategic Plan
Introduction

Challenging times also bring great opportunities. The people of Shropshire are rightly proud of their county's assets; its natural beauty, its history, its diverse economy, its vibrant culture. How we protect, sustain, and improve these key attributes will be vital to our ongoing success as a county; making Shropshire a national treasure as a great place to live in, work, play and visit.

Considering the resilience shown in response to recent flooding events and the pandemic, we should be immensely proud of our communities and how much has been achieved despite enormous challenges for all. Pulling together in times of adversity has helped create a wonderful platform from which we can step forward with confidence and realise the huge potential that is Shropshire's future.

Maintaining the momentum, communities will be encouraged to share the issues they face and potential solutions they believe will make a difference, with confirmed solutions being enabled and supported to progress, building on the strengths and networks that already exist.

We know that success will depend on the health of our people, our economy, and the health of our environment. These important agendas are entirely interdependent, which is why 'joining things up' is so important, including how communities, businesses, our voluntary community and social enterprise sector, our health partners and the wider public sector join forces to achieve them, together. Our collective good, knowledge, experience, energy, and assets will help us to deliver long lasting success at pace. What this means is:

Maintaining a healthy environment offers great outdoor spaces where mental and physical health can flourish, helping people to stay healthy for longer, preventing or reducing the need for health and care support and remaining in employment or education.

Supporting together a healthy economy, providing opportunities for people to return to employment, utilising skills people have developed. Supported through access to accommodation close to their place of work.

People are supported and enabled to make lifestyles choices to support good health and wellbeing. They will be confident that they can make safe and healthy choices about the food, equipment and services they purchase from places in their community.

Our unique landscape and dynamic businesses mean tackling the climate change challenge provides the area with real opportunities. A developing green economy brings new prospects for businesses to grow doing different things or work in different ways; enhancing Shropshire's environment and working with landowners on carbon capture, helps to achieve a low carbon future, increases biodiversity, and reduces the risk of flooding, strengthening the area as a visitor destination.

Using emerging technologies and digital solutions will enable us to provide our customers improved and quicker access to information. We will use data, feedback from our communities and best practice to provide Intelligence and insights to inform our decision making and monitor outcomes to continually review what we do to ensure our services benefit people and communities.

We must maintain our ambitions for the future, seeking innovative ways to realise them whilst balancing them with the knowledge that demand for services is increasing. 78% of our net budget in 2021/22 was spent on social care (Adults and Children social care) and it is expected to increase to 80% and more from 2022/23 onwards.

Our Shropshire Plan sets the direction for the next three years up to 2025 within the framework that our longer-term plans and strategies, like our Local Plan and our Cultural Strategy, underpinned by our health and wellbeing plans, set out for the next 10 to 20 years. The challenges and experiences we have shared over recent years puts us in a strong position to step up and move forwards together, and adapt our plans to meet the changing situations we face.

Lezley Picton
Leader of the Council

Andy Begley
Chief Executive

Our Priorities:
Healthy People

Focused strategic objective:

Single system view to tackle inequalities, get in early yourself, supported by us or by our partners

Bulleted strategic objectives:

- Tackle inequalities
- Early intervention
- Partnerships
- Self responsibility

Strategic objectives *(CLICK PHOTO)*

We will tackle inequalities, including rural inequalities, and poverty in all its forms; providing early support and interventions that reduce risk and enable children, young people, adults and families to achieve their full potential and enjoy life.

We will support Shropshire residents to take responsibility for their own health and wellbeing, choosing healthy lifestyles and preventing ill-health, reducing need for long term or hospital care.

We will work with partners to develop, commission and deliver the right services and support that meet the needs of children, young people, adults and families in the right place, at the right time.

What this will mean for you *(CLICK)*

There will be more places in schools to support children and young people with specialised needs, driving a clear inclusion agenda for change, supporting improved outcomes, and inspiring them in their lives through great inclusive and public centred learning.

There will be a wider choice of support and activities within Shropshire for vulnerable adults to help them stay in their communities and be independent.

There will be more opportunities for communities to get together, be creative and enjoy themselves.

If you, your family, or child are in difficulty we will work with you and our partners to prevent a crisis from taking place and from happening again.

Your communities will be healthier, safer, and will feel supported as places to achieve wellbeing for all.

Our Priorities:
Healthy Economy

Focused strategic objective:

Infrastructure, home, safer services, education and job so you want to come to Shropshire and/or stay

Bulleted strategic objectives:

- Skills and employment
- Safe, strong, and vibrant destination
- Connectivity and infrastructure
- Housing

Strategic objectives *(CLICK PHOTO)*

We will provide access to lifelong learning, supporting people and our communities to prosper, and through providing the right skills developing greater productivity and improved wages.

We will develop Shropshire as a safe, strong and vibrant destination to attract people to live in, work in, learn in and visit the county.

We will deliver excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities.

We will ensure an appropriate mix of housing in the right areas of the county when supporting people with disabilities and to attract the right workforce for the employment needs and opportunities located there; reducing distances travelled to work.

What this will mean for you *(CLICK)*

There will be more suitable and affordable homes for local people and key workers that enable them to live life well.

Developer contributions will be used to enhance local facilities, to provide more access to greenspace and to deliver improvements to footpaths, cycleways, and highways.

There will be a strengthened role locally in protecting the health of our population; our businesses will be supported to deliver safer services.

There will be improved access to highspeed broadband and mobile phone coverage, reducing areas with poor connectively, creating more opportunities for home working and new employment opportunities at new and improved employment centres.

The conditions of our road surfaces will have improved, with less requirement for emergency repairs.

There will be more high-quality cultural activities for you, your family and friends to enjoy.

Our Priorities:
Healthy Environment

Focused strategic objective:

Keep the planet green, keep Shropshire green and safe

Bulleted strategic objectives:

- Climate change strategy and actions
- Safe communities
- Natural environment

Strategic objectives *(CLICK PHOTO)*

We will deliver the Council's Corporate Climate Change Strategy and Action Plan, promoting the means to tackle climate change and reduce the carbon footprint including the adoption of low carbon energy for council's assets and for communities.

We will enable safer, sustainable, diverse and inclusive communities that pull together by reducing anti-social behaviour and risk of harm; addressing the issues they face; and adopting the waste hierarchy to reduce, reuse, recycle and recover from all household waste.

We will maintain, protect, and enhance our outstanding natural and historic environment, promoting positive behaviours and greater biodiversity and environmental sustainability.

What this will mean for you *(CLICK)*

The rich biodiversity of the county is safeguarded for future generations through the protection and enhancement of existing high-quality habitats, and more trees, hedgerows and planted woodlands.

You will feel safe and happy in your community, with people joining forces to identify and tackle local issues, enabled by the Council and its partners.

Better Household Recycling Centres and an improved waste collection service will result in more household waste being reused or recycled.

Cleaner air, access to an improved network of electric vehicle charging points and better integrated transport and active travel options.

Access to support that will help your transition to renewable technologies and energy efficiency.

Energy efficient street lighting using combinations of LED, solar and motion sensitive lights.

![Shropshire Council logo]

Our Priorities:
Healthy Organisation

Focused strategic objective:

Align everything behind our vision/priorities.

Tell everyone that Shropshire Council is a great place to be

Bulleted strategic objectives:
- Best workforce
- Absorb, Adapt, Anticipate
- Communicate well
- Align our resources
- Strong councillors

Strategic objectives *(CLICK PHOTO)*

We will enable a skilled, happy, healthy, diverse, inclusive, empowered, and proud workforce that influences and leads change, addressing any inequalities.

We will continuously develop our response to disruptive incidents affecting Shropshire communities, strengthening our ability to absorb shock, adapt and make changes, sustain positive change, and anticipate future shocks.

We will communicate clearly and transparently about what Shropshire Council delivers, signposting to the right places for services and support, and listen to what communities say about their place and what they need.

We will put our resources in the right place using accurate data, insights, and evidence to support the delivery of the organisation's priorities and balance the books.

We will ensure councillors are supported to advocate for their constituents but to also be ambassadors for the council.

What this will mean for you *(CLICK)*

Quicker access to information, advice, and answers to your questions using suitable mechanisms such as digital technology, which will include informing healthy behaviours, supporting good mental health and wellbeing.

A strong, well-governed decision-making process that delivers effective services and projects for Shropshire communities and the continued ability to participate fully in the democratic process.

Effective and timely responses for situations and incidents that impact Shropshire's communities such as flooding and pandemics, including information, support, and coordination.

More opportunities to get involved in sharing your views about where you live and the services you receive.

Decisions that are taken about where you live will be made using a strong evidence base which supports a better understanding of the likely impacts on Shropshire communities.

Our Vision and Purpose – what we are aiming to achieve

Our vision:

Shropshire living the best life

Our purpose:

To work with our partners and communities to deliver the vision and priorities for Shropshire

(To promote Healthy People, a Healthy Economy, and Healthy Environment)

Working together

Shropshire's communities are diverse, resilient, and supportive of those who live and work in them. We know this through their response to challenges such as flooding and the pandemic.

As we work to realise our vision for Shropshire, the Council, our partners in all sectors, and our communities will have the greatest impact by pulling together. The delivery of the priorities for Shropshire communities that this Shropshire Plan sets out needs to be shaped and owned by all who live and work here.

Key strategies

The Shropshire Plan covers this Strategic Plan, the Council's Financial Strategy, the Delivery Plan for the high-level actions linked to the Service Delivery Plans, and a summary of the Performance Management Framework (PMF). This latter document sets out how the Council, partners and Shropshire communities will be able to see the progress and impact that this being made as the priorities set out in this document are delivered.

The strategic plan and the delivery plan are at the top of the Council's Golden thread, providing the focus and direction for the Council's activity and use of resources. As such it helps to shape the Financial Strategy, sets the priorities and actions that run through Service Delivery Plans and Team Plans to, and informs the Council's strategies. In turn, the research, evidence bases and needs assessments, and engagement and feedback from the development of existing and emerging strategies have informed the development of the priorities set out in the Strategic Plan, the high-level actions and the measures and milestones that will form the upper tier of the PMF.

More recent strategies include:

Climate Strategy and Action Plan   Cultural Strategy   ASC Strategy   Health and Wellbeing Strategy

Housing Strategy   Community and Rural Strategy   Inequalities strategy   White paper on integration
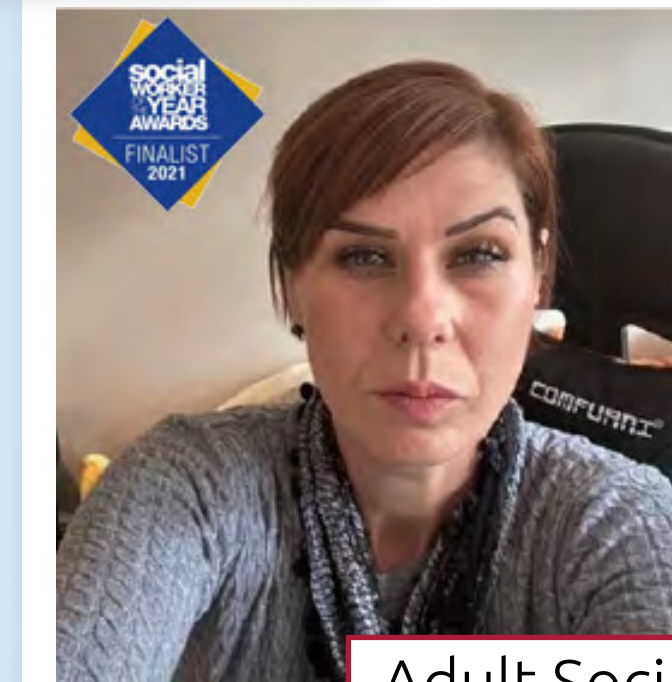
Our Achievements

In the winter of 2020 Shropshire saw significant flooding affecting a many areas in the county. Shropshire Council staff stepped forward from their day-to-day roles and worked with partners to support local residents and businesses whilst the flooding was taking place and during the clean-up.

Shropshire Council teams were shortlisted as finalists for the Municipal Journal (MJ) Awards 2021 for Care and Health Integration for work on the distribution of PPE supplies to and coordination of mutual support between hospitals, GPs, hospices, and funeral directors as well as other services, and Best Council Services Team of the Year for tackling homelessness at the beginning of the pandemic.

We used our discretionary funding to install a large number of stairlifts and hoists for clients without delays that might have occurred going down more traditional routes.

These events were closely followed by the pandemic, where Council staff came to the fore again, working with our communities, providing advice and guidance, delivering food and medicine, ensuring people had access to the PPE they required, and enabling the roll-out of testing arrangements.

The national call to arms for the COVID 19 vaccination programme was met by Shropshire Council with staff from across the organisation helping to deliver one of the most successful vaccine uptakes in the country: The Community Outreach Team stepped in to deliver the Bob the Bus programme – co-ordinating, marshalling and engaging in communities promoting people get their boosters and 1st and 2nd doses. Use of Council sites including the Darwin Centre was facilitated and made available, supported by IT and volunteering staff, whilst there was also a transport offer for those who couldn't reach sites.

Adult Social Care's Michelle Pullen was shortlisted for the Newly Qualified Social Worker of the Year at the Social Worker of the Year Awards 2021 and Lorraine Currie was awarded the Outstanding Individual Contribution Category at the Local Government Chronical (LGC) Awards 2021.

Our Achievements continued

During the Covid restrictions period, no waste or recycling services were stopped or cancelled in order to ensure consistency of collection of waste and recycling form resident's properties.

Day Opportunities teams adapted their model to keep services open and support people remotely whilst they were at home or out in the community. Our 'Good Things To Do At Home' project was very successful.

Shropshire Council

We're here to help

FOR SUPPORT, CALL

0345 678 9028

or visit www.shropshire.gov.uk/coronavirus

There's lots of local help available, including:
• Food shopping and delivery
• Support with your mental and physical wellbeing
• Financial support

Supporting town centres by providing social distancing measures to encourage a safer return to our high streets and supporting the Shropshire high street by provision of free car parking.

Implementation of the Community Outreach Team, supporting communities through Covid, improving health promotion outreach, and focussing on vulnerable people and seldom heard.

During 2021 the Health Protection Cell have:
• circulated of over 4,500 government guidance updates, in relation to Covid-19, in the past 12 months
• have managed 467 new Covid-19 outbreaks (266% rise on 2020), proactively supporting settings including schools and business in Covid Outbreak Management.

Our Achievements continued

STEP UP SHROPSHIRE

Public Health and Regulatory Services working with the farming community (through the Livestock Markets), providing health promotion, Covid, vaccination and mental health messages and support.

We continue to support people to be as independent and they can be. 99% of people accessing reablement services realising 100% independence, needing no further care, and 86% of people have been supported to source alternatives to care, with only 14% needing support from adult social care.

Our community testing programme, distribution and data systems have been congratulated by the Health Security Agency for delivering one of the most efficient and comprehensive system they have reviewed across all council areas. As a result, we have been invited to be a lead member of an innovation panel to promote best practice and inform future models nationwide.

1301 children and young people under 19 were supported between March 2021 and September 2021, with the most families achieving improving outcomes for their children and young people.

Our Voluntary and Community Sector delivered, community-based Winter Support Service, which is now in its second year is supporting many people to stay well and independent at home this winter.

During the pandemic the Council coordinated and supported a range of DfE and local programmes for pupils and their families including school holiday free school meals vouchers, uniform grants, devices to support home learning and Holiday Activities and Food (HAF).

Our Achievements continued

We have continued to develop new projects to enable children to not become looked after and to return home if they are, starting 'Stepping Stones' during the Pandemic. This has included opening two new children's homes.
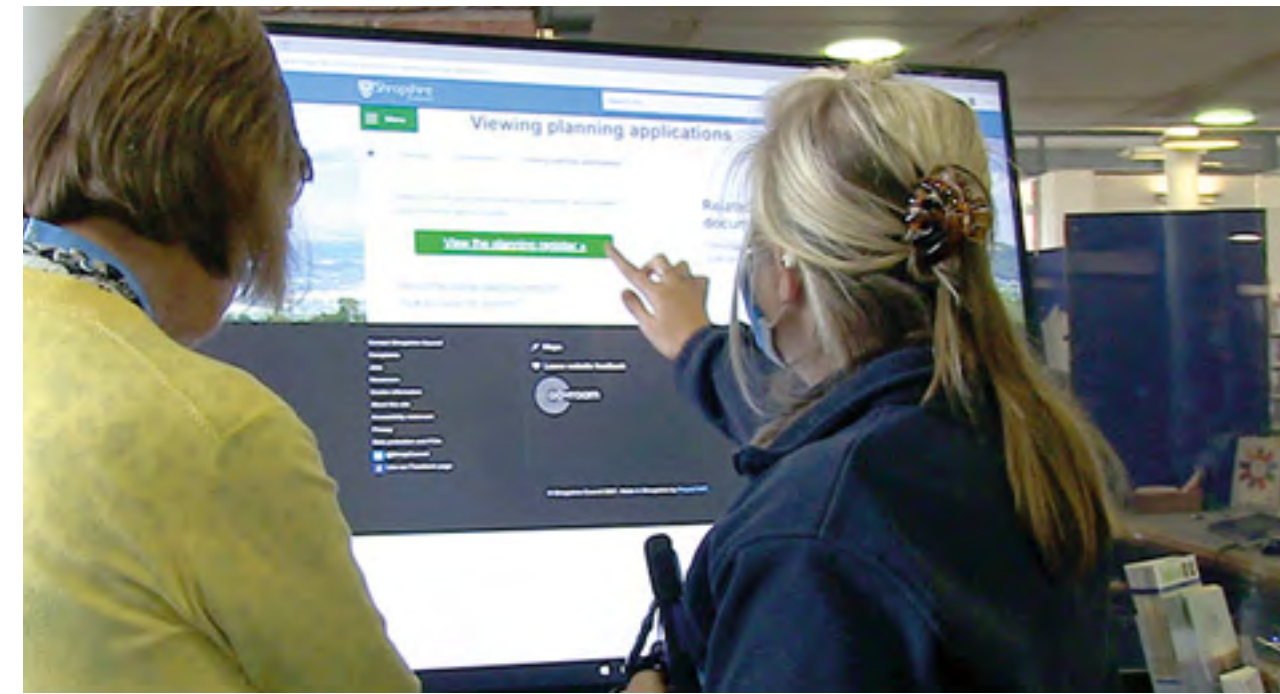
We have changed the way that our face-to-face services operate to make the council more accessible to people and make it easier for those in rural communities to find out more about local support services and how best to access them. Shropshire Local launched in Shrewsbury in October 2020, followed by the opening of Shropshire Local Ludlow on the 13 September 2021, and the new Shropshire Local Mobile service on Friday 8 October 2021.

We have recently secured an additional £841,000 of funding to support children and young people from low-income homes benefiting in the region of 8,000 Shropshire children by enabling the extension of the provision of free school meals into the holidays and set up a new warm clothes initiative directly through the schools and pre-schools.

We're investing more than **£800,000** to keep children fed and warm this winter

Shropshire

Shropshire Council has been allocated over £2m by the Government to help people and families most in need in winter 2021/22 with support for food, energy, and other rising costs of essentials.

A new dedicated support hub for Children at Risk of Exploitation.

Our Achievements continued

34,067 business grants to the value of nearly £170m have been delivered by October 2021, plus numerous other projects, run by both the council and partners, to support market towns, communities and individuals. This has included a £2.76m Economic Recovery Fund alongside the High Street/Welcome Back Fund and Town Centre Recovery Programmes.

£325m

25,000 potholes have been tackled between April 2021 and March 2022 – an average of more than 2000 every month – with more being repaired every day.

£170m

Shropshire's economy is performing above expectations despite the coronavirus pandemic, with £325 million of commercial investment in the county since 2017, 10% higher than the target set in 2016 and new jobs have also been created all over the county, with a projected increase of 3,300 by the end of this 2021.

The Council held the Shropshire Goes Electric event on 7 November 2021 where more than 1500 people came along to find out more about electric vehicle ownership options and opportunities, including where to charge them.

Making access to services quicker and easier by utilising technology e.g. launching the Shropshire Leisure Time app to help users book their gym/swim sessions or class activity at their local Shropshire Council owned leisure centres.

Green Flag awards secured at The Mere, Severn Valley Country Park and Stanmore Country Park.

Our Achievements continued

Shropshire Council's £1m carbon-neutral highways maintenance programme, the first such programme in the UK, won the Local Councils Road Innovation Group (LCRIG) award 2021.

We held another successful Tech Severn conference in 16 to 17 June 2021, involving speakers from industry and academia looking at how technology can help tackle climate change. Tech Severn is also a regional partner for COP26, feeding directly into the summit's agenda.

We have launched the 'Shropshire Welcomes …' project with partners, promoting the county as a leading tourist destination, targeting visitors from all over the UK to encourage them to experience, spend and stay in Shropshire.

The £3.5m renovation and refurbishment of Ludlow Assembly Rooms arts and entertainment venue has won first place for Fit-out / Refurbishment of the Year at the West Midlands Property Awards, demonstrating how Shropshire Council, the community and private enterprise can work together to improve facilities countywide.

We have been awarded Foundation level for our health and wellbeing programme by West Midlands Combined Authority, just the second Local Authority in the region to achieve Foundation level. Thrive at Work is a workplace commitment with criteria and guidelines on creating a workplace that promotes employee health and wellbeing, focusing on key organisational enablers of health such as attendance management, policies and procedures, in addition to health areas such as mental, musculoskeletal and physical health, and promoting healthy lifestyles.

Our Achievements continued

Shropshire Council is one of just four areas nationwide taking part in the Agile Streets project funded by the Department for Business, Energy and Industrial Strategy. Drivers in the county are among the first to benefit from the pioneering scheme where 24 new Connected Kerb EV chargers have been connected in Bridgnorth, Oswestry, Shrewsbury, and Whitchurch.

We were one of five council areas in England who were successful in our bid to the LGA and Health Foundation for £300,000 funding for the Shaping Places for Healthier Lives programme. The 3-year funding will enable a focus on whole systems working around the issue of food insecurity in South West Shropshire.

£300,000

Delivery of the Shrewsbury Integrated Transport plan - £13m externally funded scheme to improve transport, public realm infrastructure and support the local economy.

Developing the Local Cycling and Walking Infrastructure plan to increase walking , cycling, more sustainable transport, air quality improvements and remove congestion.

Delivering the £3m externally funded Shifnal Town centre improvement project, to revitalise Shifnal Town centre and improve transport links to support the additional housing demand in the south east of the county.
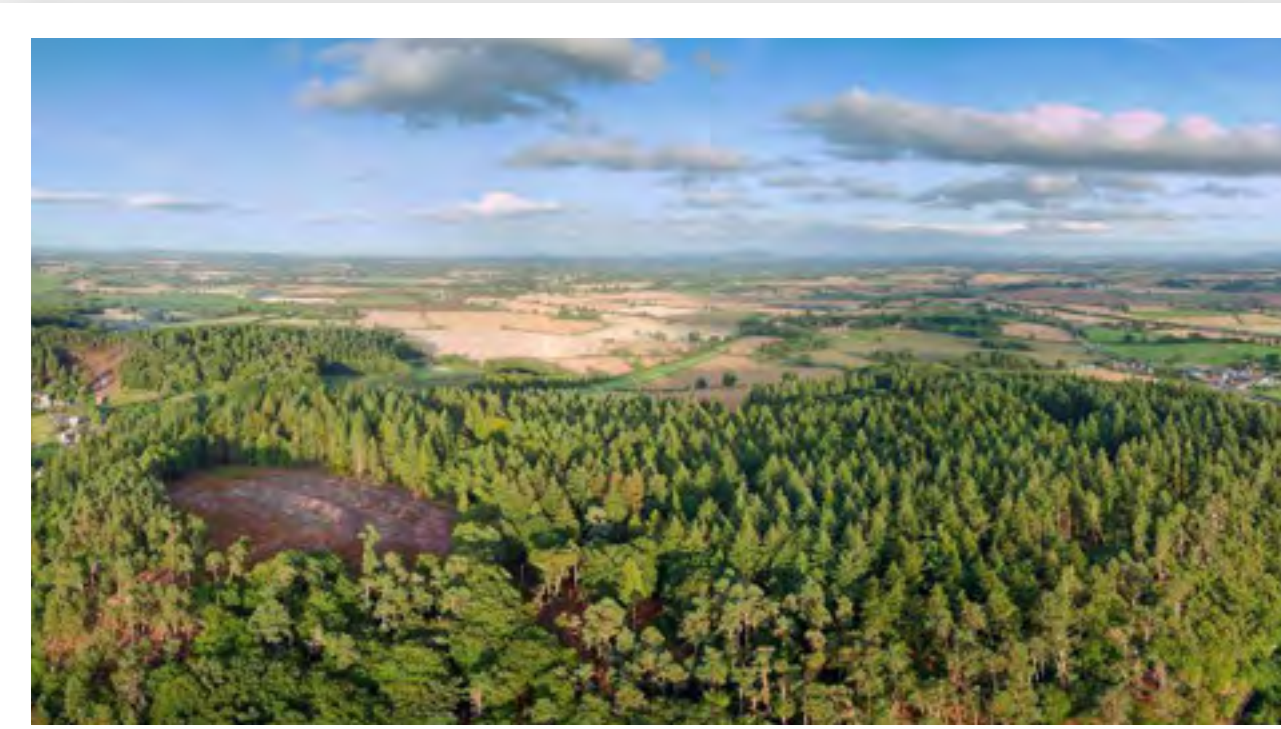
Our Achievements continued

£900,000

During the last three years, the Arts Service has worked in partnership to secure over £900,000 of funding to support the delivery of a number of exciting arts projects and initiatives.

The A529 road improvement scheme to reduce accidents and risks – noted by Government ministers and recognised by the Department for Transport's Safer Roads Fund which funded the £3.9m improvements – has won the prestigious Prince Michael International Road Safety Award for "outstanding achievement".

Developing the Local Transport Plan 4 (LTP4), a strategic plan to 2038 that will provide the vision for transport and travel to progress, develop and contribute to decarbonation in supporting the health and economy of Shropshire and its immediate neighbours.

Management of the £2.2m rural development grant scheme 'Southern Shropshire LEADER', resulted in 71 projects and 63 new jobs by Dec 2021.

Five new Local Nature Reserves have been designated since 2020; Nesscliffe Country Park and The Cliffe, Llanymynech Heritage Area, Lyth Hill and Poles Coppice.

Work is ongoing on the development of a new British Museum Partnership Gallery at Shrewsbury Museum and Art Gallery, one of only 8 in the country.

Living with Covid – the past 2 years

On 11 March 2020, the World Health Organisation declared the Covid-19 pandemic. Since March 2020, the UK government has been taking steps to protect the population, and Shropshire Council has supported our residents throughout the pandemic, with a particular focus on protecting the most vulnerable people in our county.

Moving forward we will also need to deal with the lasting impact of COVID in our communities as we recover from the pandemic.

Who have we helped?

Educational settings

336 Early Years settings

125 Primary Schools

19 Secondary Schools

4 Specialist schools

2 Further Education colleges (across 4 campuses)

Adult Social Care

117 Care Homes,

Children's Social Care

5 Children's Residential Homes

NHS (in partnership)

1 Acute Hospital

4 Community Hospitals

1 Mental Health Provider

1 Specialist Orthopaedic Hospital

Workplaces

15,850 enterprises, operating 17,995 local units, including Tourist Attractions (99.2% SME's)

Transport Hubs

15 railway stations

Network of bus services and small airfields.

Transitory and Short-Term Accommodation Settings

Faith Venues:

Approx. 202 including:

130 Church of England,

13 Catholic,

43 Methodist,

9 Baptist,

5 Kingdom Halls,

1 Latter Day Saints,

1 Muslim Faith Centre (2 Mosques in Telford)

Other:

3 military bases,

1 prison,

1 Hospice
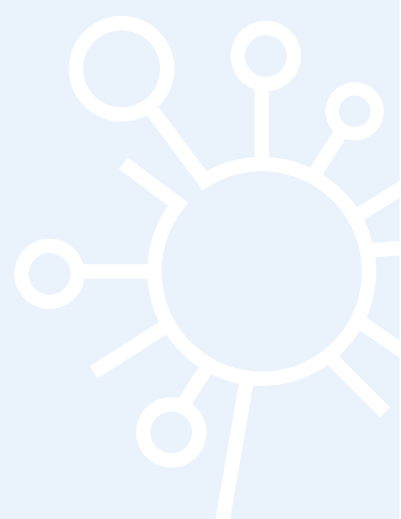
What we delivered

From March 2020 to February 24th 2022 the Shropshire Council Covid-19 cell dealt with:

78,252 Covid-19 cases

9,528 Covid-19 Incidents

- 272 Covid-19 outbreaks in Shropshire care homes
- 288 Covid-19 outbreaks in Shropshire schools
- 235 Covid-19 outbreaks in Shropshire workplaces

During that time, 8559 pieces of government Covid-19 guidance were assimilated and circulated to colleagues.

From the first of April 2020 to the 31 March 2022 the over 1.1million items of PPE, sanitiser and equipment were distributed within the County:

Gloves	509,100
Aprons	241,650
Masks	403,000
Goggles	6,848
Hand Sanitiser (various sizes)	7,443
FFP3	2,913
Hand Wash	302
Body Bags	90
Face Shields	9,498
Wipes	673
Gowns	747
Fabric face coverings	1,388
TOTAL	**1,183,612**

Customer services calls

The timeframe is start of Covid-19 pandemic – 11th March 2020 to 24th February 2022.

- Calls made by vaccination support line - 21,500 inbound calls and a further 8800 outbound, plus a further 9383 made to support the booster campaign, vaccination transport requests 1509

- Calls made to the Covid-19 helpline to date – 19,836

- Calls made by welfare support line received for homelessness issues 26,294 and for Local Welfare Support 8090

- Any other support data that you think residents would benefit from reading. Over 9000 supportive calls to the clinically vulnerable during shielding

Shropshire Council are proud that throughout the pandemic we have been active in:

- protecting the health of our residents by monitoring cases;

- protecting residents in high-risk settings such as care homes, special schools, and children's homes;

- supporting our vulnerable and hard to reach communities; with support in their communities, information and advice, testing, financially and by ensuring easy access to vaccination.

- supporting Covid-19 testing, contact tracing and vaccination; and

- keeping our residents up-to-date about Covid-19 issues through regular social media and other communication.

Living with Covid – now and in the future

Since February 2022, the UK has moved to a new approach to Covid-19. On 24th February 2022 national government removed domestic restrictions to prevent Covid-19 transmission. In Shropshire, and across the UK, we are now 'Living with Covid'. However, Shropshire Council recognise that it is important to continue to protect residents, particularly our most vulnerable residents. We will support residents through four 'Living with Covid-19' principles

1. **Safe behaviours:** Encouraging safe behaviours through public health advice, in common with ways of managing most other respiratory illnesses.

2. **Protecting people most vulnerable to Covid-19:** Supporting vaccination guidance by the Joint Committee on Vaccination and Immunisation (JCVI) , outbreak management and deploying targeted testing when needed.

3. **Maintaining resilience:** Ongoing local surveillance, contingency health protection planning and the ability to flex and reintroduce key functions such as mass vaccination and testing in an emergency; and

4. **Learning from the pandemic response:** Securing innovations and opportunities from the Covid-19 response, including investment in life sciences.

Throughout the pandemic, Shropshire Council has worked in partnership with Integrated Care System Partners, and this successful collaboration will continue.

Shropshire Council's key priorities moving forward, are to protect our most vulnerable residents and recover from the impact of COVID on our population and communities. To this end, we will continue to work with high-risk settings including care homes and special educational needs schools. In these settings we will support testing, outbreak management, and provide welfare support to staff and residents following the principles in our COVID outbreak management plan. In order to respond and recover from COVID, the Shropshire Plan its vision and delivery of the key objectives, will enable Shropshire to respond to the negative impacts of the pandemic on our health and economy and build on the learning from COVID 19, to ensure that Shropshire can live the best life.

Shropshire Council

Population

Our Shropshire

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

Shropshire's population **325,415** similar to Dudley Shropshire is **33x** bigger than Dudley

25% of the population are 65 or more England average 18.5%

139,000 households (2018) in Shropshire. Predicted to increase 28% by 2043

57.2% live in rural areas

42.8% live in urban areas

Population split between rural/urban areas

Shropshire is a relatively affluent county masks pockets of high deprivation, growing food poverty, and rural isolation.

Economy

People in employment **151,200** (2020)

68% Full time jobs
32% Part time jobs

3.4% Unemployment Rate (claimant count)

Total number of Jobs **124,500** (2019)

People in self employment **15.1%** compared to Great Britain 9.6% and the West Midlands 9.1% (ONS Population Survey 1.4.2020. to 31.3.2021)

40 Number of businesses with 250+ employees

Shropshire has large employment base in low paid sectors (care, retail, hospitality)

Gross weekly pay:
West Midlands £552.50
Shropshire £532.90
Great Britain £586.70

Total number of Businesses **15,870** (2020)

90.6% of Shropshire business employ less than 10 people

More than **1,250** tourism businesses creating **11,000 jobs**

7.8 jobs average number of jobs per enterprise

Shropshire's top employment sectors
Health 15.3%
Manufacturing: 10.0%
Accommodation & Food Services: 10.0%
Retail: 9.6%

Accommodation and Food Services +31.6%
Property +26.7%
Motor Trades +15.4%
Professional, Scientific & Technical +12.5%

Employment sectors have grown the most since 2015

7,000 listed building Grade I, II or II*

2 World Heritage Sites within the Council area

3,240 miles of highways in Shropshire **91%** is classed as rural.

Place

175 schools in Shropshire
149 state schools and 26 independent

6,034 or 15.3% of pupils are eligible for free school meals (Spring School Census 2021) 12.4% for Spring School Census 2020.

23% of the County is designated AONB

55.5% of Shropshire household waste is recycled compared with – England 42%
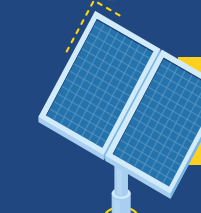
More than **13m** visitors a year spending £470m

3rd largest public rights of way network in England

Ofsted GOOD

89% schools in Shropshire rated Good or Outstanding

37,658 pupils at Shropshire State schools (Jan 2021)

39% Qualified to NVQ level 4 and above

27 Council operated solar energy sites, to date saving 3070 tonnes of CO2 **generating 5.8m KWH of energy enough to power**

1,555 homes for a year (based on BEIS average annual household consumption 3,721kWh)

2,000 3-4 bedroom homes for a year (Ofgem average 2,900kWh)

health, wellbeing and care

Healthy Life Expectancy
(age when health started to be affected eg by a long-term condition) for people living in Shropshire 2017-2019:

Female – Shropshire 64.9
West Mids 62.6
England 63.5

Male – Shropshire 64.6
West Mids 61.5
England 63.2

10 year gap in healthy life expectancy (HLE) across the County eg Males Shropshire 70.1 years in HLE in Copthorne compared to 58.8 in Castlefields

Adult Social Care is seeing increasing demand for care and support by **5%** on average each year for the past 2 years (2018-2020)

The Council is looking after more children compared to previous years. **26% increase** in number of LAC 2019/20 to 2020/21.

Smoking in pregnancy
Shropshire 14%,
West Midlands 11.9%,
England 10.6%

Looking forward – **Shropshire in 2025**

4.99% increase in Shropshire's population between 2020 and 2025

Our older population is growing at faster rates

65+ population **+12.8%**
80+ population **+ 20.3%**

Source: 2020 MYE and 2018 population projections)

An aging population resulting in:
- more people receiving care and support – whether in their homes or in a care home, and
- rising numbers of people living with dementia

More households in Shropshire between 2020 and 2025, faster than the West Midlands and England averages

Source: 2018 based Sub-national household projections, Office for National Statistics

Shropshire	West Midlands	England
6.4%	**3.8%**	**3.5%**
Total	Total	Total

Sectors with highest number of jobs in 2025

Wholesale and Retail Trade & Repair of Motor Vehicles and Motorcycles	**22,345**
Human Health and Social Work Activities	**18,194**
Accommodation and Food Service Activities	**14,820**
Manufacturing	**12,731**
Construction	**9,415**

Source: EMSI

Sectors with the highest % change in jobs 2020-2025

Sector	Change – no. jobs	Change – %
Mining and Quarrying	60	23%
Accommodation and Food Services Activity	1,797	14%
Real Estate Activities	401	11%
Financial and insurance Activities	148	10%
Transportation and Storage	461	9%
Construction	549	6%
Water Supply, Sewerage, Waste Management and Remediation Activities	57	5%
Total *(Source: EMSI)*	**2,697**	**2%**

By 2025, all premises in Shropshire will have access to reliable and fast broadband

The amount of waste recycled and reused will be maximised

Widespread tree planting - 30,000 trees per year free of charge for communities (90,000 trees over the life of the Shropshire Plan)

More electric vehicles will be using Shropshire roads, and more charging devices will be available.

More opportunities enabled for commercial vehicles to be powered by alternatives to fossil fuels eg hydrogen

The Council will harness technology such as machine learning and artificial intelligence with the data we have access to, to:
- **better understand the wellbeing of Shropshire residents**
- **help make faster evidence-based decisions, and**
- **improve services**

Shropshire residents will be able to access information and get answers to their questions more quickly, using digital services

Our officers will see the world from a residents' point of view in all their interactions

Residents are involved in the design and creation of services, not simply to be customers

Shropshire's vibrant culture will be inspiring more people, both local communities and visitors alike, to explore, create, be active and enjoy themselves. It will enhance lives and nurture the environment for all our futures

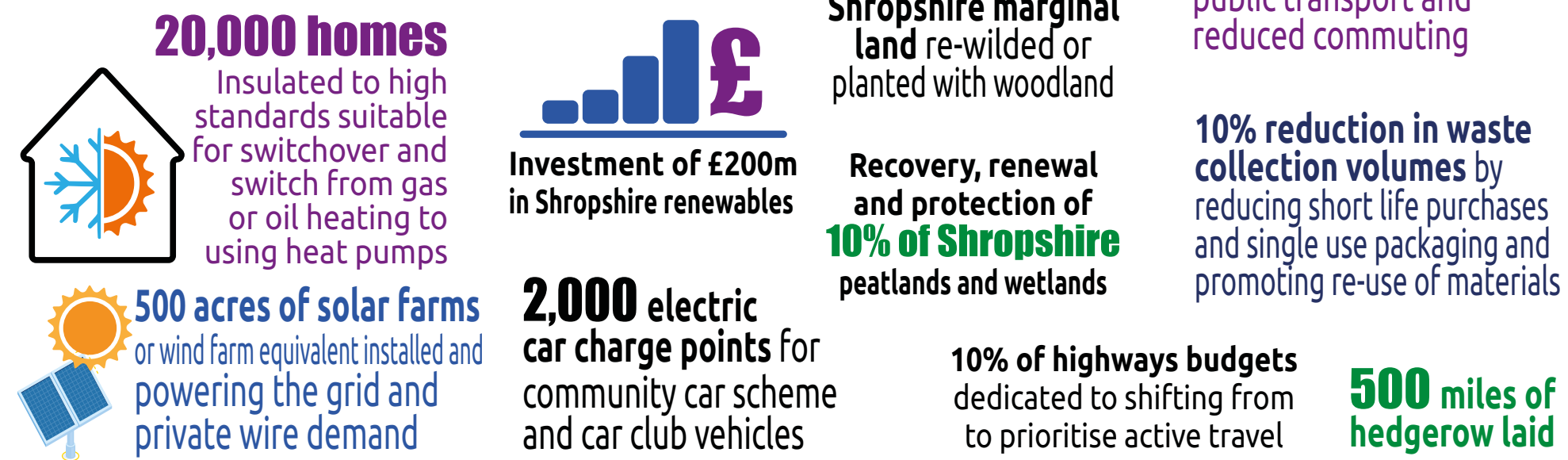# Looking forward – Climate Change Challenge and Actions

"Don't stop acting just because you are planning."

Shropshire Council is working with partners and communities including the Shropshire Climate action partnership, to deliver it's adopted climate change action plan to meet the climate change challenge.

To achieve net zero by 2030 – What is needed?

Each year starting right away, Shropshire will need to achieve the following:

20,000 homes Insulated to high standards suitable for switchover and switch from gas or oil heating to using heat pumps

500 acres of solar farms or wind farm equivalent installed and powering the grid and private wire demand

Investment of £200m in Shropshire renewables

2,000 electric car charge points for community car scheme and car club vehicles

8,000 acres of Shropshire marginal land re-wilded or planted with woodland

Recovery, renewal and protection of 10% of Shropshire peatlands and wetlands

10% of highways budgets dedicated to shifting from to prioritise active travel

10% reduction of car use by shifting to active travel, public transport and reduced commuting

10% reduction in waste collection volumes by reducing short life purchases and single use packaging and promoting re-use of materials

500 miles of hedgerow laid

In its climate change strategy the Council is committed to reducing its carbon emissions to net zero by 2030. The strategy is set out under three headings:

- **Power Down:** Reduction of Carbon and other Greenhouse Gas (GHG) emissions from buildings and transport (including staff);

- **Power Up:** Shropshire Council to become energy self-sufficient by 2030 for buildings and travel by developing its own renewable energy sources;

- **Carbon Capture and storage:** increase capture and storage of carbon through on Council land and by working with land managers to capture and store any residual corporate carbon footprint.

Whilst progress has been made there is a lot more to do. Some achievements and further actions are summarised below:

'Powering Down',

Measures taken since 2019 include:

- Switching all corporate power consumption to identifiable renewable sources and implementing an improvement programme for its buildings, installing additional insulation, low carbon heating, lighting and solar power generation, saving around 210 tonnes of carbon per year

- Working with local Housing Associations to implement improvements to social housing and for those in fuel poverty:
  - existing projects valued at around £2m, plus £5.5m of grant funding awarded recently
  - by installing £5.8m of insulation and heating improvements in Shropshire to date

- Delivering the first carbon neutral road surfacing programme by any UK local authority (winning the National Highways Awards 2021), saving over 280 tonnes of carbon

- Supporting Shropshire communities to transition to electric vehicles and low carbon travel:
  - 1 of just 4 UK areas to trial world-leading 'Agile Streets' on-street smart EV charging, starting with 50 new charge points across Shropshire using around £200,000 of Government grants
  - Holding a successful exhibition of around 50 electric vehicles: 'Shropshire Goes Electric!' giving people the opportunity to learn more about the vehicles and charging systems

- 'Carbon literacy' training for Cabinet members, senior officers and those in the Council commissioning services externally

- Working with Telford and Wrekin Council and local health trusts to develop a shared plan and joint projects to decarbonise health and social care

Climate Change Challenge and Actions continued

'Powering Up,'

To help the Council be energy self-sufficient by 2030 and to improve access to renewable energy for other public sector organisations and local businesses, Shropshire Council:

- Has agreed to develop a new 1MW solar farm on the former Maesbury Road landfill site in Oswestry to supply power to local businesses

- Is working with local electricity companies to identify other opportunities to generate power, including exploring projects with Robert Jones and Agnes Hunt Hospital Trust at Gobowen, Shrewsbury Town Council (Weir Hydro)

- Is using £70,000 Government grant funding to work with a range of local project partners, including Zero Carbon Shropshire to develop the potential for local heat networks in north Shrewsbury and Shrewsbury town centre to decarbonise heating in these areas

- Supporting community efforts to develop a local heat network in Bishops Castle

'Carbon Capture and Storage,'

The Council is:

1. Seeking Government funding to work with Aston University and local landowners and managers to capture and store carbon in horticulture and agriculture using carbon credits as part of a pilot project for Biochar production

2. Supporting widespread tree planting, making available around 30,000 trees per year free of charge for communities through the annual 'Community Tree Scheme' and by supporting widespread tree planting to commemorate the Queen's Platinum Jubilee

3. Exploring the use of its own estate and working with others to promote wetland management and creation for carbon storage

Shropshire Council

The Shropshire Plan
2022 TO 2025 – Strategic Plan
Delivering our priorities

Healthy People

Healthy Environment

Healthy Organisation

Healthy Economy

Our Priorities:
Healthy People

Focused strategic objective:

Single system view to tackle inequalities, get in early yourself, supported by us or by our partners

Bulleted strategic objectives:

- Tackle inequalities
- Early intervention
- Partnerships
- Self responsibility

Strategic objectives – the bulleted actions are illustrative of what will be set out in the delivery plans.

We will tackle inequalities, including rural inequalities, and poverty in all its forms; providing early support and interventions that reduce risk and enable children, young people, adults and families to achieve their full potential and enjoy life.

- Developing a Shropshire Inequalities Plan by December 2022 and working with our partners and key stakeholders to implement, as part of the Integrated Care System objectives.
- Developing and promoting our prevention offer for adults with information, signposting and engagement.
- Ensuring that people have the right accommodation to ensure they remain safe and independent.
- Working with partners to ensure our SEND children and young people have access to the right services to meet their needs.
- Encouraging and supporting young people who have grown up in our care to make successful transitions into adult life; with a sense of belonging, purpose, wellbeing and the skills and resilience they need to succeed.
- Higher numbers of young people in school getting access to vocational courses in schools, more apprenticeships, higher attainment at Level 3 and a reduction in the numbers of young people not in education, training or employment.
- Identifying the best option for permanence at the earliest opportunity for children who cannot live with their families.
- Preparing our young people with additional needs well for adulthood focussed on their aspirations hopes and ambitions.
- Supporting the whole family and recognising the uniqueness and diversity of each family and family member, empowering them to take

responsibility, own their plan and help them to do things for themselves.

- Enabling all children and young people to attend school regularly, from free early education for eligible 2 year olds through to post 16/Further Education
- Working with our partners and schools to reduce suspensions and permanent exclusions, particularly for our most vulnerable groups.
- Working with partners to support the embedding of Health Impact Assessments (HIA's) into relevant place-based developments.

We will support Shropshire residents to take responsibility for their own health and wellbeing, choosing healthy lifestyles and preventing ill-health, reducing need for long term or hospital care.

- Developing a preventative and early help strategy to keep our population healthier for longer, supporting self-care and healthier lifestyle choices to manage demand for specialist provision.
- Positive and regular activity out of school hours will be available that has been consulted on with children and young people.
- Working in partnership with the NHS, settings, schools, children, young people and their families to enable clear timely access to mental health and wellbeing support, reducing mental health crisis presentation at Accident and Emergency or Child and Adolescent Mental Health Services.
- Working with communities to increase health and wellbeing and reduce social isolation through inspirational, locally based cultural and physical activities, sites and venues.
- Developing local placed based partnerships to improve health and wellbeing outcomes,

including through: - Shropshire Integrated Place Partnership; - Oswestry Health Partnership; and Voluntary, Community and Social Enterprise sector partnerships.

We will work with partners to develop, commission and deliver the right services and support that meet the needs of children, young people, adults and families in the right place, at the right time.

- Developing home care support model to support people to remain at home in their communities.
- Developing and commissioning reablement services to support more people to regain and maintain health and wellbeing.
- Increasing the choices available for all those who need support to access care providers, increasing the number of self-funders supported.
- Developing a comprehensive Carers support offer to support health and wellbeing.
- Developing Mental health offer aligned to reform and commissioning.
- Ensuring resources are utilised effectively for assessments, increasing the number of assessments completed.
- Ensuring that our young people to have a voice through a new participation and engagement strategy.
- Developing and implementing an all-age commissioning and delivery plan for the Health, Wellbeing and Prevention Directorate's Healthier Lives Shropshire provision, including the Public Health Nursing Services, Sexual Health Services, NHS Health checks, Weight Management provision Tiers 2 and 3, and Mental Wellbeing and Suicide prevention services.

What this will mean for you...

- There will be more places in schools to support children and young people with specialised needs, driving a clear inclusion agenda for change, supporting improved outcomes, and inspiring them in their lives through great inclusive and public centred learning.

- There will be a wider choice of support and activities within Shropshire for vulnerable adults to help them stay in their communities and be independent.

- There will be more opportunities for communities to get together, be creative and enjoy themselves.

- If you, your family, or child are in difficulty we will work with you and our partners to prevent a crisis from taking place and from happening again.

- Your communities will be healthier, safer, and will feel supported as places to achieve wellbeing for all.

![Shropshire Council logo]

Our Priorities:
Healthy Economy

Focused strategic objective:

Infrastructure, home, safer services, education and job so you want to come to Shropshire and/or stay

Bulleted strategic objectives:

- Skills and employment
- Safe, strong, and vibrant destination
- Connectivity and infrastructure
- Housing

Strategic objectives – the bulleted actions are illustrative of what will be set out in the delivery plans.

We will provide access to lifelong learning, supporting people and our communities to prosper, and through providing the right skills developing greater productivity and improved wages.

- Working with our schools and FE providers to raise the aspirations of young people in Shropshire, increasing numbers of young people accessing Russell Group universities, higher level apprenticeships, T Levels and moving into employment.
- Helping support Shropshire to retain and develop a skilled workforce for the future.
- Improving opportunities for cultural education, volunteering at cultural venues and countryside routes and sites, and information and IT support through Shropshire Libraries.
- Increase the numbers of apprenticeships in the Council and create defined career pathways for progression by
  - adopting Apprenticeship First approach to recruitment and development by October 2022
  - Increasing the number of younger people in the Council through Kickstart and apprenticeship opportunities by April 2023
  - Embedding workforce planning into Service Planning by April 2023
  - Planning for a future workforce looking 5, 10, and 20 years into the future.

We will develop Shropshire as a safe, strong and vibrant destination to attract people to live in, work in, learn in and visit the county.

- Take the submission draft Shropshire Local Plan (2016-2038) to Examination in Public, including public hearing sessions, in 2022 and, subject to receipt of the Planning Inspectors Report and completion of any required modifications, take the Plan forward for formal adoption in 2023;
- Providing and promoting high quality cultural activities, building Shropshire's reputation as a cultural destination, increasing visitors, and attracting people and businesses to relocate to the area.
- Enhancing inward investment and delivering support for businesses, focusing on creative industries, leisure, outdoor activities and the visitor economy.
- Working with businesses in a fair and proportionate way, balancing regulatory requirements with business support viewed from our overriding objective of safeguarding public health and public safety.
- Carrying out statutory inspections of high/medium-risk food businesses that are subject to planned inspections, to ensure compliance with food hygiene and safety.
- Supporting growth corridors and cross boundary opportunities for sectors development, attracting inward investment, delivering strategic employment, developing training and skills, and providing sustainable housing locations. Continuing to invest in key strategic council assets to drive economic activity.
- Creating an agile council workforce embracing new ways of working, able to respond to changing circumstances including:
  - Reviewing key policies to meet future ways of working: - home working; - smarter working, and – flexible working, by September 2022
  - Continuously improving our performance through employee development conversations, project reviews and lessons learned, by April 2023.
  - Regular quarterly testing of our business continuity arrangements.

We will deliver excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities.

- Improving the condition of our highways through an enhanced programme of capital investment to replace road surfaces over the next 5 years.
- Repairing highway defects reported to the council within the timescales set out in its policies with a permanent repair, targeting 85% in 2022/23 rising to 95% by 2024/25.
- Developing a strategic plan for the delivery of public transport in Shropshire by April 2023, that reflects the post pandemic wants and needs of a largely rural county, encouraging changes to the way people travel and the use of sustainable transport options.
- Working with key stakeholders to meet the Council's aspiration to provide all premises in the Council's area with access to superfast broadband (>30mbps) by 2025, and encouraging wider commercial 5G deployment.
- Collaborating with Building Digital UK (BDUK) on Project Gigabit, to ensure that as much gigabit broadband coverage as possible is achieved by 2025. BDUK expected to commence procurements in 2022 with supplier deployment starting in 2023.
- Establishing a strategic infrastructure forum bringing key partners and providers together to share their investments plans.

We will ensure an appropriate mix of housing in the right areas of the county when supporting people with disabilities and to attract the right workforce for the employment needs and opportunities located there; reducing distances travelled to work.

- Continuing to undertake Right Home Right Place surveys in parish and town council areas, to inform a robust evidence of need to support the delivery of additional affordable housing schemes.
- Establishing and maintaining a shared understanding of cross tenure housing need and an agreed strategic delivery framework of the Council and partners, reviewing the Housing Strategy by June 2023 and working to adopt the revised strategy by March 2025.
- Promoting well-designed, high-quality housing accommodation across all tenures, making better use of existing assets, bringing empty homes and buildings into use to meet housing need and improve the environment, and ensuring the best use of all social housing stock across Shropshire.
- Actively identifying and delivering opportunities for targeted investment locations and a "place-based" approach within the market towns.
- Creating sustainable, prosperous, growing communities, putting people's needs at the heart of housing, infrastructure, employment, and local service provision.
- Entering into a new 10 year Management Agreement with STAR Housing through Council approval May 2022, negotiation and agreement by June 2022, and sign-off by July 2022.

What this will mean for you...

- There will be more suitable and affordable homes for local people and key workers that enable them to live life well.

- Developer contributions will be used to enhance local facilities, to provide more access to greenspace and to deliver improvements to footpaths, cycleways, and highways.

- There will be a strengthened role locally in protecting the health of our population; our businesses will be supported to deliver safer services.

- There will be improved access to highspeed broadband and mobile phone coverage, reducing areas with poor connectively, creating more opportunities for home working and new employment opportunities at new and improved employment centres.

- The conditions of our road surfaces will have improved, with less requirement for emergency repairs.

- There will be more high-quality cultural activities for you, your family and friends to enjoy.

Shropshire Council

Our Priorities:
Healthy Environment

Focused strategic objective:

Keep the planet green, keep Shropshire green and safe

Bulleted strategic objectives:

- Climate change strategy and actions
- Safe communities
- Natural environment

Strategic objectives – the bulleted actions are illustrative of what will be set out in the delivery plans.

We will deliver the Council's Corporate Climate Change Strategy and Action Plan, promoting the means to tackle climate change and reduce the carbon footprint including the adoption of low carbon energy for council's assets and for communities.

- Improving the efficiency and carbon impact of our street lighting estate replacing all lanterns in our ownership with LED lanterns, achieving 100% of programmed replacements in 2022/23 and 2023/24.
- Deliver the Climate Action tree scheme and explore opportunities to secure external funding towards corporate tree planting target 2030.
- Developing and delivering a range of projects and initiatives including:
  - low carbon transport (50 new EV charge points (EVCP) and completion of the EVCP Strategy by March 2023),
  - low carbon buildings (heating upgrade of 5 building by December 2022), and
  - renewable heat and power (Maesbury solar farm completion April 2023, and Battlefield heat network study by March 2023)
- Incorporating carbon reduction requirements into our procurement activity in a staged approach, by January 2023.
- Working with services across the Council to assist delivery of the Corporate Climate Action Plan, including appropriate measures to reduce the carbon footprint of Council assets and encourage partners to realise similar energy efficiency improvements.
- Developing more opportunities for active travel in Shropshire and public transport options, generating a range of related benefits including improved air quality and better health and wellbeing.
- Supporting the increase in low carbon transport in the County.

- Publishing updated guidance on climate change building design and environmental performance as part of the new Local Plan for adoption in 2022.
- Working with partners and communities to improve the natural environment for future generations.
- Using our land and estate to reduce the Council's and county's carbon footprint.

We will enable safer, sustainable, diverse and inclusive communities that pull together by reducing anti-social behaviour and risk of harm; addressing the issues they face; and adopting the waste hierarchy to reduce, reuse, recycle and recover from all household waste.

- Making use of services and assets within the wider community, including universal services available to all children, young people and parent carers, seeking improved alternative to support which deliver the right outcomes for people.
- We will deliver a recycling bin to all eligible households that request one completed by December 2022, increasing the tonnage of kerbside household dry recycling (glass, metals, plastics) from 100t (2022/23) to 500t (2023/24).
- Provision of a food waste collection service for all households in Shropshire. Adding min 5 percentage points to the household recycling rate.
- Working with communities to create a local sustainable economy that helps to keep them safe, being compliant to statutory requirements.
- Reviewing waste collection rounds to ensure that they meet the demands of a growing population and undertake a review of our Household Waste Recycling Centres to ensure they meet current and future demand.
- Working with Shropshire communities to maintain a clean and attractive environment

We will maintain, protect, and enhance our outstanding natural and historic environment, promoting positive behaviours and greater biodiversity and environmental sustainability.

- Working with DEFRA and other external partners to deliver the Trees Outside Woodlands Projects until Sept 2023.
- Work with Historic England, Cadw and the Offa's Dyke Association to deliver the Offa's Dyke Conservation Project by January 2025.
- Work with Historic England, Oswestry Town Council and Oswestry BID to complete delivery of the Oswestry High Streets Heritage Action Zone by March 2024.
- Enhancing nature conservation and recovery, including on Council managed country parks and heritage sites.
- Investigate complaints of Statutory Nuisances and related Anti-Social Behaviour e.g., noise, dust, odour, fumes, pests, accumulations within 5 days
- As required by the Environment Act 2021, work collaboratively with key stakeholders, to develop and implement a Local Nature Recovery Strategy (LNRS). LNRS developed by March 2023.
- Delivering and championing biodiversity net gain ensuring that planned growth enhances the environment and contributes to our ecological networks and conserves our precious landscapes
- Enhancing nature conservation, habitat management and nature recovery across Council and partner managed green space
- Providing high quality advice that promotes excellent management, care, and enhancement of Shropshire's rich and highly varied natural and historic environment

What this will mean for you...

- The rich biodiversity of the county is safeguarded for future generations through the protection and enhancement of existing high-quality habitats, and more trees, hedgerows and planted woodlands.

- You will feel safe and happy in your community, with people joining forces to identify and tackle local issues, enabled by the Council and its partners.

- Better Household Recycling Centres and an improved waste collection service will result in more household waste being reused or recycled.

- Cleaner air, access to an improved network of electric vehicle charging points and better integrated transport and active travel options.

- Access to support that will help your transition to renewable technologies and energy efficiency.

- Energy efficient street lighting using combinations of LED, solar and motion sensitive lights.

Shropshire Council

Our Priorities:
Healthy Organisation

Focused strategic objective:

Align everything behind our vision/priorities.

Tell everyone that Shropshire Council is a great place to be

Bulleted strategic objectives:

- Best workforce
- Absorb, Adapt, Anticipate
- Communicate well
- Align our resources
- Strong councillors

Strategic objectives – the bulleted actions are illustrative of what will be set out in the delivery plans.

We will enable a skilled, happy, healthy, diverse, inclusive, empowered, and proud workforce that influences and leads change, addressing any inequalities.

- Attracting, recruiting, and retaining a talented workforce by:
  - reviewing approaches to recruitment to reach a more diverse audience by August 2022,
  - engaging our future workforce on new ways of working at an earlier stage by October 2022, and
  - reducing reliance on agency and interim workforces by 31 March 2023.
- Increasing representation in the workforce across all strands of equalities; improving awareness of equality, diversity and inclusion; encouraging and role modelling Allyship amongst our workforce.
- Developing our Leaders, at all levels of the organisation.
- Embedding Performance Development Reviews and proactively manage performance across the organisation from July 2022 onwards.

We will continuously develop our response to disruptive incidents affecting Shropshire communities, strengthening our ability to absorb shock, adapt and make changes, sustain positive change, and anticipate future shocks.

- Creating a fully resourced Health Protection Cell, capable of flexing and surging capacity to meet changing infection control demands, by March 2023.

We will communicate clearly and transparently about what Shropshire Council delivers, signposting to the right places for services and support, and listen to what communities say about their place and what they need.

- Reviewing the IT/Digital strategy to ensure that the new ways that the Council is working in continue be supported and develop to meet the needs of people who use our services.
- Improving access to information, advice and signposting to the services and support required, promoting digital options and providing this in the way that best fits what customers have told us they prefer.

We will put our resources in the right place using accurate data, insights, and evidence to support the delivery of the organisation's priorities and balance the books.

- Delivering the council's asset management delivery plan.
- Ensuring that the medium-term financial planning underpins strategic priorities and financial management expertise will inform strategic decision making to meet the needs of our residents, and performance management, delivering Value for Money.
- Maximising external funding opportunities available to Shropshire with our partners, supporting the financial resilience of services and support to individuals and communities.
- Working with other local authorities and organisations to share best practice and collaborate on initiatives that will benefit Shropshire people and communities.

- Remaining focused on developing and maintaining systems and processes that deliver accurate, timely and efficient data and information to support strategic decision making.
- Promoting the appreciation of the value of data held by the Council and ensure it is utilised as much as possible within the constraints of any legislation.
- Using data and intelligence to reshape how we deliver and procure services to support people in their local communities and use digital technologies and applications that equip them to access information and services easily and to help themselves.
- Seeking the views of communities and people who use services and involve them in the service design, shaping them and their delivery in the future, working more collaboratively across the council and with partners, driving out duplication.

We will ensure councillors are supported to advocate for their constituents but to also be ambassadors for the council.

- Implementing a range of support for Members including:
  - a Member/Officer Liaison Group to promote relationships,
  - access to internal and external (usually LGA) training, and
  - improvements to the members Gateway including analysis of Member queries to establish common issues.

What this will mean for you...

- Quicker access to information, advice, and answers to your questions using suitable mechanisms such as digital technology, which will include informing healthy behaviours, supporting good mental health and wellbeing.

- A strong, well-governed decision-making process that delivers effective services and projects for Shropshire communities and the continued ability to participate fully in the democratic process.

- Effective and timely responses for situations and incidents that impact Shropshire's communities such as flooding and pandemics, including information, support, and coordination.

- More opportunities to get involved in sharing your views about where you live and the services you receive.

- Decisions that are taken about where you live will be made using a strong evidence base which supports a better understanding of the likely impacts on Shropshire communities.

The Shropshire Plan
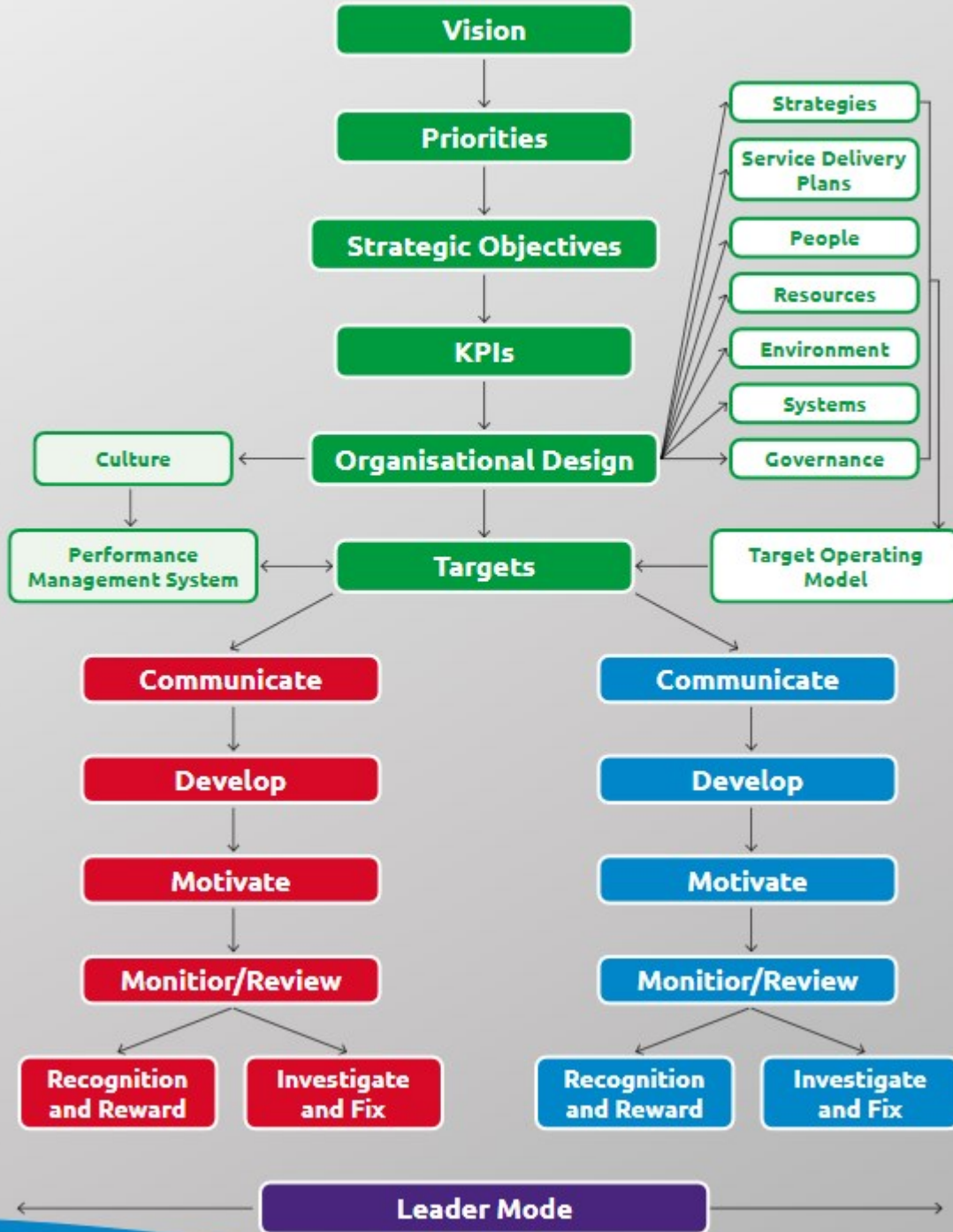
2022 TO 2025 – Strategic Plan

DRAFT

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R26 January 2022

The Getting it Right Map

Vision → **Priorities** → **Strategic Objectives** → **KPIs** → **Organisational Design** → **Targets**

Organisational Design connects to: Strategies, Service Delivery Plans, People, Resources, Environment, Systems, Governance

Culture → Performance Management System

Target Operating Model

Targets branch to two paths:

Left (red): Communicate → Develop → Motivate → Monitior/Review → Recognition and Reward / Investigate and Fix

Right (blue): Communicate → Develop → Motivate → Monitior/Review → Recognition and Reward / Investigate and Fix

Leader Mode

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The Shropshire Plan
Performance Management Framework
DRAFT

The Shropshire Plan
Performance Management Framework

Contents

Version	Author	Date
Draft	Tom Dodds	14.1.2022
Draft v.02	Tom Dodds	31.1.2022

1. Introduction

Organisational performance management helps us ensure we achieve what we plan to do. It does so by setting out how we plan and organise our resources to achieve the things we want to do – our vision and priorities, as set out in the Shropshire Plan. Through aligning resources, actions and activities with the Council's vision and priorities, we are better able to demonstrate how public money is turned into results for Shropshire residents and communities.

Shropshire's Performance Management Framework (PMF) enables the Council to plan, do (implement), review and revise its actions and activities to ensure that the vision and priorities are kept in focus and delivered. The PMF is a chapter in the wider set of strategic documents that set the shape and direction of the Council, including the Target Operating Model (TOM) and the Shropshire Plan in its entirety (The Strategic Plan, Delivery Plans, PMF and Financial Strategy).

2. Shropshire's approach to performance management

Effective performance management at Shropshire Council is enabled through a strong focus on the delivery of the priorities, and the recognition that services are already subject to a wide range of performance management arrangements including statutory returns, different legal, regulatory or policy frameworks, and partnership working arrangements.

The Performance Management Framework does not seek to add more layers of requirements, measures and targets on top of those already required. It aims to provide a joined-up view across the Council that demonstrates progress using project milestones for key deliverables, evidencing impact using performance indicators and targets that set the direction of travel for services, and uses qualitative case-studies and narratives to tell the full story.

Our approach takes views from the operational and organisational perspective and in doing so encompasses and informs the objectives and targets of each member of staff as they carry out their work. These are discussed and set out in their annual reviews and progress discussed in their meetings with their line managers throughout the year. Each member of staff understands what they do and how it contributes to the Council in delivering the priorities.

Having this approach to performance management in place supports the Council to deliver continuous improvement in realising its strategy, identifying opportunities to move things forward and where action may be required to bring things back on plan. This can be informed by learning from other similar high performing organisations about how they are delivering services and understanding whether and how this could be applied in Shropshire.

Performance management is underpinned by transparency with levels of service performance, direction of travel and achievement of targets being regularly reported to officers, Members and publicly. Performance data is also published on the Council's website. Technology extends the level of transparency, increasingly enabling data to be made more visually accessible and more frequently available using dashboards, providing opportunities to drill down to understand what might be contributing to performance levels.

3. The purpose of the Performance Management Framework

Shropshire's Performance Management Framework (PMF) should direct the Council's performance to achieve its priorities by defining measures of progress and evidencing impact across all levels in the organisation.

To achieve this data should be accurate, timely, and aligned with delivering strategy. This includes driving activity and identifying corrective action needed to bring under or over performance back on target. This may also include stopping and refocusing activity to better deliver the outcomes required. In doing so performance management is informed learning from the Council's own experiences, from others, and the needs of partners.

Clear cross-cutting links across the Council structures are required to succeed in delivering the priorities. These should be visible through data, reporting and activity, from council-wide performance to individual performance (the Golden Thread). Where work is taking place with partners, these links should also exist in the PMF.

In summary, effective Performance Management will help to:
- Clearly articulate our priorities and evidence outcomes
- Prioritise what gets done with the resources available
- Provide evidence to support correct resourcing levels
- Demonstrate and evidence value for money
- Evidence good services and satisfaction for users and the local community
- Motivate and manage our staff with clear objectives
- Compare ourselves to local, regional and national patterns and trends
- Identify best practice to improve service delivery, customer experience, and performance
- Respond effectively and in a timely manner to existing and new challenges

4. What the Performance Management Framework includes

Following best practice, the Shropshire Performance Management Framework enables the Council to assess its performance across all aspects of its business. It does this by incorporating different perspectives, giving an integrated and comprehensive view of organisational performance. Performance Management is underpinned by setting SMART (Specific, Measurable, Achievable, Realistic, Timebound) measures and targets, the delivery of which is resourced.

To enable this approach the integration of performance information is essential and should include but not be limited to the following:

- Performance information – Measures of service activity and demand
- Getting it Right – Measures that show the council is doing things right and meeting statutory and policy requirements such as delivering statutory services and achieving set and published timescales including those in the Council's own policies.

- Strategic Direction – Key strategic objectives (the Council's Priorities and the strategic high-level actions being taken to deliver them, and the objectives set out in the key strategies of the Council).
- Organisational capability – the Council has a sustainable workforce strategy which sets out the development requirements to meet current and future skills requirements and these are being met.
- Human Resources information – monitoring and understanding absence data, turnover, and vacancies. Identifying and monitoring key measures such as length of time to recruit and commence a new starter.
- Voice of the employee - Staff engagement activity findings, trends in issues and feedback raised by staff, and evidence of staff having an influence.
- Voice of the customer (Quality information) – What the council's service users/customers/residents are saying about their experience of services, evidence that their feedback has been acted on and their voice has been heard. The trends and messages are from compliments, comments and complaints. This may also take form of customer/service user stories or case studies.
- Commissioning information – compliance with commissioning policies and thresholds, including measures of the delivery of social value by providers.
- Transformation information – progress on agreed transformation projects including key milestones and evidence of outcomes and return on investment, and case studies that illustrate the changes and impacts achieved.
- Compliance information – feedback and direction from regulators (e.g. OFSTED), and the Local Government and Social Care Ombudsman and the Information Commissioners Office. This can also include recommendations from Peer Reviews. These may take the form of actions that need to be taken and the milestones for their delivery.

Data and insights arising from the PMF should be looked at alongside financial information and risk information to understand the bigger picture, for example:
- service areas that are overperforming, over delivering within budgets that may be higher than needed to deliver the agreed targets for the service,
- demand for services is outstripping the planned for capacity based on previous years trends, and the budget is coming under pressure, or
- areas that are underperforming and have identified operational risks or contribute to strategic risks that may need more intervention to mitigate or remove their impact on service performance.

5. Evaluating and updating Shropshire's Performance Management Framework

The PMF will apply "Deming's Wheel" as an approach to help manage performance in a large and complex organisation. This is applicable as performance is regularly reviewed throughout the year following analysis using dashboards and in reporting, and when the PMF is reviewed on a regular basis to ensure that it is current.
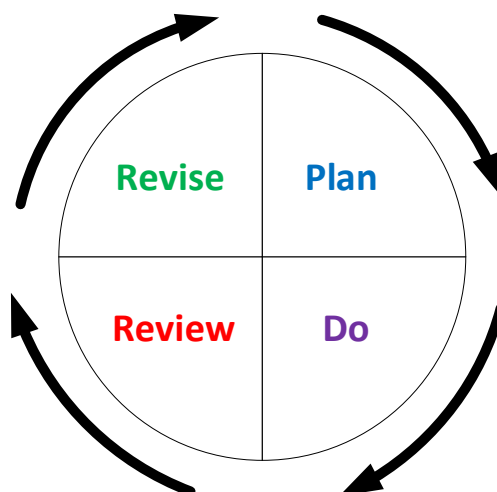
Plan
Think about where we are now and what we want to achieve. The Shropshire Plan Strategic Plan identifies the Council's vision and strategic direction. Identify and prioritise what needs to be done, agree actions, budgets and appropriate measures and targets. Performance management information allows us to recognise opportunities and plan for change.

Do
Deliver the actions laid out in the various plans. Performance information allows us to ensure resources are in the right place to achieve results. There are a range of methods and tools used to enable us to manage our performance. These include the Council's PowerBi dashboards, and benchmarking tools and data.

Review
Review and monitor how we are performing against targets, benchmarks and feedback so that we can continuously improve our services. Identify what worked well and what could be improved. A wide range of performance information is made available through reports to Committee and our website. We may need to revise plans and measures if they are no longer relevant

Revise
Having reviewed our performance we identify what is working and what needs to change. Our regular maintenance of the delivery plan and the service planning process enables us to revise and act on our areas for improvement and incorporate them into future planning and the PMF. This can be in year as opportunities to update plans occur, or as part of a wider annual planning cycle.
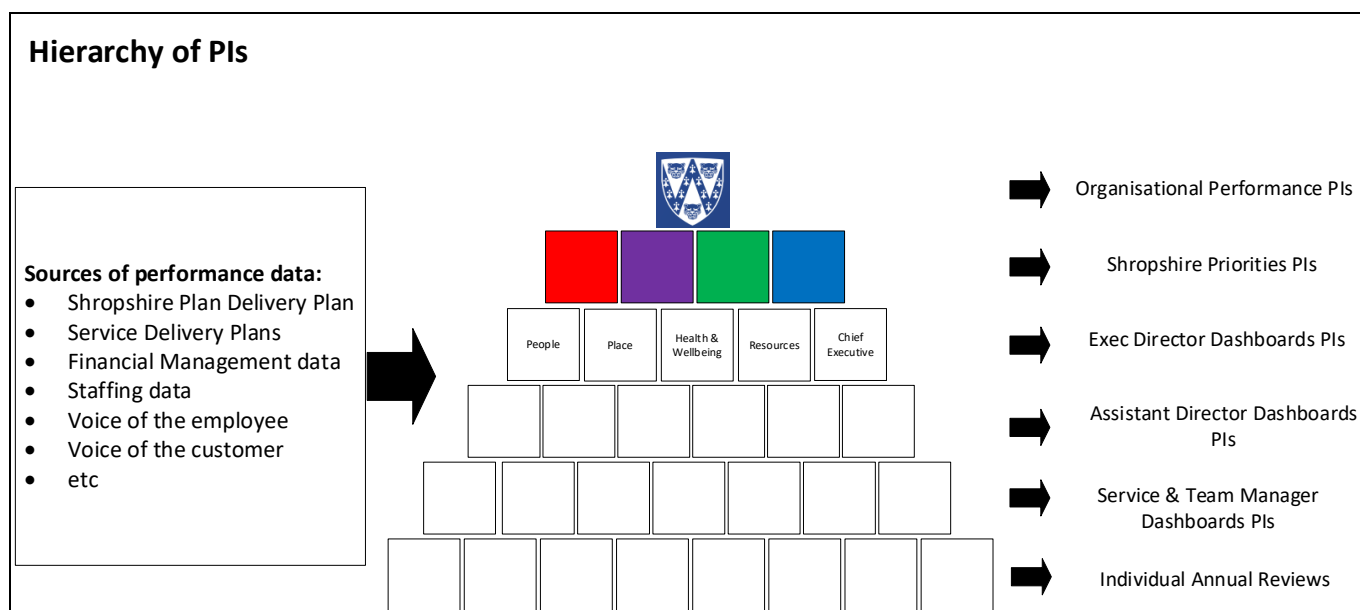
6. Annual planning cycle

The Council has an annual planning cycle which includes Medium Term Financial Planning and setting the Budget, Service Planning, and reviewing the PMF and the annual reviews for individual staff members. There are also regular reviews of the Strategic and Operational Risks to the Council. A timeline that sets out the wider annual planning cycle is set out in appendix 2.

7. The structure of the Performance Management Framework

Our PMF reflects the hierarchy of indicators and milestones that measure and demonstrate the impact and progress in delivering the priorities in the Shropshire Plan. It also includes key measures of organisational performance such as measures relating to staffing and to meeting statutory and local policy requirements such as response times to Freedom of Information requests, and complaints, or the timely payment of invoices. These follow the golden thread through the Council from the Shropshire Plan, through Service Delivery Plans in Directorates and Team Plans, and targets in individual staff member's annual reviews.

Hierarchy of PIs

Sources of performance data:
- Shropshire Plan Delivery Plan
- Service Delivery Plans
- Financial Management data
- Staffing data
- Voice of the employee
- Voice of the customer
- etc

People | Place | Health & Wellbeing | Resources | Chief Executive

- Organisational Performance PIs
- Shropshire Priorities PIs
- Exec Director Dashboards PIs
- Assistant Director Dashboards PIs
- Service & Team Manager Dashboards PIs
- Individual Annual Reviews

The measures and milestones in the PMF need to be owned by Directorates and the component service areas who will also be responsible for the accurate provision of the data to be included in dashboards/reporting and the quality of the data.

Directorate level PMFs will be based on their own service delivery plans. Together the documents would cover the following areas:

- Contextual environment
- Needs assessment / demand
- Actions, key deliverables, targets, standards and timeframes
- Responsible officers / Members
- KPIs and other PIs / measures (project milestones for key deliverables)

8. Performance reporting

Data for reporting will be accessed as it becomes available, and the accuracy (data quality) has been confirmed. (See appendix 1 for more on the Data Quality Framework)

Some measures may be available daily, weekly, monthly, quarterly, or annually. How the data will be used by the Council, to a degree, will be determined by the frequency of the view and what it shows and what people need to see and when. However, in all cases the data and the reporting will contribute to evidence-based decision making and clear understanding of how the Council is performing as it delivers the priorities.

Public reporting will be through dashboards available on the Council's website and through reports to committee meetings held in public. These will primarily reflect the delivery of the priorities in the Shropshire Plan.

Members and officers will be able to self-serve performance information on a more frequent basis as data becomes available and dashboards are updated, rather than waiting for reports to committees. This will enable areas of interest and emerging issues to be identified for more detailed investigation and consideration, possibly as standalone topics for Scrutiny Committee agenda or specific points of focus in quarterly performance reporting. In addition, this more frequently updated information will enable the Council to celebrate successes as they are identified.

Reporting to Cabinet will take place quarterly highlighting the actions that are being taken to maintain or improve performance and the progress being made. This will include identifying where performance is exceeding the agreed target. This will be alongside a thematic view looking in more detail at one of the 4 priorities in the Shropshire Plan (the timing of which quarter a priority will be reported will be linked to publication of national data to be used for benchmarking purposes alongside local information).

The Council's Organisational Performance Dashboard will provide a view of the key performance indicators for the Council, providing a clear and focused view on the progress that the Council is making. Members of the Performance Management Scrutiny Committee would be core consumers of this dashboard.

An Annual Report will be published in September each year providing a view back over the previous year highlighting progress and achievement, what is happening in the current year, and what is being delivered in the future.

9. Continuous improvement through Shropshire's Performance Management Framework

Ongoing continuous change being informed by data and insights will lead to improvement:

- The available performance data will enable trends to be considered and projections and forecasting to be made that can be used to inform forward looking decisions on policy and target setting.
- Benchmarking using data from other similar organisations will support identifying best performers and highlight opportunities to learn how they are achieving their results and whether it can be applied in Shropshire.
- Feedback from regulators and external assessments such as peer reviews will provide further points to be considered in the identification of revised targets and the need for new measures to address gaps or to track performance in service areas that have been highlighted as risks or issues to be addressed.

10. The Performance Management System

Through the Council's Performance Management System (PMS) individual employees all receive an annual review. These set out objectives for an individual, linked to the overall priorities as set out in the Shropshire Plan. They also capture progress towards their objectives as well as how they undertake their role against set personal characteristics/behaviours. Responsibility for these reviews sit with individual employees and their manager. Each employee must have an annual review; with objectives and progress reviewed regularly through one-to-one meetings.

11. Governance of Shropshire's Performance Management Framework

Whilst there are specific roles and functions around how Shropshire Council manages performance, the starting point is one of collective responsibility. The following is set within this context.

Chief Executive	Accountable overall for the organisation including performance
Executive Director Resources	Executive Lead for Performance at Shropshire Council
Impact and Progress Performance Management Group	Chaired by the Executive Director Resources, this officer group meets frequently (monthly) to review progress and impact against the Councils KPIs and milestones. Are targets being achieved or exceeded? Action plans to bring back on track. Action logs will be maintained. Escalation to EMT with proposals to address performance. Outputs from these meeting will inform the quarterly performance reports to Scrutiny and Cabinet.
Information Research Insights Shropshire (IRIS)	Making sure the people involved in performance management in the Council can easily enter updates in the digital performance management system, information about performance data, actions and risks and get information out in digital performance dashboards/scorecards and reports that can be easily published.
Directorate Management Team (DMT) Members	Responsible for setting objectives, Key Performance Indicators and Targets in their service areas. Responsible for the delivery of the Service Delivery Plan, overseeing the performance of service areas within their remit and contributing to the Council's priorities, and contributing to the setting of the Council's priorities by Elected Members.
Executive Management Team (EMT)	Strategic responsibility for oversight of delivery of the Council's priorities. Review performance and agree management actions to address under performance in key corporate priorities.
Performance Management Function	Review key performance targets and performance with DMTs and decide on any adjustments. Highlight good performance and action on areas for improvement at Committees.
Members; Cabinet; Scrutiny Members	Responsible for setting the vision and direction of the Council, approving the Shropshire Plan and Service Delivery Plans, and reviewing and scrutinising performance information on plans and services.
Citizens and service users/customers	Take part in local elections, local community planning processes and Council surveys, look out for performance reports about the Council in the local press and sign up to the Council's social media for latest updates.

12. Supporting Members in the Performance Management roles

We will also ensure Members have the information and skills to carry out their role in monitoring and reviewing performance and we will encourage them to challenge officers robustly on performance. This will be achieved through having clear plans which set out our strategic priorities, well presented dashboards and reports in an easy-to-understand format with accurate and meaningful information focusing on the key performance issues, and the provision of briefings and training on performance management and scrutiny as part of our ongoing programme of development for councillors. We expect members to ask searching questions on performance and on improvement actions, and we commit to providing more detailed analysis where this is required.

Alongside this the opportunity will be taken to revisit and refresh Member Job Descriptions including for Portfolio Holders and for Scrutiny Chairs and Scrutiny Members.

13. Improving the PMF foundations

Ongoing opportunities to strengthen the PMF exist. These include, but are not limited to the below:

- **Strategies** – new/updated/reviewed built into PMF so that key strategies are always in place and strategic delivery milestones and direction of travel are clear. Consistency of branding, consistency of content, delivery plans with clear measures and milestones. Requires commitment from the Executive Team to reinforce standards and requirements as each strategy is developed and published.
- **Commission a Citizen Panel** – Support evidence-based decision making and reviews of delivery plans etc and the PMF through representative and consistent citizen feedback of strategic priority issues, and temperature check of issues that are important to Shropshire People. It also offers the opportunity to triangulate with other feedback and issues raised. This requires an investment, however there is the possible option to share cost with partners. A feature of this approach can be a limited numbers of additional questions in each round of surveying which may be a disincentive.
- Responding to changing customer expectations driven by customer experience with other (hidden) competitors e.g. large online businesses. **Establish a Continuous Improvement function** that can support the Council to identify and deliver small changes that improve services e.g. carrying out customer facing mystery shopping reviews of access to Council Services such as user testing online forms for ease of use, and evaluating response timescales and quality.
- **Benchmarking** – Using opportunities to compare to other councils/similar organisations to identify whether Shropshire Council is performing towards top middle or bottom nationally/comparator groups, whether there are opportunities to approach other high performing organisations to learn how they are delivering and whether it would work in Shropshire, looking at year on year performance, plus looking at activity and quality information against financial information. Requires officer time and probable fee for membership of bigger schemes.
- **Use of segmentation software** – to support identifying and focusing on specific communities or areas where greatest impact on improving performance and benefits for service users/customers and communities could be achieved.

Data Quality Framework

All performance information is underpinned by good data quality. The Council aims to ensure that across all service areas, there is a consistently high standard of data production and use.

All staff involved in the collection, collation and reporting of performance data have a responsibility to ensure it can be relied upon. Services need to ensure they have sound procedures in place and provide adequate training and guidance for staff.

What is good Data Quality?

The Council recognises the importance of data quality as we need reliable, accurate and timely performance information with which to manage services, inform users and account for our performance. We are committed to ensuring that we maintain the highest standards of data quality and as a result get our performance information "right first time". This will enable us to have the right information at the right time at the right cost.

There are six key characteristics that can be used to describe how the quality of data can be determined. These can help the Council and its partners to assess the calibre of information it handles and, where necessary, take action to address weaknesses in the data.

1. **Accurate** Data should be of a level of accuracy suitable for its intended purposes. Data should ideally only be captured once. Where compromises have to be made on accuracy, the resulting limitations of the data should be made clear to users.
2. **Valid** Data should be recorded and used in compliance with all relevant requirements, including the correct application of any rules or definitions. This will ensure consistency.
3. **Reliable** All data should be the product of stable and consistent data collection processes whether using manual or computer-based systems. Data should represent current positions.
4. **Timely** Data capture should take place as quickly as possible following an event or activity and made available for the intended use promptly. Data must be made available frequently enough to support information needs and influence the service/management decisions.
5. **Relevant** Data should be relevant to the purposes for which it is intended to be used. This necessitates periodic review of requirements to ensure information reflects changing needs.
6. **Complete** Data requirements should be clearly specified based on the information needs of the organisation and data collection processes.

Why is Data Quality important in performance monitoring?

Information Security – British Standard (ISO 27001) states that information should be suitable for purpose, kept confidential, have high integrity and be suitably available.

The quality of our data is crucial for assessments of the Council's effectiveness, as are the policies and strategies for ensuring data quality

The Council recognises the need to achieve a balance between the resources required to set and meet data quality standards and the relative benefits that follow. We will take this into account in developing our approach to monitoring and review. It will be necessary to focus resources on data that the Council regards as critical to its overall objectives.

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Shropshire Council
Equality, Social Inclusion and Health Impact Assessment (ESHIA)
Initial Screening Record 2021-2022

A. Summary Sheet on Accountability and Actions

Name of proposed service change
Shropshire Plan

Name of lead officer carrying out the screening
Tom Dodds

Decision, review, and monitoring

Decision	Yes	No
Initial (part one) ESHIA Only?	✓	
Proceed to Full ESHIA or HIA (part two) Report?		✓

If completion of an initial or Part One assessment is an appropriate and proportionate action at this stage, please use the boxes above. If a Full or Part Two report is required, please move on to full report stage once you have completed this initial screening assessment as a record of the considerations which you have given to this matter.

Actions to mitigate negative impact or enhance positive impact of the service change in terms of equality, social inclusion, and health considerations
As an overarching plan, the Shropshire Plan sets out high-level views of what the Council will be focusing on delivering. It has strong links to the Council's current and emerging strategies, and actions identified in the delivery plans may require ESHIAs of their own.
Delivery of the Shropshire Plan should have positive impacts across all areas of the community, and this initial Assessment has accordingly highlighted that there is potential for a Low Positive impact across all nine Protected Characteristic groupings set out in the Equality Act 2010, as well as the tenth grouping of people that we think about in Shropshire, of Social Inclusion.
This is of particular relevance to Shropshire as a large and sparsely populated rural county, as this tenth category is there to help us to seek to ensure that we consider the needs of rural households, households on low incomes, households in fuel poverty, and those we may consider to be vulnerable. Such households and individuals also include veterans and serving members of the armed forces and their families, and young people leaving care.

The likely positive impacts include mitigation and prevention of poor health outcomes, better paid jobs and carbon reduction. Priorities include efforts to address inequalities; to identify and support vulnerable children, young people, adults and families; to ensure there is a range of affordable and appropriate and specialised accommodation; and to achieve shared priorities with partners around transport; digital and mobile connectivity, employment, skills and the economy; and the environment.

Delivery plans will set out the actions that will be taken to achieve the priorities. These will be reviewed when completed to identify any gaps relating to equalities issues arising from the circumstances in which people and households find themselves, including changes in circumstance as a result of the pandemic or the significant rise in fuel costs and/or location in the county such as living in more rural areas, as well as challenges for individuals and their families, including hidden or more visible disabilities.

Actions to review and monitor the impact of the service change in terms of equality, social inclusion, and health considerations

The delivery of the Shropshire Plan priorities is a central component of the Council's Performance Management Framework. The delivery plans will set out the key deliverables and the associated high-level actions that will be taken, when they will be taken (milestones – demonstrating progress), and the relevant performance indicators (measures of impact).

There will be thematic dashboards for each of the four high-level priorities (Healthy People, Healthy Economy, Healthy Environment, Healthy Organisation). These will be maintained as the data becomes available, providing a rolling view of the progress and impact of the delivering the Council's priorities for officers and Members.

As well as the visibility of progress and impact from the dashboards there will also be regular committee reports planned on a quarterly basis that will highlight key points by exception, as well as offer a thematic view focusing in more detail on one of the high-level priorities, providing the opportunity to identify any positive or negative impacts and any mitigating actions that will be taken.

The delivery of the priorities will also be a central feature of the Service Delivery Plans that will be completed at Assistant Director level, that will have more detail on the actions being taken. These will be shared with the relevant Overview and Scrutiny Committees who will be able to identify topics that they would like to look at in more detail.

Projects progressing the key deliverables for the priorities are likely to require their own ESHIA and carry out engagement with the groups and communities within their scope. The completed delivery plans will be reviewed to identify the actions and key deliverables that are expected to require an ESHIA.

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There will be ongoing efforts to engage with people in the Protected Characteristic groupings, particularly where low levels of responses to public consultation have been received to date and where responses are limited to particular demographics.

Associated ESHIAs

Because the Shropshire Plan sits at the top of the Council's golden thread, all strategies and plans of the Council will link to it, as will their associated ESHIAs.

These include:

- A Vibrant Shropshire: Cultural Strategy 2021-2031
- Climate Change Strategy Plan ESIIA
- Leisure Facilities Strategy 2020-2038
- Libraries Strategy 2018-2023
- Local Plan Partial Review ESIIAs
- Shropshire Great Outdoors Strategy
- Shropshire Housing Strategy ESIIA
- Economic Growth Strategy ESHIA (New Strategy 2022)
- Homelessness Strategy ESHIA (New Strategy 2022)

Actions to mitigate negative impact, enhance positive impact, and review and monitor overall impacts in terms of any other considerations. This includes climate change considerations

Climate change

Climate change has been given extensive consideration in the Shropshire Plan, both in terms of current plans and progress, and in the actions that will be taken over the coming years. There is a strong forward focus driven through a Healthy Environment being one of the four priorities and carbon reduction and the delivery of the Council's wider Climate Change Strategy as defining characteristics.

The achievement of the Shropshire Plan priorities through the delivery of the high-level actions should support the Council and its partners to realise their climate change ambitions and targets. Because the Shropshire Plan is at the top of the Council's 'Golden Thread', this focus and delivery actions will be written through the organisation in Service Delivery Plans and Team Plans.

The spotlight on tackling climate change in Shropshire will be maintained through the Council's Performance Management Framework with a focus on progress with the actions, projects and initiatives and the impact achieved with the measures and targets that will be in the Shropshire Plan delivery plan. These will be monitored, reviewed, and reported, with action taken as required when the data is published, and they will be a feature of the Council's regular performance reporting and performance management work.

As progress is made and actions are completed, and new projects and programmes are developed, there will be scope within the delivery plan and the performance management framework to include them. They can be refreshed as an when required with new actions, measures and milestones added so that progress with and the impact of tackling climate change will always be current.

Health and well being
As a strategic document for the Council the priorities in the Shropshire Plan have specific points of focus for health and wellbeing, as well as actions and key deliverables that will contribute positively to the wider determinants of health.

There is a strong focus on:

- Preventing poor health and improving healthy life years
- Addressing inequalities in all forms, including rural inequalities
- Appropriate, affordable, specialised and key worker housing
- Employment, skills and better paid jobs
- Maintaining and improving the environment and people's use of the environment for physical and mental wellbeing

Once completed the delivery plans will be reviewed to identify the actions and deliverables that will contribute positively and/or could go further or need to be considered in more detail to minimise any negative impacts on health and wellbeing.

Economic and societal/wider community

The Shropshire Plan priorities include specific focus on economic growth, housing, infrastructure, and enabling cohesive and sustainable communities in both more rural and more urban areas of the county. Place shaping is a central feature of the plan, recognising that the benefits arising from this work reach into enabling improved health and wellbeing and protecting and enhancing the environment.

These aspects are intrinsically linked and ensuring that the interdependencies are balanced and managed through the delivery of the actions that achieve the priorities of the Council and Shropshire communities, will be a consistent area of attention. The regular review and update of the delivery plans over the lifetime of the Shropshire Plan will provide the mechanism to do this.

Scrutiny at Part One screening stage

People involved	Signatures	Date
Lead officer carrying out the screening		28th April 2022

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*Any internal service area support**		
*Any external support*** **Mrs Lois Dale, Rurality and Equalities Specialist**	*Lois Dale*	4th May 2022

*This refers to other officers within the service area
**This refers to support external to the service but within the Council, e.g., the Rurality and Equalities Specialist, the Feedback and Insight Team, performance data specialists, Climate Change specialists, and Public Health colleagues

Sign off at Part One screening stage

Name	Signatures	Date
Lead officer's name	*Tim Dukhi*	4th May 2022
Accountable officer's name	*signature*	6th May 2022

*This may either be the Head of Service or the lead officer

B. Detailed Screening Assessment

Aims of the service change and description
The Shropshire Plan brings together the key strategic plans for the Council that set out the vision, mission, priorities and strategic objectives, the key actions that will be taken and the measures and targets what will be used to demonstrate progress and impact.   The Shropshire Plan suite includes   - the Strategic Plan which sets out the Priorities to be delivered,   - the associated delivery plans which set out how the priorities will be delivered,   - the Council's Performance Management Framework which sets out how the Council will be reviewing performance to ensure that the priorities are delivered,   - and the Council's Financial Strategy, making the link between the priorities of the Council and how resources are allocated to deliver them   The plan sits at the top of the golden thread of strategies, plans and policies that run through the organisation, providing the direction of travel and focus of the Council for the three years to 2024/25. A refreshed plan will be developed

introducing new projects and programme, and taking forward those that will continue to be implemented for 2025/26 onwards.

The delivery of the key deliverables that will realise the Councils priorities and strategic objectives will develop as projects and programmes of work. These are likely to require their own ESHIA's and programmes of engagement including with communities, service users, partners, providers.

The Shropshire Plan suite also includes the Financial Strategy which will be shaped year on year by the actions that will be taken and where the Council's resources will need to be focused.

Together, the different elements of the Shropshire Plan provide clarity over what the Council will be doing to deliver its priorities within its financial envelope.

Intended audiences and target groups for the service change

As an overarching strategic plan that sets the direction for the whole council the Shropshire Plan and the actions to deliver it will reach into **all communities, groupings of people, providers, partners and other organisations, including through and with the community and voluntary sector.**

Local Shropshire Councillors will have a role as community leaders, linking into their communities as ambassadors for the council and back to the council and to partners as the representatives of their electorate.

Liaison will also be ongoing with **local MPs**.

We are clear in the plan that the priorities will be best achieved through the council working together with the **relevant stakeholders** for the programmes and projects being delivered. This will require effective and sustainable engagement that is accessible to all who need to and want to be involved.

On a more strategic level of partnership working the delivery of the plan will also require working with **national Government and its agencies, neighbouring councils including those in Wales, other similar rural authorities eg through the County Councils Network and the Rural Services Network, the West Midlands Combined Authority, other public sector organisations and the private sector**. Their involvement will be directly linked to the programme and projects that are being progressed.

Evidence used for screening of the service change

This is an initial ESHIA for the Shropshire Plan.

As part of the development of the Strategic Plan a period of engagement on the draft plan of over 6 weeks was undertaken with feedback received from members of the public, Council staff, partners and local businesses. This ran from mid-January to the end of February 2022 and was followed by two online briefing sessions for Members to understand the plan in more detail.

The response indicated that there were no concerns expressed in relation to the protected characteristics, although the impact of living in rural areas and rurality was highlighted. Low responses from younger age groups, which is not untypical for surveys of this nature, indicate a need for other forms of engagement with these age groups, which has already been acknowledged.

As the Shropshire Plan is implemented through the different programmes and projects these will need their own specific ESHIAs to be completed.

Specific consultation and engagement with intended audiences and target groups for the service change

Implementation of the Shropshire Plan priorities and strategic objectives through programmes and projects will require identification and application of the most effective methods and approaches to communication and engagement for different communities and groupings. For example:

- As an area with an ageing population, for some in these age groups would they prefer a phone call, letters, emails, local radio or newspapers?
- What is the best way to reach men to seek their views and potentially increase their involvement?
- How should people aged 0-19 and their families be engaged, what are the suitable topics, mediums and locations e.g. could schools and colleges be suitable channels?

Initial equality impact assessment by grouping
Please rate the impact that you perceive the service change is likely to have on a group, through stating this in the relevant column.
Please state if it is anticipated to be neutral (no impact) and add any extra notes that you think might be helpful for readers.

Protected Characteristic groupings and other groupings in Shropshire	High negative impact *Part Two ESIIA required*	High positive impact *Part One ESIIA required*	Medium positive or negative impact *Part One ESIIA required*	Low positive, negative, or neutral impact (please specify) *Part One ESIIA required*
<u>Age</u> (please include children, young people, young people leaving care, people of working age, older people. Some people may belong to more than one group e.g., a child or young person for whom there are safeguarding concerns e.g., an older person with disability)				✓
<u>Disability</u> (please include mental health conditions and syndromes; hidden disabilities including autism and Crohn's disease; physical and sensory disabilities or impairments; learning disabilities;				✓

Multiple Sclerosis; cancer; and HIV)				
<u>Gender re-assignment</u> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				✓
<u>Marriage and Civil Partnership</u> (please include associated aspects: caring responsibility, potential for bullying and harassment)				✓
<u>Pregnancy and Maternity</u> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				✓
<u>Race</u> (please include ethnicity, nationality, culture, language, Gypsy, Traveller)				✓
<u>Religion and belief</u> (please include Buddhism, Christianity, Hinduism, Islam, Jainism, Judaism, Nonconformists; Rastafarianism; Shinto, Sikhism, Taoism, Zoroastrianism, and any others)				✓
<u>Sex</u> (this can also be viewed as relating to gender. Please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				✓
<u>Sexual Orientation</u> (please include associated aspects: safety; caring responsibility; potential for bullying and harassment)				✓
<u>Other: Social Inclusion</u> (please include families and friends with caring responsibilities; households in poverty; people for whom there are safeguarding concerns; people you consider to be vulnerable; people with health inequalities; refugees and asylum seekers; rural communities; veterans and serving members of the armed forces and their families)				✓

Initial health and wellbeing impact assessment by category
Please rate the impact that you perceive the service change is likely to have with regard to health and wellbeing, through stating this in the relevant column.
Please state if it is anticipated to be neutral (no impact) and add any extra notes that you think might be helpful for readers.

Health and wellbeing: individuals and communities in Shropshire	High negative impact *Part Two HIA required*	High positive impact	Medium positive or negative impact	Low positive negative or neutral impact (please specify)
Will the proposal have a *direct impact* on an individual's health, mental health and wellbeing? For example, would it cause ill health, affecting social inclusion, independence and participation? .		✓ Strategic Objectives on tackling inequalities (inc rural), and people taking more control/ responsibility for their health and lifestyle choices		
Will the proposal *indirectly impact* an individual's ability to improve their own health and wellbeing? For example, will it affect their ability to be physically active, choose healthy food, reduce drinking and smoking? .		✓ Strategic Objectives on tackling inequalities (inc rural), and people taking more control/ responsibility for their health and lifestyle choices		
Will the policy have a *direct impact* on the community - social, economic and environmental living conditions that would impact health? For example, would it affect housing, transport, child development, education, employment opportunities, availability of green space or climate change mitigation? .		✓ Strategic objectives include the economy and jobs and skills, appropriate housing, managing and enhancing Shropshire's environment, and tackling climate change.		
Will there be a likely change in *demand* for or access to health and social care services? For example: Primary Care, Hospital Care, Community Services, Mental Health,			✓ Strategic objectives include early intervention and prevention, with demand management being a design principle through the	

Local Authority services including Social Services? .			Council's Target Operating Model.	

Identification of likely impact of the service change in terms of other considerations including climate change and economic or societal impacts

The Shropshire Plan Strategic Plan is built around the Council's four priorities:

- Healthy People
- Healthy Economy
- Healthy Environment
- Healthy Organisation

Through these priorities, the Strategic Objectives that sit beneath them, and the delivery plans that will set out the actions, delivery milestones, KPIs and targets there is a strong focus on climate change, tackling inequalities (including rural inequalities), the economy, housing and social inclusion.

The impacts of implementing the Shropshire Plan should be positive, but each key deliverable/programme of work included in the delivery plan should see more focused ongoing engagement with communities, service users, customers, partners, and providers as the pieces of work are scoped, planned delivered and reviewed. In addition, based on previous experience, the individual key deliverables will likely require their own ESHIA to look in detail at their likely impact.

Guidance Notes

1. Legal Context

It is a legal requirement for local authorities to assess the equality and human rights impact of changes proposed or made to services. It is up to us as an authority to decide what form our equality impact assessment may take. By way of illustration, some local authorities focus more overtly upon human rights; some include safeguarding. It is about what is considered to be needed in a local authority's area, in line with local factors such as demography and strategic objectives as well as with the national legislative imperatives.

Carrying out these impact assessments helps us as a public authority to ensure that, as far as possible, we are taking actions to meet the general equality duty placed on us by the Equality Act 2010, and to thus demonstrate that the three equality aims are integral to our decision making processes. These are: eliminating discrimination, harassment and victimisation; advancing equality of opportunity; and fostering good relations.

These screening assessments for any proposed service change go to Cabinet as part of the committee report, or occasionally direct to Full Council, unless they are ones to do with Licensing, in which case they go to Strategic Licensing Committee.

Service areas would ordinarily carry out a screening assessment, or Part One equality impact assessment. This enables energies to be focussed on review and monitoring and ongoing evidence collection about the positive or negative impacts of a service change upon groupings in the community, and for any adjustments to be considered and made accordingly.

These screening assessments are recommended to be undertaken at timely points in the development and implementation of the proposed service change.

For example, an ESHIA would be a recommended course of action before a consultation. This would draw upon the evidence available at that time, and identify the target audiences, and assess at that initial stage what the likely impact of the service change could be across the Protected Characteristic groupings and our tenth category of Social Inclusion. This ESHIA would set out intended actions to engage with the groupings, particularly those who are historically less likely to engage in public consultation eg young people, as otherwise we would not know their specific needs.

A second ESHIA would then be carried out after the consultation, to say what the feedback was, to set out changes proposed as a result of the feedback, and to say where responses were low and what the plans are to engage with groupings who did not really respond. This ESHIA would also draw more upon actions to review impacts in order to mitigate the negative and accentuate the positive. Examples of this approach include the Great Outdoors Strategy, and the Economic Growth Strategy 2017-2021

Meeting our Public Sector Equality Duty through carrying out these ESHIAs is very much about using them as an opportunity to demonstrate ongoing engagement across groupings and to thus visibly show we are taking what is called due regard of the needs of people in protected characteristic groupings

If the screening indicates that there are likely to be significant negative impacts for groupings within the community, the service area would need to carry out a full report, or Part Two assessment. This will enable more evidence to be collected that will help the service area to reach an informed opinion.

In practice, Part Two or Full Screening Assessments have only been recommended twice since 2014, as the ongoing mitigation of negative equality impacts should serve to keep them below the threshold for triggering a Full Screening Assessment. The expectation is that Full Screening Assessments in regard to Health Impacts may occasionally need to be undertaken, but this would be very much the exception rather than the rule.

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2. Council Wide and Service Area Policy and Practice on Equality, Social Inclusion and Health

This involves taking an equality and social inclusion approach in planning changes to services, policies, or procedures, including those that may be required by Government. The decisions that you make when you are planning a service change need to be recorded, to demonstrate that you have thought about the possible equality impacts on communities and to show openness and transparency in your decision-making processes.

This is where Equality, Social Inclusion and Health Impact Assessments (ESHIAs) come in. Where you carry out an ESHIA in your service area, this provides an opportunity to show:

- What evidence you have drawn upon to help you to recommend a strategy or policy or a course of action to Cabinet.
- What target groups and audiences you have worked with to date.
- What actions you will take in order to mitigate any likely negative impact upon a group or groupings, and enhance any positive effects for a group or groupings; and
- What actions you are planning to review the impact of your planned service change.

The formal template is there not only to help the service area but also to act as a stand-alone for a member of the public to read. The approach helps to identify whether or not any new or significant changes to services, including policies, procedures, functions, or projects, may have an adverse impact on a particular group of people, and whether the human rights of individuals may be affected.

This assessment encompasses consideration of social inclusion. This is so that we are thinking as carefully and completely as possible about all Shropshire groups and communities, including people in rural areas and people or households that we may describe as vulnerable.

Examples could be households on low incomes or people for whom there are safeguarding concerns, as well as people in what are described as the nine 'protected characteristics' of groups of people in our population. A specific vulnerable grouping is veterans and serving members of the Armed Forces, who face particular challenges with regard to access to Health, to Education, and to Housing.

We demonstrate equal treatment to people who are in these groups and to people who are not, through having what is termed 'due regard' to their needs and views when developing and implementing policy and strategy and when commissioning, procuring, arranging, or delivering services.

When you are not carrying out an ESHIA, you still need to demonstrate and record that you have considered equality in your decision-making processes. It is up to you what format you choose. You could use a checklist, an explanatory note, or a

document setting out our expectations of standards of behaviour, for contractors to read and sign. It may well not be something that is in the public domain like an ESHIA, but you should still be ready for it to be made available.

Both the approaches sit with a manager, and the manager has to make the call, and record the decision made on behalf of the Council. Help and guidance is also available via the Commissioning Support Team, either for data, or for policy advice from the Rurality and Equalities Specialist. Here are some examples to get you thinking.

Carry out an ESHIA:

- If you are building or reconfiguring a building.
- If you are planning to reduce or remove a service.
- If you are consulting on a policy or a strategy.
- If you are bringing in a change to a process or procedure that involves other stakeholders and the wider community as well as particular groupings

For example, there may be a planned change to a leisure facility. This gives you the chance to look at things like flexible changing room provision, which will maximise positive impacts for everyone. A specific grouping that would benefit would be people undergoing gender reassignment

Carry out an equality and social inclusion approach:

- If you are setting out how you expect a contractor to behave with regard to equality, where you are commissioning a service or product from them.
- If you are setting out the standards of behaviour that we expect from people who work with vulnerable groupings, such as taxi drivers that we license.
- If you are planning consultation and engagement activity, where we need to collect equality data in ways that will be proportionate and non-intrusive as well as meaningful for the purposes of the consultation itself.
- If you are looking at services provided by others that help the community, where we need to demonstrate a community leadership approach

For example, you may be involved in commissioning a production to tour schools or appear at a local venue, whether a community hall or somewhere like Theatre Severn. The production company should be made aware of our equality policies and our expectation that they will seek to avoid promotion of potentially negative stereotypes. Specific groupings that could be affected include: Disability, Race, Religion and Belief, and Sexual Orientation. There is positive impact to be gained from positive portrayals and use of appropriate and respectful language in regard to these groupings in particular.

3. **Council wide and service area policy and practice on health and wellbeing**

This is a relatively new area to record within our overall assessments of impacts, for individual and for communities, and as such we are asking service area leads to consider health and wellbeing impacts, much as they have been doing during 2020-

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2021, and to look at these in the context of direct and indirect impacts for individuals and for communities. A better understanding across the Council of these impacts will also better enable the Public Health colleagues to prioritise activities to reduce health inequalities in ways that are evidence based and that link effectively with equality impact considerations and climate change mitigation.

Health in All Policies – Health Impact Assessment

Health in All Policies is an upstream approach for health and wellbeing promotion and prevention, and to reduce health inequalities. The Health Impact Assessment (HIA) is the supporting mechanism

Health Impact Assessment (HIA) is the technical name for a common-sense idea. It is a process that considers the wider effects of local policies, strategies and initiatives and how they, in turn, may affect people's health and wellbeing.

Health Impact Assessment is a means of assessing both the positive and negative health impacts of a policy. It is also a means of developing good evidence-based policy and strategy using a structured process to review the impact.

A Health Impact Assessment seeks to determine how to maximise health benefits and reduce health inequalities. It identifies any unintended health consequences. These consequences may support policy and strategy or may lead to suggestions for improvements.

An agreed framework will set out a clear pathway through which a policy or strategy can be assessed and impacts with outcomes identified. It also sets out the support mechanisms for maximising health benefits.

The embedding of a Health in All Policies approach will support Shropshire Council through evidence-based practice and a whole systems approach, in achieving our corporate and partnership strategic priorities. This will assist the Council and partners in promoting, enabling and sustaining the health and wellbeing of individuals and communities whilst reducing health inequalities.

<u>**Individuals**</u>

Will the proposal have a *direct impact* on health, mental health and wellbeing?

For example, would it cause ill health, affecting social inclusion, independence and participation?

Will the proposal directly affect an individual's ability to improve their own health and wellbeing?

This could include the following: their ability to be physically active e.g., being able to use a cycle route; to access food more easily; to change lifestyle in ways that are of positive impact for their health.

An example of this could be that you may be involved in proposals for the establishment of safer walking and cycling routes (e.g., green highways), and changes to public transport that could encourage people away from car usage. and increase the number of journeys that they make on public transport, by foot or on bicycle or scooter. This could improve lives.

Will the proposal *indirectly impact* an individual's ability to improve their own health and wellbeing?

This could include the following: their ability to access local facilities e.g., to access food more easily, or to access a means of mobility to local services and amenities? (e.g. change to bus route)

Similarly to the above, an example of this could be that you may be involved in proposals for the establishment of safer walking and cycling routes (e.g. pedestrianisation of town centres), and changes to public transport that could encourage people away from car usage, and increase the number of journeys that they make on public transport, by foot or on bicycle or scooter. This could improve their health and well being.

Communities

Will the proposal directly or indirectly affect the physical health, mental health, and wellbeing of the wider community**?**

A *direct impact* could include either the causing of ill health, affecting social inclusion, independence and participation, or the promotion of better health.

An example of this could be that safer walking and cycling routes could help the wider community, as more people across groupings may be encouraged to walk more, and as there will be reductions in emission leading to better air quality.

An *indirect impact* could mean that a service change could indirectly affect living and working conditions and therefore the health and well being of the wider community.

An example of this could be: an increase in the availability of warm homes would improve the quality of the housing offer in Shropshire and reduce the costs for households of having a warm home in Shropshire. Often a health promoting approach also supports our agenda to reduce the level of Carbon Dioxide emissions and to reduce the impact of climate change.

Please record whether at this stage you consider the proposed service change to have a direct or an indirect impact upon communities.

Demand

Will there be a change in demand for or access to health, local authority and social care services?

For example: Primary Care, Hospital Care, Community Services, Mental Health and Social Services?

An example of this could be: a new housing development in an area would affect demand for primary care and local authority facilities and services in that location and surrounding areas. If the housing development does not factor in consideration of availability of green space and safety within the public realm, further down the line there could be an increased demand upon health and social care services as a result of the lack of opportunities for physical recreation, and reluctance of some groupings to venture outside if they do not perceive it to be safe.

For further information on the use of ESHIAs: please contact your head of service or contact Mrs Lois Dale, Rurality and Equalities Specialist and Council policy support on equality, via telephone 01743 258528, or email lois.dale@shropshire.gov.uk***.***

For further guidance on public health policy considerations: please contact Amanda Cheeseman Development Officer in Public Health, via telephone 01743 253164 or email amanda.cheeseman@shropshire.gov.uk