Shropshire Council

Date: Wednesday, 9 September 2026

Time: 10.30 am

Venue: Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, Shropshire, SY3 8HQ

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CABINET

TO FOLLOW REPORT (S)

10 Q1 Performance Report (Pages 1 - 44)

Lead Member: Councillor Heather Kidd, Leader

Lead Officer: Paul Clarke, Service Director – Strategy & Change

The report will be to follow In order to finalise appendices for the Q1 report

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Committee

F&I Scrutiny 7th Sept

Cabinet 9th Sept

Public

Q1 Performance Report

Cabinet Member:	Councillor Heather Kidd – Leader of the Council
Lead Director:	Paul Clarke – Service Director Strategy and Change
Service Area:	Strategy and Change
Report Author	Tom Dodds – Strategy and Scrutiny Manager
Officer contact details	01743 258518
Electoral Divisions Affected	All
Key Decision?	Not Key Decision
Cabinet Forward Plan	Not Applicable
Report considered by	Finance and Improvement Overview and Scrutiny Committee – 7 September 2026 Cabinet – 9 September 2026

1. Purpose of Report

1.1. This report presents the first Quarterly Performance Report against the Corporate Plan 2026-2030. The report – attached at **Appendix A** provides a summary of progress using a performance framework including both 'delivery commitments' and Key Performance Indicators (KPIs).

2.

2.1. The report communicates progress and impact in the delivery of the council six priority ambitions. It identifies key successes and impact, areas that may need focus, and possible topics for the Council's overview and scrutiny committees to

identify where they can add value to the council and for Shropshire communities (e.g. reviewing the impact of new policy and strategy).

3. Recommendations

Finance and Improvement Overview and Scrutiny Committee is recommended to:

3.1 Consider the performance at quarter 1 and identify any issues and topics that they would like to consider in greater detail in their work programme or to refer to one or more of the other overview and scrutiny committees

3.2 Identify whether there are any recommendations for Cabinet to consider when they review the report on the 9 September 2026.

Cabinet is recommended to:

3.3 Review performance at quarter 1 and confirm any areas in the report that need action to address them

3.4 Provide feedback on the performance report that can be taken into account to improve the report format.

3.5 Propose emerging topics or issues as appropriate to the relevant Overview and Scrutiny Committee to consider for inclusion in their work programme.

4 Background and context

4.1 Shropshire Council adopted its new Corporate Plan 2026-2030 at their meeting on the 14 May 2026. This was followed by Cabinet confirming the Performance Management Framework (PMF) on the 10 June 2026. The KPIs and 'Delivery Commitments' that were set out in the PMF form the basis of the Corporate Plan quarterly performance reporting.

4.2 The Corporate Plan, alongside the Improvement Plan and the Financial Sustainability and Recovery Strategy provide the strategic framework for the council over the coming years. They set out the focus and direction, and their delivery and evidence of performance and impact give assurance locally to members, staff and communities, and to those externally who are maintaining an overview of progress at the Council.

4.3 External scrutiny of the Council is significant as it continues to respond to the financial challenges and reduce its reliance on Exceptional Financial Support (EFS). Since the 1 April 2026 there has been a range of external reviews including an independent assurance review carried out by CIPfA on behalf of MHCLG, a SEND area visit/inspection, a LGA Corporate Peer Challenge follow-up visit, and the external auditors annual Value for Money Assessment. In July 2026 the Council received a Best Value Notice from MHCLG. Given this context, it is important the Council can regularly demonstrate progress against its priorities.

5 Quarterly report - overview

5.1 The approach to performance reporting aims to provide a more rounded story of how the Council is delivering its priority ambitions as it continues on its improvement journey and flightpath to financial sustainability.

5.2 Over the year it will increasingly provide an outcome-based view of progress and impact. The respective quarterly reports will provide the basis for an annual report which will be published in June each year and will bring together a summary of progress and impact for the previous year and set out the delivery commitments against each of the Corporate Plan ambitions for the coming year.

5.3 A key feature of the report and delivery is that it will focus on performance that is higher or lower than expected. This will enable the focus to be on those measures and services that are not achieving expected progress or impact and support identifying and managing associated risks to the Council achieving its priorities. This does mean that there will be different levels of focus and detail for each priority ambition in this report each quarter.

5.4 The report, attached at **Appendix A**, is structured around the six priority ambitions from the Corporate Plan and provides narrative around progress with the different areas of work that have been taken forward in the quarter being reported.

5.5 A RAG rated copy of the Delivery Commitments from the PMF are attached at **Appendix B**, and a copy of the Corporate Plan Performance Dashboard is at **Appendix C**. The live version of the dashboard can be accessed by this link. The dashboard will continue to be developed over the coming months with the option to click through to get a more detailed view of the KPI including a trends view and comparative information.

5.6 The KPI dashboard uses a mix of local measures and measures from the Local Outcomes Framework (LOF) set by MHCLG. These LOF measures can be benchmarked with other similar councils as well as national and regional perspectives, e.g. through LG Inform, which all Shropshire Councillors and officers have access to. The Dashboard uses the national average for the LOF measures to benchmark against to inform RAG rating against for quarter 1. This will move to being informed by local targets for quarter 2.

5.7 The performance dashboard provides different perspectives on the KPI performance to help inform understanding and identify opportunities for improvement where this is requited. For each KPI the dashboard identifies

- the indicator name and whether it is part of the LOF
- the time period for the available data used,
- Shropshire's performance figure which is currently RAG rated against the national average (if a local measure has been used or there is no national average this will be grey),
- a direction of travel arrow which is also RAG rated against the performance ambition e.g. bigger is better or smaller is better,
- the pervious Shropshire performance value,
- the national average, and
- where the council ranks nationally.

6 Progress with the Delivery Commitments and KPIs

6.1 Overall progress against the delivery commitments is on target. 3 out of 49 commitments have seen timelines change at quarter 1. Lead senior officers have identified that there are no, or minimal, implications as a consequence. Progress against the delivery commitments is summarised in Appendix B, and incorporated into the narrative for each delivery commitment in Appendix A.

Delivery Commitment	**Timeline changes**
A new Highways Maintenance Strategy and Inspection Policy to align with new Department for Transport funding criteria (June 2026)	Department for Transport requirements confirmed that there was more time to develop the strategy and policy. This has allowed the work to be carried out into the autumn.
Review of council relationship with Cornovii Development Limited (July 2026)	This review and subsequent report have been completed and will be presented to Cabinet in September 2026. There are no implications arising from this change in reporting date from June to September.
Recommission our mandatory public health service contracts – including: community drug and alcohol services to provide support, treatment, and recovery options for individuals and their families struggling with substance use issues (from April 2027)	Timelines to commission a new community drug and alcohol service have changed to enable the procurement process to be repositioned to meet the requirements of the grant funding body (the Office for Health Improvement and Disparities).

6.2 Looking at the direction of travel for the KPIs helps to give a view of how the council is performing by reporting period and offers a starting point to look at the KPIs at quarter 1. Once trend data is available in the dashboard this will expand the opportunity to understand whether performance is being sustained. The following table summarises the KPI direction of travel RAG rating by priority ambition and provides a snapshot of performance at Q1, The majority of the KPIs performance is being maintained at a similar level to the previous reporting period. Commentaries on the KPIs that have a red RAG rating and/or red direction of travel are included in **Appendix C**.

Priority Ambition (Summary)	**Direction of Travel RAG Rating (20.8.26)**		
	Green Arrow	**Amber Arrow**	**Red Arrow**
Financially sustainable council	3	3	3
Connected communities	2	4	2
Safe inclusive places	1	6	0
Healthy and thrive	3	16	1
Environment and well-being	1	2	0
Thriving economy	3	3	0
Total	**13**	**34**	**6**

Green arrow	Performance is improving
Amber arrow	Performance is remaining broadly the same but may require attention
Red arrow	Performance is worsening

6.3 As the Council progresses with its transformation programme and delivery of the wider financial sustainability and recovery strategy to reduce reliance on EFS, the trajectories for service areas and their KPIs may change, and there may be managed reductions aligned to plans. This will need to be reflected in the setting of local targets for the KPIs taking place during quarter 2 and be informed by the budget and business planning processes that are underway.

6.4 The strong focus on improvement and financial sustainability will be consistent over the coming months and years. Recognising this, it is worthwhile identifying where good progress is being made and the following provides a summary view from quarter 1.

Priority Ambition	**Summary progress**
A Council that is financially sustainable, with clear priorities and purpose, and a workforce that is supported to excel	• Financial monitoring identifies a forecast underspend of £2.291m at quarter 1 • Enabling strategies of the council that will support modernising the way that the council works, keeping IT systems and data safe, and how we will commission and procure have been agreed by Cabinet
Communities are connected by well-maintained roads, accessible transport and infrastructure	• Bus passenger journeys increased by 5.4% • 9,956 potholes were repaired during quarter 1 compared to 8,864 in quarter 4 2025/26 and continuing an increasing trend from the previous summer where 7,870 potholes were filled between 1 July and 30 September 2025.
People live in safe, inclusive places with homes that meet their needs	• Cabinet agreed policies that will enable the Council to fulfil its role enforcing the Renter's Rights Act • More people were supported to prevent homelessness • No homelessness families were in B&B accommodation
Everyone has the opportunity to be healthy and thrive at every stage of life	• A single Transformation Plan for Children's Services was agreed at Cabinet • The SEND Reform Plan was submitted to Government • Cabinet took the difficult decision to close Helena Lane Older People Day Service and transfer the Aquamira Day Service to the Abbots Wood site and close the Aquamira building. • Adult Social Care optimal care and community independence pathways are underway. • Continued development of the Children's and Families Hubs
An environment that harnesses our natural assets and supports wellbeing	• Recycling rates were higher than in the same period in the previous year despite the impact of severe weather. • Helping to shape national thinking on links between water management, land use and growth.

A thriving economy that benefits everyone	• Progressing early scoping to prepare for a joint Spatial Development Strategy with our neighbouring council. • Shropshire continues to perform strongly on employment

7 Key risks and Opportunities

7.1 The management of key performance indicators is a key process to monitoring progress in the delivery of priority outcomes. This provides insight into whether action is required to bring performance back on track. The performance report and dashboard provide a high-level lens into the performance of Shropshire Council allowing for further targeted detail analysis to support the mitigation of any risks identified. Regular budget monitoring and financial reporting is also part of the wider performance management, governance and risk management approach within the Council.

7.2 Ultimately, the Council must risk assess the delivery of its strategic objectives and adjust, accordingly, to ensure an acceptable balance of outcomes are achieved at a strategic level while remaining focussed on financial sustainability. This may mean the prioritisation of some objectives over others to react to the evidence presented within the PMF or the financial position of the Council. It may not be possible to achieve optimal performance across all indicators and it may be necessary to oversee expected reductions in performance in some areas to remain within the overall financial envelope and ensure full focus is given to prioritised areas of activity by officers including significant management action required over the remainder of the financial year to ensure the Council's financial survival.

Risk	Mitigation	Link to Strategic Risk
Staff capacity to maintain levels of service provision. And deliver the transformation required.	• Deprioritise service areas to stop or reduce levels provided to provide more capacity. • Identify different ways that outcomes can be met and work with partners to confirm changes. • Identify specific functions and roles that are gaps to support the delivery of change and proceed to recruit to them to deliver the work required or backfill existing staff. • Communicate changes being made to service delivery and levels of service to help manage expectations and prevent increases in concerns and complaints.	Workforce, capacity and capability

Changes to services impacts on performance in other areas of the council	• Maintaining a cross-council view of transformation and service redesign and change that maps interdependencies and proactively identifies risks and mitigations to minimise or remove unplanned impacts.	Governance, Performance and Financial Weaknesses
Failure to achieve the Corporate Plan Delivery Commitments and other key projects and programmes.	• Maintain frequent review of progress by Service Directors through their service plans and direct management of their senior managers and project leads • Actions and plans to address slippage established and implemented at pace to minimise an impacts and implications • Visibility and transparency through quarterly review and reporting through the Corporate plan Performance Report	Governance, Performance and Financial Weaknesses Achieving long-term financial sustainability

8 Council Priorities

8.1 The Corporate Plan summarises the council priorities and this performance report helps provide a view of progress and impact across all of them but fits most directly against 'A Council that is financially sustainable, with clear priorities and purpose, and a workforce that is supported to excels.'

9 Financial Implications

9.1 There are no financial implications related to decisions in this report

10 Legal and HR implications

10.1 The Council is a best value authority as set out in the Local Government Act 1999. As such it must ensure that it has effective methods of assessing its performance and ensuring best value across its services, in the undertaking of its statutory duties and the delivery of its priority policies. Tracking and mapping the performance of the Council against its Corporate Plan and Improvement Plan objectives is one way in which the Council can evidence and assess its progress.

11 Electoral Division Implications

Not applicable

12 Health, Social (including "Child Friendly Shropshire") and Economic Implications

12.1 There are no implications from this report. The report presents progress and performance that relates to all areas of the Council as they deliver the corporate Plan including social care and the economy.

13 Equality and Diversity Implications

13.1 There are no Equality and Diversity implications associated with decisions in this report

14 Climate Change, Biodiversity and Environmental Implications

14.1 There are no direct implications associated with decisions for this report. The Corporate Plan contains a strategic ambition focused on our environment, and climate change is a cross-cutting topic that should be considered in all service design and planning, commissioning and procurement, and decision-making.

15 Background Papers

Shropshire Council Corporate Plan 2026-2030
Shropshire Council Corporate Performance Management Framework (Quarterly Performance Monitoring Q4 2025/26 – Appendix 2 and Appendix 3) – Cabinet 8 June 2026

16 Appendices

Appendix A – Corporate Plan Performance Report Quarter 1 2026/27
Appendix B - Corporate Plan 2026-2030 – 2026/27 delivery commitments
Appendix C – Copy of the Corporate Plan Performance Dashboard and Commentaries

Shropshire Council

Appendix A

Corporate Plan Performance report Quarter 1 2026/27

Rebuilding Shropshire Together

Quarterly progress and impact report - Introduction

Quarter1 2026/27 has seen a number of new and refreshed strategies and plans that, together with the Improvement Plan provide direction for the council over the next 12 months and beyond:

- At Council on the 14 May 2026 our Corporate Plan for 2026-2030 was adopted, confirming the priority ambitions and focus for the council over the next 4 years, and confirming the Future Council Principles role in how these will be delivered.
- This was closely followed by a refresh and reinforcement of our Performance Management Framework which was confirmed at Cabinet on the 10 June 2026.
- Our Financial Sustainability and Recovery Strategy was approved by 8 July 2026 Cabinet as part of the draft Medium-Term Financial Plan 2027/28 – 2031/32, setting out our 11-point route map to achieve this and reducing reliance on Exceptional Financial Support (EFS).

This quarterly report is the first in a new style that tells a more rounded story of the Council's progress and impact through its improvement and financial sustainability journey, delivering the Corporate Plan priority ambitions, the key decisions taken in the reporting period, and progress demonstrated by the key performance indicators (KPIs). A new and refreshed set of KPIs has been developed drawing on those previously reported that are relevant to the new Corporate Plan Delivery Commitments, measures from the MHCLG Local Outcomes Framework as well as some that have been locally defined.

The report is structured around each of the six priority ambitions but recognises that many of the programmes or work and projects being implemented are cross council and deliver more than one priority. It reports on an exception basis, which can be both positive where we should be celebrating successes and more negative where performance or progress has not been to plan. In doing so reflect the different delivery timescales that are being taken to develop and implement the programmes, projects and initiatives that will see the council achieve its priority ambitions over the next 4 years. As such each priority ambition may be covered in differing levels of detail each quarter.

Almost all of the corporate plan delivery commitments are on track to deliver the work in the timescales that have been set, with a number being completed as planned. A small number have been identified as likely to slip slightly on the timescales set out in the performance management framework reported to, but senior responsible officers are confident that this will have minimal implications on the overall delivery. A RAG rated view of the Delivery Commitments is attached at appendix B, and a summary table of overall RAG rating for each one is set out below.

Quarterly progress and impact report - Introduction and context

Priority Ambition (Summary)	Overall RAG – Delivery Commitments	Additional comment
Financially sustainable council	Green	1x minor change to timescales at Q1.
Connected communities	Green	1x minor change to timescales at Q1.
Safe inclusive places	Green	
Healthy and thrive	Green	1x change to timescales at Q1.
Environment and well-being	Green	
Thriving economy	Green	

Green	On target	Amber	Off target	Red	Original delivery date missed

The Corporate Plan KPIs provide a strategic view of the Council's performance in terms of the delivery of the Corporate Plan. Overall view of the Corporate Plan, forming the top layer of the performance management framework.

This link is to the Corporate Plan KPI Dashboard. A copy of the dashboard at Q1 is attached at appendix C. The dashboard provides a view of the most recent performance data which has been published nationally, a RAG rated view of how the council's performance compares to the national average, the direction of travel for the measure based on the previous reporting period.

Considered alongside the delivery commitments, the dashboard provides a baseline position to understand Shropshire Council's performance and is a tool to help inform understanding of progress and impact to help drive continuous improvement.

Shropshire Council

Progress and impact delivering our priority ambitions

Shropshire Council

A Council that is financially sustainable, with clear priorities and purpose, and a workforce that is supported to excel

Our Ambition

Our ambition is to secure the Council's financial future through clear priorities, strong governance, an engaged workforce and efficient, high-quality services. We will address our financial position, deliver robust and achievable savings plans, and remove the need for Exceptional Financial Support.

Delivering our priority ambition in quarter 1

The first quarter of 2026/27 has been about continuing to build the conditions for a more financially sustainable, well-governed and delivery-focused council. Early financial performance is positive, with a forecast underspend of £2.291m against the general fund budget and savings of £5.238m already forecast to be achieved, exceeding the £5m target for 2026/27, with a further £523k still to be delivered by March 2027. This progress is being reinforced by clearer strategies and stronger decision-making frameworks. The Commissioning and Procurement Strategy agreed by Cabinet in June now provides a stronger basis for managing externally delivered services and aligning future commissioning decisions with business and budget planning. At the same time, development of the refreshed Medium-Term Financial Strategy remains on track, supported by the Financial Sustainability and Recovery Strategy's 11-point plan to reduce reliance on Exceptional Financial Support. A new business and budget planning approach will be rolled out in quarter 2 to support a more inclusive, disciplined and transparent budget-setting process ahead of Council in February 2027.

The council is also strengthening the foundations needed to modernise services and improve how residents experience support. The new Digital Strategy and route map will help transform how services operate and how quickly residents can get answers, while the Cyber Strategy strengthens the council's ability to protect data and systems. Delivery of the Improvement Plan remains central to building a more effective organisation, with the six-month progress report recognising the steps taken to June 2026 while reinforcing the need for continued focus through the rest of the year and beyond. Progress continues to be tested through Leadership Board, Improvement Board and independent review, supporting stronger financial management, clearer priorities and better conditions for staff to excel through the People Plan. However, there are also areas requiring sustained attention: sickness absence remains above target, with anxiety, stress, depression and related illness the main cause, and quarter 1 saw continued increases in Freedom of Information requests and complaints. Alongside this, the first phase of asset disposals is generating capital receipts to support the Financial Sustainability and Recovery Strategy, including decisions such as the disposal of St Andrews in Shifnal, while a developing Customer Charter will help reset the council's relationship with residents and customers by supporting a more responsive, resident-focused organisation.

What we are doing in quarter 2

- New Asset Strategy and Corporate Landlord function
- Review of the council relationship with Cornovii Development Ltd
- Continued delivery of the Improvement Plan
- Continued delivery of the People Plan
- Asset decisions including The Future of Shirehall, Oswestry SUE Corner Site, Whitchurch Civic Centre & Library

Communities are connected by well-maintained roads, accessible transport and infrastructure

Our Ambition

We want every community to be connected by safe, well-maintained roads and accessible, greener transport. Through improving infrastructure, journey times and access to public transport, and enabling and promoting options and opportunities for walking and cycling, we will reduce isolation. Linked to our inclusive growth plans this will help open-up opportunities to access work, education, healthcare and trade, strengthen wellbeing and protect the natural environment.

Delivering our priority ambition in quarter 1

Shropshire's transport and highways work is focused on delivering safer, more reliable and more sustainable journeys for residents, businesses and communities across a large rural county. Recent changes to Department for Transport funding mean that, for the first time since 2015, highways funding is now sufficient to reach a steady-state level. This creates an opportunity to arrest the decline of the highways asset, strengthen the evidence base and target investment where it will have the greatest impact. The refreshed Highways Maintenance Strategy and Inspection Policy, now due to be developed for October 2026, will support this by aligning national requirements with local need, asset condition and available resources. Condition surveys completed in 2025 provide the baseline for measuring progress and show that Shropshire is below the national average for A, B and C roads, reflecting the scale of maintenance pressures across an extensive and dispersed rural network.

The immediate priority is to stabilise the network by responding effectively to weather-related damage and continuing to tackle potholes. In quarter 1, 9,956 pothole repairs were completed, continuing an upward trend from 7,870 in Q2 2025/26, 7,120 in Q3 and 8,864 in Q4. Over time, as sustained investment becomes available, the focus will shift from reactive repairs towards a more planned and preventative approach that protects the asset and delivers better value. At the same time, public transport is beginning to show positive signs, with passenger journeys on local bus services increasing by 5.4% as a result of service enhancements, socially necessary routes, partnership working with operators and affordable fares. However, Shropshire remains one of the lowest-ranked authorities for bus passenger journeys, underlining the challenge of providing viable services in rural areas. The Local Transport Plan (LTP) will bring this work together with the Council's wider strategic direction, alongside the Local Plan, Inclusive Growth Strategy and Housing Strategy. Cabinet agreed for consultation on the LTP at their meeting on the 10 June which is due to take place in the autumn.

What we are doing in quarter 2

- Continued delivery of highways maintenance statutory responsibilities
- Preparing to carry out consultation of the Local Transport Plan

Shropshire Council

People live in safe, inclusive places with homes that meet their needs

Our Ambition

Working across the council and partners, we will deliver an integrated approach to identify and address the root causes of housing pressures and safety in our communities. We will deliver affordable, well-located homes, safer and more cohesive places for our communities, with resilient rural services, and enabling sustainable inclusive growth.

Delivering our priority ambition in quarter 1

Our focus is on making Shropshire a place where people can live well, in safe, suitable and sustainable homes, with support available before problems become crises. Work is progressing on the new Local Plan, with early scoping consultation completed with residents, town and parish councils, businesses and other stakeholders. This has helped identify the key issues and gaps that need to be addressed. Over the next year, important milestones will move the plan forward, closely aligned with the new Housing Strategy and the wider Corporate Plan.

Improving housing outcomes remains central to this work. Cabinet agreed new policies in June to support the council's role in enforcing the Renters' Rights Act. This strengthens our ability to improve housing standards, particularly in the private rented sector, and supports our wider aim of reducing and preventing homelessness. We have made good progress in keeping the use of B&B accommodation low for families who become homeless (KPI P08). Our quarter 1 performance was 0% which was the best nationally. The next challenge is to increase successful prevention of homelessness (KPI P07), where current performance has a positive direction of travel towards the national average. Action is now focused on earlier identification of housing issues, targeted to households vis the floating support team, better access to welfare advice, private rented options, family mediation and supported housing pathways. These measures are intended to help more households remain safely housed and reduce pressure on temporary accommodation. Housing quality also remains a priority. Standards in council-owned rented homes remain high (P09), while new responsibilities under the Renters' Rights Act are strengthening the council's focus on private rented housing. The relevant national performance measure looking at all rental housing in the area (P10) has been added to the Performance Management Framework to ensure that this new responsibility is kept in view.

Alongside this, wider work is strengthening safety and resilience in communities. Training on recognising and responding to economic abuse is being shaped by people's lived experience, including the impact on young people and families. Community safety activity is also progressing through a revised road safety action plan, the blue light alcohol project, and partnership work to address community tensions and secure additional funding from the Home Office to support community engagement.

What we are doing in quarter 2

- Local Plan Green Belt review
- Updated HRA Business Plan
- Homelessness prevention
- Strengthening food standards and private water supplies
- Discretionary Housing Payments

Shropshire Council

Everyone has the opportunity to be healthy and thrive at every stage of life

Our Ambition

Our ambition is for everyone to be healthy, safe and thrive throughout life. We will enable this by tackling inequalities through prevention and early help, provide the right support at the right time, protect vulnerable people and promote independence. With partners, multi-agency hubs and a local workforce, we will deliver child-friendly, joined-up services.

Delivering our priority ambition in quarter 1

Overall, quarter 1 demonstrates a consistent direction: earlier intervention, stronger partnerships, more integrated services and a sharper focus on helping people live healthier, more independent and more resilient lives.

For children and families, the Single Children's Transformation Programme was agreed by Cabinet in June 2026. Its focus is to rebalance the system towards prevention, inclusive practice, stronger family voice, better use of data, improved commissioning and multi-agency support. This includes child protection arrangements, family hubs, school-based support and work with DWP to reduce the impact of child poverty for families on benefits. The programme is also being used to target children who need additional support, including those affected by disadvantage in early development outcomes. Good child development is central to delivering our priority ambition, and this is now reflected more clearly in the way we are tracking improvement with a stronger line of sight from activity to outcomes: improving completion of the 2–2.5 year review (HC11), supporting children aged up to five (HC17), and reducing the gap between children eligible and not eligible for free school meals (HC19). Although validation of the HC11 data is still awaited, the expected direction of travel is positive. For HC19, targeted work is already underway to identify and support the small number of children most at risk of poorer outcomes across our large geography. The Local Area SEND Reform Plan was submitted to the Department for Education in June, with feedback expected in September. Recruitment is underway for specialist "Experts at Hand" support, including speech and language therapists, occupational health and educational psychologists, to help schools meet children's needs earlier and keep more children in mainstream education (HC18). The proportion of children supported in mainstream schools is showing an improving direction of travel, although EHCP timeliness remains below where the council wants it to be, with Q1 performance sustained at 26% against continuing high demand. Alongside this, the council has strengthened its focus on children achieving and thriving through the new education strategy, finalised in Q1, and through the continued development of Community and Family Hubs under the Best Start in Life approach. Prevention funding through the Shropshire Integrated Place Partnership will support VCSE infrastructure and activity aligned to priority areas from September 2026.

Support for residents facing financial hardship has also been strengthened. Crisis payments, housing payments and heating oil schemes have been launched, alongside increased funding for advice and support partners. Referral pathways and cost-of-living information are being simplified so residents can access help more easily when circumstances change.

For adults, rising demand, an ageing population and ongoing support needs are driving the development of a single Adult Social Care transformation programme. This will align with the new Adult Social Care Strategy and focus on achieving the best outcomes within available resources. Early delivery is already underway through the optimal care and community independence pathway, including use of technology to help people remain at home for longer. The pathway will be validated over the coming year, with benefits and outcomes reported in future updates. Cabinet took difficult decisions to close Helena lane Older People Day Service in Ludlow and move the Aquamira Day Service to the Abbots would site, closing the Aquamira building.

What we are doing in quarter 2

- Implementing the single Children's Transformation Programme
- Developing the Adult Social Care Transformation Programme and developing the Adult Social Care Strategy
- Foster Payments Arrangement Policy
- Expand integrated neighbourhood working (Community and Family Hubs)

Shropshire Council

An environment that harnesses our natural assets and supports wellbeing

Our ambition

We will harness Shropshire's natural and cultural assets to improve prosperity, health and wellbeing. By widening access to healthy lifestyles, supporting independent choices and strengthening community resilience, we will help people adapt to climate and energy pressures. We will promote locally generated renewable energy, reduce waste and encourage sustainable behaviour.

Delivering our priority ambition in quarter 1

Shropshire Council is taking practical action to improve environmental performance, strengthen resilience, and support long-term sustainable growth. Although recycling performance remains below target, the latest data provides a clearer understanding of the factors affecting delivery and the actions needed to improve outcomes. The quarter 4 2025/26 recycling rate was 45.3% against a target of 52.6%, a reduction from 47.4% in quarter 3. This reflects the continuing impact of green-waste charging introduced in autumn 2024, seasonal reductions in garden waste during the winter period, and severe weather that led to a fortnight of missed garden waste collections while crews were redeployed to address backlogs in household waste and glass, plastic and cardboard collections. However, performance was stronger than the same period in 2024/25 (Q3 46.4% and Q4 43.47%). This is also reflective of the 3.3% increase in green waste subscriptions in 2025 compared to 2024.

The council is also strengthening its understanding of carbon emissions across the services it commissions and procures, where most emissions from council activity arise. Funded support from the Midlands Net Zero Hub will help develop more robust carbon accounting, enabling the council to identify where emissions can be reduced and where environmental action could also deliver financial benefits.

Alongside this, work is continuing to develop the strategy for the Severn Valley Water Management Scheme with partners by March 2027. This will provide the foundation for future outline business cases for a major infrastructure programme designed to manage water more effectively, reduce risk, and support future growth. Through the Marches Forward Partnership, the council is also helping to shape national thinking on the links between water management, land use and growth. Participation in a Government round table with Defra and MHCLG provided an opportunity to showcase local leadership and support stronger alignment across government departments. Together, these activities demonstrate a clear shift from measuring environmental challenges to building the partnerships, evidence and investment case needed to deliver cleaner, more resilient and more sustainable places.

What we are doing in quarter 2

- Review and update the Council's Climate Change Strategy
- Continue to work with partners on the strategy for the Severn Valley Water Management Scheme

A thriving economy that benefits everyone

Our ambition

A more prosperous, connected and resilient county by driving sustainable inclusive growth, attracting investment and strengthening local opportunity. Through bold spatial planning, stronger partnerships, improved connectivity and a skills system aligned to employer needs, we will support priority sectors, attract and retain talent and create high-value jobs. This will help build a more inclusive, future-ready economy where ambition and opportunity are shared across the county.

Delivering our priority ambition in quarter 1

Shropshire is building the foundations for more inclusive, resilient and sustainable economic growth. The new Inclusive Growth Strategy is on track and will provide a clear framework for how the Council works with partners to improve opportunity, productivity and prosperity across the county. It is being developed alongside other major strategies, including the Local Plan, Housing Strategy, Local Transport Plan and Achieving and Thriving in Education Strategy, so that growth is joined up with housing, transport, place, skills and public service priorities. Working with our neighbouring Council to progress early scoping to understand existing strategic priorities and to review evidence base in preparation for work on a joint Spatial Development Strategy. Shropshire continues to perform strongly on employment, with working-age employment (E01) and the proportion of 18–24-year-olds in full-time education or employment (E02) both in the top quartile nationally. The births of new enterprise (E04) are lower than the national picture but enterprise survival stronger in Shropshire, with 63% of new businesses surviving three years compared with 53% nationally. However, average pay (E05) remains below the national average reflecting the nature of the jobs and main employment sectors in Shropshire compared to other areas of country.

Through the Marches Forward Partnership, Shropshire is strengthening its regional role and positioning the Marches as a practical model for cross-border collaboration that complements English devolution. The Marches Business Resilience Coalition now brings together major infrastructure providers, local businesses, civic leaders, food suppliers, supermarkets and academic partners to develop a regional resilience model that supports economic growth. Ministerial events in the Senedd and Westminster will showcase this approach and help secure wider government and partner support. Innovation is also being used to open up new opportunities for residents and businesses. A skills proposition linked to environmental innovation, the Marches and the Severn Valley Water Management Scheme has been developed to create pathways into employment for people experiencing mental ill health, ahead of a forthcoming £60 million DWP innovation fund. The completed DSIT-funded Advanced Wireless Innovation Region programme has demonstrated how digital technology can improve rural industries, water management and public services, creating commercial opportunities that can be scaled.

Good digital connectivity is essential to a thriving, inclusive economy, enabling residents, learners, businesses and communities to access services, skills, markets and social connection. Shropshire's gigabit-capable broadband coverage (E06) is improving but remains below the national average and in line with our most comparable rural counties, reflecting the challenge of connecting physically to dispersed premises across a large rural geography. Earlier investment prioritised wider superfast coverage, balancing cost, reach and delivery speed.

What we are doing in quarter 2

- Developing the inclusive Growth Strategy
- Continuing to work on arrangements for a Spatial Development Strategy

CORPORATE PLAN 2026-2030 – 2026/27 delivery commitments **Appendix B**

The following sets out specific, measurable activities to be delivered during 2026/27, aligned with the priorities (what we will focus on) identified in the Corporate Plan and supporting the achievement of our key ambitions. It is not a comprehensive list of all Council activity; rather, it focuses on the activity that will enhance the effectiveness, efficiency and value for money of our statutory service delivery and overall organisation.

Quarterly monitoring and an annual report will provide opportunities to demonstrate and evidence progress, delivery, performance and impact beyond the activities and KPIs outlined in this framework.

Key: RAG rating

Blue	Completed		**Green**	On target		**Amber**	Off target/ timescale changed		**Red**	Missed target

Corporate Plan Delivery Commitments for 2026/27	Quarter 1 summary progress update	Portfolio Holder	Lead Director	RAG (Q1)
A new Local Transport Plan (by March 2027)	The Local Transport Plan (LTP) development is on track with agreement to carry out consultation confirmed by Cabinet (10 June and moving forward to start in the autumn.	Transport and Regeneration	Service Director Infrastructure	
Develop and shape a new operating model for highways services (by March 2027)	On track to meet planned timescales	Highways and Waste	Service Director Infrastructure	
A new Highways Maintenance Strategy and Inspection Policy to align with new DfT funding criteria (June 2026)	DfT requirements confirmed that there was more time to develop the strategy and policy. This has allowed the work to be carried out into the autumn.	Highways and Waste	Service Director Infrastructure	
Continued focus and delivery of highways maintenance statutory responsibilities and investment in preventative maintenance (measured by road condition KPI)	6,956 potholes were repaired in quarter 1 as the council responds to the impacts on the condition of the highways from winter weather, high rainfall events, this year's periods of very high temperatures, and the deterioration of the highways' asset after years of under investment. Performance for A B and C roads is below the national average and reflects the high length of roads across Shropshire's large rural geography.	Highways and Waste	Service Director Infrastructure	

CORPORATE PLAN 2026-2030 – 2026/27 delivery commitments **Appendix B**

Corporate Plan Delivery Commitments for 2026/27	Quarter 1 summary progress update	Portfolio Holder	Lead Director	RAG (Q1)
A budget for 2027/28 and MTFP that reduces our reliance on EFS (by Feb 2027)	On track to meet planned timescales.	Finance	Executive Director S.151	
Review of council relationship with Cornovii Development Limited (July 2026)	This review and subsequent report have been completed and will be presented to Cabinet in September 2026. There are no implications arising from this change in reporting date from June to September.	Housing	Executive Director S.151	
A new Asset Strategy and Corporate Landlord function resetting how the Council's property is governed and managed (developed by July 2026)	The first phase of the asset disposal has been completed in line with the plans and timescales, enabling the county to generate capital receipts.	Finance	Service Director Place Shaping	
A new (Economic Growth) Inclusive Growth Strategy that sets a clear direction for our economy to attract investment and deliver growth (by April 2027)	On track to meet planned timescales.	Deputy Leader and Transformation and Economic Growth	Service Director Place Shaping	
Produce and consult on our draft Local Plan (by June 2027) having: • Completed a Green Belt Review (July 2026) • Commissioned a Strategic Housing Market Assessment (October 2026) • Delivered an Economic Development Needs Assessment (November 2026) • Undertaken site assessment / development options ready for consultation/allocation (December 2026)	On track to meet planned timescales. Cabinet (6 May) agreed the Notice of Intention to Commence Plan Making and Scoping Consultation. This consultation exercise has been carried out with stakeholders including residents, town and parish councils and businesses.	Planning	Service Director Place Shaping	
Publish an annual Community Infrastructure Levy (CIL) Strategy that provides clear direction for and increased utilisation of CIL funding (December 2026)	On track to meet planned timescales.	Planning	Service Director Place Shaping	

CORPORATE PLAN 2026-2030 – 2026/27 delivery commitments **Appendix B**

Corporate Plan Delivery Commitments for 2026/27	Quarter 1 summary progress update	Portfolio Holder	Lead Director	RAG (Q1)
Increase the proportion of premises in Shropshire with access to a gigabit capable broadband connection, working with broadband suppliers (measured by KPI)	More Shropshire premisses continue to gain access to gigabit broadband, with council working with providers, but the area remains below the national average for coverage but similar rural local authorities. Gigabit broadband requires a physical connection to a premise which presents a significant and costly challenge in large rural and sparsely populated areas.	Deputy Leader and Transformation and Economic Growth	Service Director Place Shaping	
Expand community reuse/repair schemes and promote alternatives such as home composting for food and green waste to reduce household waste per household (by March 2027 measured by KPI).	On track to meet planned timescales.	Highways and Waste	Service Director Place Shaping	
A new Commissioning, Procurement and Contract Management Strategy to deliver a consistent, compliant and outcomes-focused approach that improves value for money and resident outcomes. (June 2026)	Completed and agreed by Cabinet at their meeting on the 10 June 2026.	Finance	Service Director Commissioning	
A single Children's Transformation Programme that responds to national reforms (including Families First, Best Start in Life, Local Youth Transformation, Private Law Programme and SEND Reform) and helps to support the realisation of a 'child friendly' Shropshire (developed by June 2026)	Completed and agreed by Cabinet at their meeting on the 10 June 2026.	Children and Education	Service Director Families First Partnership	
Implementation of the single Children's Transformation Programme year 1 reforms (including Families First, Best Start in Life, Local Youth Transformation, Private Law Programme and SEND Reform) and helps to support the realisation of a 'child friendly' Shropshire (by March 2027)	On track to meet planned timescales.	Children and Education	Service Director Families First Partnership	
An Adults Social Care transformation programme with an emphasis on prevent, reduce and delay, and flexible market options (developed by Sept 2026)	On track and expected to meet planned timescales. The CQC inspection may have an impact.	Adult Social Care and Public Health	Service Director Adult Social Care	

CORPORATE PLAN 2026-2030 – 2026/27 delivery commitments **Appendix B**

Corporate Plan Delivery Commitments for 2026/27	Quarter 1 summary progress update	Portfolio Holder	Lead Director	RAG (Q1)
A new Adult Social Care Strategy – outlining key priorities and operating model for adult social care (Oct 2026)	On track and expected to meet planned timescales. The CQC inspection may have an impact.	Adult Social Care and Public Health	Service Director Adult Social Care	
Deliver (Year 1 of) the Local Area SEND Reform Plan including phase one of the Experts at Hand (by March 2027)	On track and expected to meet planned timescales. Recruitment underway of Experts at Hand (Speech and language Therapists, Occupational health, Education Psychologists).	Children and Education	Service Director Families First Partnership	
A new Shropshire Achieving and Thriving in Education Strategy which sets out how the council will support and guide the whole education system locally (July 2026)	Work completed in Q1 and agreed at Cabinet on 8 July 2026)	Children and Education	Service Director Families First Partnership	
Work with DWP to support families on benefits and reduce the impact of child poverty e.g. by expanding free school meals (by April 2027)	On target to achieve timescales. Work underway with DWP to reduce the impact of child poverty by supporting families on benefits. Set up work is largely complete with implementation from September through a rolling programme over the school year.	Children and Education	Service Director Families First Partnership	
Ensure sufficient nursery places to enable parents to access work (by April 2027)	On target to achieve timescales.	Children and Education	Service Director Families First Partnership	
Review of in-house provider services (Adult Social Care) (June 2026)	Review carried out to plan. Cabinet (10 June) took difficult decisions to close Helena Lane Older People Day Service in Ludlow and move the Aquamira Day Service to the Abbots would site, closing the Aquamira building.	Adult Social Care and Public Health	Service Director Adult Social Care	
Continued delivery of the Improvement Plan, reporting progress and impact to the Improvement Board (ongoing)	Progress report to Cabinet (10 June). Progress and	Leader	Service Director Strategy and Change	
A proposed approach to a Shropshire Partnership (by November 2026)	On target to achieve timescales.	Communities and Environment	Service Director Strategy and Change	

CORPORATE PLAN 2026-2030 – 2026/27 delivery commitments **Appendix B**

Corporate Plan Delivery Commitments for 2026/27	Quarter 1 summary progress update	Portfolio Holder	Lead Director	RAG (Q1)
A programme of accessible and inclusive sessions on economic abuse within the context of domestic abuse – enabling people to manage their finances (by March 2027)	On target to achieve timescales. The Domestic Abuse partnership Strategy was agreed by Cabinet (6 May)	Adult Social Care and Public Health	Service Director Strategy and Change	
An agreed approach to working with parish and town councils to deliver services and outcomes (by March 2027)	On target to achieve timescales. Work continues with Town and Parish Councils and within the Council to identify and establish opportunities.	Deputy Leader and Transformation and Economic Growth	Service Director Strategy and Change	
Develop a customer charter that sets out how we work with residents and other customers (by December 2026)	On target to achieve timescales.	Communities and Environment	Service Director Communities and Customer	
Develop and implement a financially sustainable library service (by March 2027)	On target to achieve timescales.	Communities and Environment	Service Director Communities and Customer	
An updated Housing Revenue Account Business Plan providing a framework for managing, maintaining and developing our council housing stock (September 2026)	On target to achieve timescales.	Housing	Service Director Communities and Customer	
Review of cultural service offers to ensure financially sustainable delivery (October 2026).	On target to achieve timescales.	Deputy Leader and Transformation and Economic Growth	Service Director Communities and Customer	

CORPORATE PLAN 2026-2030 – 2026/27 delivery commitments **Appendix B**

Corporate Plan Delivery Commitments for 2026/27	Quarter 1 summary progress update	Portfolio Holder	Lead Director	RAG (Q1)
Increase the number of households where homelessness is prevented to start to reduce our use of temporary accommodation (ongoing, measured by KPI)	The Council is maintaining a positive direction of travel in preventing homelessness, but performance remains below the national average. Actions to increase the number of successful prevention outcomes of subsequent quarters include strengthening early identification of housing issues, targeting support to households before they reach crisis point via the floating support team, and working closely with partners to maximise access to welfare advice, private rented sector options, family mediation and supported housing pathways.	Housing	Service Director Communities and Customer	
Review the Housing Allocations Policy and service in line with proposed national changes and timescales (December 2026)	On target to achieve timescales. Further engagement with Members is planned to include cabinet members and the Housing Overview and Scrutiny Committee.	Housing	Service Director Communities and Customer	
Agree policies to support and enable enforcement of the Renters' Rights Act, improving housing quality and reducing homelessness pressures (June 2026)	Housing Authorities Enforcement and Civil Penalties Policies developed and in place. The policies were agreed by Cabinet on 10 June 2026.	Housing	Service Director Communities and Customer	
Develop a Housing Strategy (for consultation) aligning with the Local Plan development (December 2026)	On target to achieve timescales. A draft strategy has been produced and this will be considered with cabinet members and the Housing Overview and Scrutiny Committee.	Housing	Service Director Communities and Customer	
Strengthen Food Standards and Private Water Supplies delivery as part of our environmental health and protection services, in accordance with regulations. (ongoing)	On target to develop services. Recruitment to increase capacity is underway.	Adult Social Care and Public Health	Service Director Communities and Customer	
Deliver 10 new or improved access routes / green space schemes to improve access to green space and support wellbeing (by March 2027)	On target to achieve timescales.	Communities and Environment	Service Director Place Shaping Service Director Deputy Director Public Health	

CORPORATE PLAN 2026-2030 – 2026/27 delivery commitments **Appendix B**

Corporate Plan Delivery Commitments for 2026/27	Quarter 1 summary progress update	Portfolio Holder	Lead Director	RAG (Q1)
Deliver and/or encourage energy efficiency improvements to 100 properties across Shropshire, prioritising rural, low-income and off gas (by March 2027)	On target to achieve timescales.	Housing	Service Director Communities and Customer	
Expand integrated neighbourhood working through Community & Family Hubs (Best Start in Life) and VCSE partners for priority areas aligned to statutory requirements (September 2026)	Quarter 1 has seen the ongoing establishment of our Community and Family Hubs (Best Start in Life) approach with the completion of the development of the Shropshire Integrated Place Partnership (ShIPP) prevention funding pillars to support VCSE infrastructure and activity aligned to key priority areas, due to commence to plan in September 2026.	Adult Social Care and Public Health	Service Director Families First Partnership/Service Director Deputy Director Public Health	
A new council constitution (by December 2026)	On target to achieve timescales.	Leader	Director of Legal and Governance	
Deliver 10 priority projects/sites (e.g. wetlands, hedgerows, green spaces) in line with our Local Nature Recovery Strategy (by March 2027)	On target to achieve timescales.	Communities and Environment	Service Director Deputy Director Public Health	
Continue to implement the Statutory Community Safety Strategy – including targeted plans focused on hot spot areas and working with communities to become safer places to live, work and visit (March 2027).	On target to achieve timescales.	Leader	Service Director Deputy Director Public Health	
Expand community-based wellbeing and prevention services into library and community hub spaces (March 2027)	On target to achieve timescales.	Adult Social Care and Public Health	Service Director Deputy Director Public Health	
Recommission our mandatory public health service contracts – including: a. community drug and alcohol services to provide support, treatment, and recovery options for individuals and their families struggling with substance use issues (from April 2027)	Timelines to commission a new community drug and alcohol service have changed to enable the procurement process to be repositioned to meet the requirements of the grant funding body (the Office for Health Improvement and Disparities).	Adult Social Care and Public Health	Service Director Deputy Director Public Health	

Corporate Plan Delivery Commitments for 2026/27	Quarter 1 summary progress update	Portfolio Holder	Lead Director	RAG (Q1)
b. 0-19 Healthy Child Programme to provide support for young people and their families (from April 2027)	On target to achieve timescales.	Adult Social Care and Public Health	Service Director Deputy Director Public Health	
Deliver a refreshed Statutory Joint Health and Wellbeing Strategy (JHWBS) focusing on the Marmot principles, incorporating our inequalities and prevention plans and setting out the long-term vision for improving health and wellbeing (April 2027)	On target to achieve timescales.	Adult Social Care and Public Health	Service Director Deputy Director Public Health	
Work with partners to develop a system-wide strategic approach to neighbourhoods including neighbourhood health as part of the national mandate (December 2026).	A significant partnership project that is on target to meet timescales.	Adult Social Care and Public Health	Service Director Deputy Director Public Health	
Continue to develop and coordinate the Crisis Resilience Fund (CRF) delivery plan (ongoing)	Crisis Payments, Housing Payments, and Heating Oil schemes have been launched and increased funding to partners have been made to contribute to additional capacity in advice and support services. This will be complimented by simplifying, improving and strengthening referral pathways and refreshing the Council's cost-of living webpages.	Adult Social Care and Public Health	Service Director Deputy Director Public Health	
Continued delivery of the People Plan to create a workforce that is supported and enabled to excel (ongoing)	A range of advice, information and training has been provided to staff e.g. PDP training was provided to 50 managers across the Council, updating the staff wellbeing offer, and embedding the council's PROUD values. Financial Management Training provided by CIPfA will be delivered to more than 60 senior managers in quarter 2 and the next staff Pulse Survey will be launched at the end of September.	Finance	Service Director Enabling	
New digital and cyber strategies that enable council services that are joined up, efficient, simple and tailored to resident's needs (July 2026)	Work on the strategy completed in Q1 and agreed at Cabinet on 8 July 2026)	Finance	Service Director Enabling	

Appendix C

Shropshire Council

Corporate Plan Performance Dashboard Quarter 1 2026/27

Rebuilding Shropshire Together

How to Read the Corporate Plan Performance Dashboard

This dashboard shows how Shropshire Council is performing against a range of key measures, known as Key Performance Indicators (KPIs).
These measures help track progress against the ambitions set out in the Council's Corporate Plan.

KPI ID	Indicator Name	Time Period	Ambition	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	National Average	LA Rank (1 is best)	Percentile Rank	Published or Local Data
F02	Budget performance - Underspend/overspend	P3-Jun	Smaller	£-2,290,979	+129.4%	£-998,577	n/a	n/a	n/a	Local
F06	Income collection rate (council tax)	Jul 2026	Bigger	37.2%	+8.5%	28.7%	n/a	n/a	n/a	Local
F07	Income collection rate (business rates)	Jul 2026	Bigger	43.2%	+8.0%	35.2%	n/a	n/a	n/a	Local
F12	Number of FOIs	Q1 2026	Maintain	509.0	+1.6%	501.0	n/a	n/a	n/a	Local
F13	Percentage of FOIs Overdue (+40 Days)	Q1 2026	Smaller	7.1%	+2.5%	4.6%	n/a	n/a	n/a	Local
F14	FOIs timeliness within statutory target (Completed within 20 days)	Q1 2026	Bigger	54.6%	-11.7%	66.3%	n/a	n/a	n/a	Local
F15	Staff sickness absence - average lost days per FTE	Jul 2026	Smaller	10.0	+2.1%	9.8	n/a	n/a	n/a	Local
T01	(LOF) Percentage of local authority motorways and A roads that should be considered for maintenance	FYE 2025	Smaller	10%	+1.0%	9%	5% (24/25)	n/a	n/a	Published

Understanding the Dashboard

Each row represents a different KPI and shows:

KPI ID – A unique reference number for the performance KPI

Indicator Name – The name of the KPI being reported.

Time Period – The period of time the data relates to (for example, a month, quarter, or year).

Ambition – The target or level of performance the Council aims to achieve.

Bigger = a higher value is better.
Smaller = a lower value is better.
Maintain = the aim is to keep performance at its current level.

Latest Shropshire Value – The most recent result for Shropshire.

Direction of Travel – Shows whether performance is improving, worsening, or staying the same compared with the previous reporting period.

- Green arrow = performance is improving
- Amber arrow = performance is remaining broadly the same but may require attention
- Red arrow = performance is worsening

The percentage shown alongside the arrow represents the change from the previous result.

Previous Shropshire Value – The result for the previous reporting period.

National Average – The average result across single tier authorities and county councils in England where this is available.

LA Rank (1 is best) – Shropshire's position compared with other single tier authorities and county councils, where 1 is the highest-ranked performer. Not all indicators have an available national ranking.

Percentile Rank – Shropshire's position compared with other local authorities expressed as a percentile. A higher percentile indicates better performance.
For example:

- **90th percentile** = better than 90% of councils.
- **50th percentile** = around average.
- **10th percentile** = lower than most councils.

Published or Local Data – Indicates whether the data comes from a nationally published source or has been produced locally by the Council.

Note: Some indicators are better when the value is higher and others are better when the value is lower. The "Direction of Travel" and ranking measures help show whether performance is improving over time and how Shropshire compares with other councils.

Understanding the Colour Coding
The dashboard uses colours to help identify performance at a glance.
🟢 **Green** = performance is close to the national average. Indicators remain Green where performance is within **3% of the national average**.
🟡 **Amber** = performance requires monitoring or attention. Indicators are rated Amber when performance is more than **3% from the national average** but less than **5% from the national average for Red**.
🔴 **Red** = performance is below the national average and may require action. Indicators are rated Red when performance is **5% or more worse than the national average**.

The colour assessment takes into account the ambition for the indicator and the level of variation from the expected performance. To avoid unnecessary changes in status due to minor fluctuations, a **3% tolerance is applied between Green and Amber, and a 5% tolerance is applied between Amber and Red**.

Things to Remember

- Some indicators are better when the value is **high** (for example, recycling rates or income collection rates).
- Other indicators are better when the value is **low** (for example, sickness absence or road maintenance requirements).
- A change that looks positive for one KPI may be negative for another, depending on whether the ambition is **Bigger**, **Smaller**, or **Maintain**.
- National averages, ranks, and percentiles are only shown where comparable national data exists.
- The dashboard is intended to provide a clear overview of performance and trends, helping councillors, staff, and residents understand how the Council is performing and where improvement may be needed.

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Number of KPIs

A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	Safe inclusive places with home that meet people's needs (P)	A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)
Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	Everyone has the opportunity to be healthy and thrive at every stage of life (HC)	A fair, dynamic and inclusive economy that benefits everyone (E)

KPI ID	Indicator Name	Time Period	Ambition	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	National Average	LA Rank (1 is best)	Percent Rank
F11	FOIs timeliness within statutory target (Completed within 20 days)	Q1 2026	High is good	54.6%	↓ -11.7%	66.3%	n/a	n/a	n/a
F01	In year budget perfomance	Q1 2026	Low is good	£-2,290,979			n/a	n/a	n/a
F03	Income collection rate (business rates)	Q1 2026	High is good	35.2%	→ 0.0%	35.2%	n/a	n/a	n/a
F02	Income collection rate (council tax)	Q1 2026	High is good	28.7%	→ 0.0%	28.7%	n/a	n/a	n/a
F04	Number of Complaints Investigations Received	Q1 2026	Low is good	405.0	↑ +13.1%	358.0	n/a	n/a	n/a
F05	Number of Complaints received	Q1 2026	Low is good	560.0	↘ -1.6%	569.0	n/a	n/a	n/a
F12	Number of FOIs	Q1 2026	Maintain	509.0	↑ +1.6%	501.0	n/a	n/a	n/a
F06	Percentage of Complaints resolved within 15 days	Q1 2026	High is good	56.3%	↑ +12.2%	44.1%	n/a	n/a	n/a
F13	Percentage of FOIs Overdue (+40 Days)	Q1 2026	Low is good	11.2%	↑ +6.6%	4.6%	n/a	n/a	n/a
F15	Staff sickness absence - average lost days per FTE	Jun 2026	Low is good	9.8	↓ -7.6%	10.6	n/a	n/a	n/a

9 Number of KPIs	A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	Safe inclusive places with home that meet people's needs (P)	Everyone has the opportunity to be healthy and thrive at every stage of life (HC)	A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)	A fair, dynamic and inclusive economy that benefits everyone (E)

KPI ID	Indicator Name	Time Period	Ambition	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	National Average	LA Rank (1 is best)	Percer Rank
T06	(LOF) Connectivity score for public transport to key services	2025	High is good	43.4	n/a		71.3 (2025)	125 of 128	☆ 2%
T07	(LOF) Number killed or seriously injured, per billion vehicle miles travelled	2024	Low is good	73.1	↑ +6.2%	68.8	128 (2024)	54 of 152	★ 65%
T04	(LOF) Passenger journeys on local bus services per head	2025	High is good	9.8	↑ +5.4%	9.3	33.7 (2025)	75 of 79	☆ 5%
T05	(LOF) Percentage change in service mileage year on year	2025	High is good	6.7%	↑ +15.0%	-8.4%	n/a	n/a	n/a
T08	(LOF) Percentage of adults who engaged in active travel at least twice in the last 28 days	2025	High is good	26%	↓ -5.7%	31.7%	34.4% (2025)	132 of 153	★ 14%
T02	(LOF) Percentage of B and C roads that should be considered for maintenance	FYE 2025	Low is good	13%	↘ -1.0%	14%	7% (21/22)	112 of 119	☆ 6%
T01	(LOF) Percentage of local authority motorways and A roads that should be considered for maintenance	FYE 2025	Low is good	10%	↗ +1.0%	9%	5% (24/25)	n/a	n/a
T03	(LOF) Proportion of the local unclassifed roads that should be considered for maintenance	FYE 2025	Low is good	14%	↘ -2.0%	16%	16% (24/25)	72 of 137	★ 48%
T09	(LOF) Public EV charging devices per 100,000 population	Q1 (Jan-Mar) 2026	High is good	162.1	↗ +0.4%	161.5	188 (Q4 2025)	50 of 153	★ 68%

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Number of KPIs

A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	**Safe inclusive places with home that meet people's needs (P)**	Everyone has the opportunity to be healthy and thrive at every stage of life (HC)	A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)	A fair, dynamic and inclusive economy that benefits everyone (E)

KPI ID	Indicator Name	Time Period	Ambition	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	National Average	LA Rank (1 is best)	Percent Rank
P02	(LOF) People are satisfed with their local area as a place to live	2024/25	High is good	85.3%	+1.5%	83.8%	71% (2024/25)	5 of 132	97%
P0	(LOF) People feel they can infuence local decisions	2024/25	High is good	27.8%	+1.8%	26%	24% (2024/25)	25 of 132	82%
P0	(LOF) Percentage of duties owed where homelessness was prevented or relieved	2026/27 Q1	High is good	36.8%	+2.8%	33.9%	43% (2025/26 Q3)	118 of 151	22%
P08	(LOF) Percentage of families in B&B over 6 weeks	2025/26 Q3	Low is good	0%	-0.4%	0.4%	9% (2025/26 Q3)	1 of 108	100%
P09	(LOF) Percentage of local authority-owned social housing deemed decent	04/2026	High is good	94.7%	-3.2%	97.9%	n/a	1 of 93	100%
P01	(LOF) Percentage of people experiencing loneliness	2024/25	Low is good	6.3%	-3.3%	9.6%	4% (2024/25)	4 of 132	98%
P10	(LOF) Percentage of rental housing in the local authority area deemed decent	2024	High is good	76.2%	+1.1%	75.2%	83.7% (2024)	120 of 132	9%

20 Number of KPIs	A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	Safe inclusive places with home that meet people's needs (P)	Everyone has the opportunity to be healthy and thrive at every stage of life (HC)	A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)	A fair, dynamic and inclusive economy that benefits everyone (E)

KPI ID	Indicator Name	Time Period	Ambition	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	National Average	LA Rank (1 is best)	Percer Rank
HC05	% of people with a learning disability living independently (own home or family)	2026-09-01 00:00:00	High is good	61%	0.0%	61%	n/a	n/a	n/a
HC23	% of EHCPs issued within 20 weeks (Statutory outcome)	Jun 2026	High is good	26%	+3.0%	23%	n/a	n/a	n/a
HC15	(LOF) Absence rate - Persistent absence	2024/25	Low is good	17.5%	-2.4%	19.9%	18.2% (2024-25)	50 of 153	68
HC16	(LOF) Absence rate - Severe absence	2024/25	Low is good	2.1%	-0.1%	2.1%	24% (2024-25)	53 of 153	66
HC08	(LOF) Health life expectancy at birth - female	2022 - 24	High is good	62.4	-3.7%	64.8	61.3 (2022 - 24)	52 of 151	66
HC07	(LOF) Health life expectancy at birth - male	2022 - 24	High is good	63.0	-2.6%	64.7	60.9 (2022 - 24)	38 of 151	75
HC02	(LOF) Number of adults (65+) whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)	Q1 26/27	Low is good	166.3	+3.5%	160.6	594 (2024/25)	88 of 151	42
HC11	(LOF) Percentage achieving good level of development at 2-2.5 year review	2024/25	High is good	65.6%	-0.1%	65.7%	81% (2024/25)	134 of 140	4%

HC20	(LOF) Percentage of care leavers in education, employment or training (17-18 year old)	Q1 2026/27	High is good	68.6%	↘	-2.6%	71.2%	n/a	n/a	n/a
HC21	(LOF) Percentage of care leavers in education, employment or training (19-21 year old)	Q1 2026/27	High is good	53.3%	↘	-0.8%	54.1%	n/a	n/a	n/a
HC17	(LOF) Percentage of children with a good level of development up to 5 years old	2025	High is good	68%	↗	+0.0%	68%	68% (2024-25)	83 of 153	★ 46%
HC18	(LOF) Percentage of SEND children supported in mainstream schools	2024/25	Maintain	18.1%	↑	+1.2%	16.9%	23.8% (2024/25)	n/a	n/a
HC22	(LOF) Percentage of young people (16 – 17) not in education, employment or training	2024/25	Low is good	3%	→	0.0%	3%	n/a	n/a	n/a
HC19	(LOF) Percentage point difference between the proportion of children eligible or not eligible for Free School Meals achieving a Good Level of Development	2025	Low is good	28.1%	↗	+3.4%	24.7%	21.3% (2024-25)	129 of 152	☆ 15%
HC21	(LOF) Proportion of people receiving long-term support living in their home or with family	Q1 26/27	High is good	84.5%	↘	-0.3%	84.8%	77.6% (2024/25)	138 of 153	☆ 10%
HC04	(LOF) Proportion of section 42 safeguarding enquiries where a risk was identifed, and the reported outcome was that the risk was reduced or removed	Q1 26/27	High is good	86.9%	↘	-3.6%	90.5%	90.3% (2024/25)	35 of 150	☆ 77%
HC13	(LOF) Rate of children looked after per 10,000	2024-25	Low is good	119.0	↘	-0.8%	120.0	73.0 (2024-25)	140 of 152	☆ 8%
HC10	(LOF) Slope index of inequality in life expectancy at birth - female	2022 - 24	Low is good	4.0	↑	+26.1%	3.2	8.0 (2022 - 24)	16 of 150	★ 90%
HC09	(LOF) Slope index of inequality in life expectancy at birth - male	2022 - 24	Low is good	5.1	↘	-2.2%	5.2	10.4 (2022 - 24)	7 of 150	★ 96%
HC14	Rate of Child protection plans per 10,000 children	2024-25	Low is good	29.0	↓	-9.4%	32.0	n/a	n/a	n/a

3 Number of KPIs	A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	Safe inclusive places with home that meet people's needs (P)	Everyone has the opportunity to be healthy and thrive at every stage of life (HC)	A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)	A fair, dynamic and inclusive economy that benefits everyone (E)

KPI ID	Indicator Name	Time Period	Ambition	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	National Average	LA Rank (1 is best)	Percent Rank
N03	(LOF) Deaths attributable to particulate air pollution	2024	Low is good	4.1%	↗ +0.3%	3.9%	5.3% (2024)	12 of 153	★ 93%
N01	(LOF) Percentage of total household waste sent for recycling/ compost/ reuse	Q4 2025	High is good	43.4%	↘ -2.0%	45.5%	n/a	n/a	n/a
N07	Net Emmisions of the Council (yearly change)	2025	Low is good	-20.2%	↓ -19.2%	-1%	n/a	n/a	n/a

6 Number of KPIs	A financially sustainable council with clear priorities and purpose, and a workforce that is supported to excel (F)	Communities are connected by well-maintained roads, accessible transport, and infrastructure (T)	Safe inclusive places with home that meet people's needs (P)	Everyone has the opportunity to be healthy and thrive at every stage of life (HC)	A protected and adaptive environment that harnesses our natural assets and promotes wellbeing (N)	A fair, dynamic and inclusive economy that benefits everyone (E)

KPI ID	Indicator Name	Time Period	Ambition	Latest Shropshire Value	Direction of Travel	Previous Shropshire Value	National Average	LA Rank (1 is best)	Percent Rank
E02	(LOF) 18-24 year olds in full-time education or employment	Q4_2025	High is good	111.8%	↑ +33.9%	77.9%	88.4% (Q4 2025)	14 of 148	★ 91%
E0[illegible]	(LOF) Births of new enterprises	2024	High is good	1,165.0	↘ -0.4%	1,170.0	1,848 (2024)	95 of 153	★ 38%
E01	(LOF) Employment rate 16-64 year olds	2025	High is good	80.4%	↗ +1.4%	79%	75.1% (2025 Q4)	23 of 151	★ 85%
E0[illegible]	(LOF) Gross median weekly pay	2025	High is good	£727	↑ +4.0%	£699	£779 (2025)	96 of 151	★ 37%
E06	(LOF) Percentage of premises with gigabit-capable broadband coverage	Jan 2026	High is good	74.6%	↗ +2.1%	72.5%	91% (Jan 2026)	130 of 132	☆ 2%
E03	(LOF) Percentage of working-age population with qualifications at RQF Level 4 or above	2025	High is good	50.2%	↑ +7.0%	43.2%	47.8% (2025)	52 of 151	★ 66%

Commentary on the KPIs rated red compared to the national average and/or red for direction of travel

Code	KPI	Actual	Previous	National	RAG	Direction	Comments
F04	Number of complaints investigations received	405	358	N/A	N/A	Red Up	The number of complaints investigations received by the council has continued to increase through quarter 1 and maintains trends through previous quarters and years. There are a number of potential contributory factors to this current rise including a greater resident willingness to complain, the use of AI by complainants to develop their complaint requests, and the council having to make difficult decisions resulting in people not being satisfied. There is also an increase in complaints that are escalated to stage 2 and beyond which is adding to the number of investigations taking place.
F14	FOIs timeliness within statutory target (%- two months arrears)	54.60%	66.30%	N/A	N/A	Red Down	Capacity in many service areas has played a role in Q1 performance. The period saw a number of information requests that were complex, with some small teams receiving a very high number over or short period of time covering a range of different perspectives. Compliance, including timeliness of response to information (FoI/EIR) requests, remains strongly in focus by the Chief Executive and the Statutory Officers Group, Leadership Board and Senior Leadership Forum. Recruitment into the Information Governance team will help to provide service areas with additional support to improve awareness and where cases are complex.
T04	Average number of bus journeys made per resident in a local authority area	9.8	9.3	33.7	Red	Green Up	Passenger journeys on local bus services increased by 5.4%, demonstrating positive progress against the ambitions set out in Shropshire's Bus Service Improvement Plan. However, Shropshire remains ranked 75th out of 79 local authorities for passenger journeys, reflecting the challenges of providing public transport across one of England's largest and most sparsely populated rural counties. Despite these challenges, the Council

Code	KPI	Actual	Previous	National	RAG	Direction	Comments
							has worked with operators and Government to increase service frequencies where funding has allowed, introduce new and enhanced services, support socially necessary routes and promote affordable travel through the national fare cap scheme. These measures have contributed to the growth in people using buses over the last year. Looking ahead, the focus remains on making the best use of available funding to maintain and improve bus services, particularly in rural communities. The reintroduction of the £2 single fare cap from January 2027 is expected to encourage further bus use by improving affordability. However, long-term growth will remain dependent on continued investment, as sustainable funding is essential if rural authorities such as Shropshire are to further improve services and make bus travel a realistic transport choice for more residents.
T06	Connectivity score for public transport to key services	43.4	N/A	71.3	Red	N/A	Shropshire's rural and sparsely populated nature where people live in almost all areas combined with public transport coverage makes connectivity to services more challenging than in more urban areas or places that have more concentrated population centres. This is the first year that comparative data for this LOF measure has been published. Shropshire's performance is similar to other rural local authorities including Cornwall, Dorset and Herefordshire. Shropshire Council's Bus Service Improvement Plan highlights the requirement to connect rural towns and villages. This is being established wherever it can with the funding available. Such as in recent months, launching connections between Whitchurch, Market Drayton and Wellington, also a new Ellesmere to Wem service.
T07	Killed or seriously injured casualties per billion vehicle miles - Rate of KSI (HP36)	73.1	68.8	128	Green	Red Up	Shropshire's rate is significantly below the national average but does show a small increase from the previous reporting period. LOF measures are often measures of local partnership working and the outcomes that are delivered. For this measure there are a number of factors that can contribute to accidents occurring

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							that are not in the direct control of the Council. Work continues across partners to ensure that accidents and particularly causalities who are killed or seriously injured are as low as possible.
T08	Active travel - % of adults who were active for less than 30 minutes a week	26%	31.70%	34.40%	Red	Red Down	The result should be considered in the context of Shropshire's predominantly rural geography, dispersed population, longer trip lengths and relatively high levels of car dependency, all of which can present additional challenges to achieving high levels of everyday walking, wheeling and cycling compared with more urban authorities. The measure is based on a survey of a relatively small sample of residents (c400) which can see year on year changes in the indicator which is down to sampling variation rather than changes in travel behaviour. Despite these challenges, the Council has continued to develop its active travel programme and has secured approximately £2 million of Active Travel England (ATE) funding between 2026 and 2030, providing a stable platform for future delivery. During the last year the Council has continued to progress a range of activities including the development and delivery of active travel infrastructure schemes, Bikeability cycle training, school travel initiatives, behaviour change programmes, stakeholder engagement and the review and updating of Local Cycling and Walking Infrastructure Plans (LCWIPs). Looking forward, the Council is seeking to build on this foundation through the continued delivery of ATE funded programmes, progression of LCWIP priorities, development of a stronger pipeline of deliverable schemes and closer integration of active travel with wider transport, public health, planning and climate objectives. If we can evidence our capability to ATE and are awarded an increase in our Capability Rating from Level-1 to Level-2, we could see an additional £2 million of capital funding in 2028-2030.

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T09	Public EV charging points per 100,000 population	162.1	161.5	188	Red	Amber Up	This measure is reported a quarter in arrears and shows the results for January to Marh 2026. Shropshire is a largely rural area where costs to getting public EV charging rolled out can be less attractive to private sector companies. Securing funding streams such as the Local Electric Vehicle Infrastructure (LEVI) programme allows the council to procure a charge point operator. The council will utilise the £2m in capital and £510,420 in Capability funding to deliver more than 550 new EV charge points and expand pavement charging points for residents without driveways. Performance has been increasing steadily and will continue to see an upward trend as the programme is implemented.
T01	Road condition: Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (motorways and A roads)	10%	9%	5%	Red	Amber Up	The winter period saw prolonged wet weather and sub-zero temperatures. This has been followed by periods of very high temperatures through quarter 1. Combined with underinvestment in the highways spanning decades this has an impact on the condition of the highways. Recent increase in government funding is providing the opportunity for the council to reach a steady state. Over time, as sustained investment becomes available, the focus will shift from reactive repairs e.g. tackling potholes, towards a more planned and preventative approach that protects the highways asset and delivers better value.
T02	Road condition: Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (B and C roads)	13%	14%	7%	Red	Amber Down	

Code	KPI	Actual	Previous	National	RAG	Direction	Comments
P07	% of duties owed where homelessness was prevented or relieved	36.8%	33.9%	43%	Red	Amber Up	We have made good progress in keeping the use of B&B accommodation low for families who become homeless (KPI P08). Our quarter 1 performance was 0% which was the best nationally. The next challenge is to increase successful prevention of homelessness (KPI P07), where current performance has a positive direction of travel towards the national average. Action is now focused on earlier identification of housing issues, targeted to households vis the floating support team, better access to welfare advice, private rented options, family mediation and supported housing pathways. These measures are intended to help more households remain safely housed and reduce pressure on temporary accommodation.
P10	% of private rental housing deemed decent	76.20%	75.20%	83.70%	Red	Amber Up	Housing quality is a priority. Standards in council-owned rented homes remain high (P09), while new responsibilities under the Renters' Rights Act are strengthening the council's focus on private rented housing. The relevant national performance measure looking at all rental housing in the area (P10) has been added to the Performance Management Framework to ensure that this new responsibility is kept in view. Q1 performance is showing a small improvement, and Cabinet agreed new policies in June to support the council's role in enforcing the Renters' Rights Act.
P01	% of people experiencing loneliness	6.30%	9.60%	4%	Red	Green Down	This measure helps to inform improvement planning, but it is based on a survey sample and therefore year on year changes may not be statistically significant. Shropshire's demographics, household make up and geography can all contribute to how people feel and report experiencing loneliness.
HC13	Rate of children becoming looked after	119	120	73	Red	Amber Down	The nationally published data used to inform the dashboard shows the annual figure for 2024/25. Local data shows that the number of children becoming looked after has reduced in quarter 1 although the number has remained high. Preventing children needing to become looked after and stepping children down from

Code	KPI	Actual	Previous	National	RAG	Direction	Comments
							being in care safely and appropriately is a key focus for the council.
HC11	Child health: Percentage achieving good level of development at 2-2.5 year review	65.60%	65.70%	81%	Red	Amber Down	The importance of child development in achieving our priority ambition is reflected in the KPIs we are using to pursue improvement (HC11– children aged 2-2.5 years review, HC17 – children aged up to 5 years, and HC 19 – the difference between children eligible and not eligible for free school meals). Whilst we are awaiting the validation of data for HC11 to be confirmed we are expecting a positive direction of travel and the council is working with partners to identify further opportunities to improve, and for HC19 targeted work is being progressed through our transformation programme to identity those who need support. This is a small number (32) who live in different places across our large geography.
HC19	Percentage point difference between the proportion of children eligible or not eligible for Free School Meals achieving a Good Level of Development	28.10%	24.70%	21.30%	Red	Amber Up	
HC18	Percentage of SEND children supported in mainstream schools	18.1%	16.9%	23.8%	Red	Green Up	Our performance shows an improving direction of travel for the most recent published data for 2024/25. Work to help children stay in school is being expanded through the recruitment of Experts at Hand (Speech and language Therapists, Occupational health, Education Psychologists) who will go into schools to support has started in readiness for the new school year.
HC10	Slope index of inequality in life expectancy - Female	4.00	3.00	8	Green	Red Up	This measure looks at the difference between those in the most deprived and least deprived area. This measure shows that the difference is 4 years less life expectancy for those in the most deprived communities. The rating is based on a 3 year rolling average covering 2022, 2023, and 2024 where the effects of Covid and the cost of living may have an impact on the numbers. Whilst the measure demonstrates an upward movement the pattern over previous years does not show a statistically significant increase.
E05	Gross median weekly pay	£727	£699	£779	Red	Green Up	Although increasing in Shropshire, average weekly pay (E05) remains below the national average reflecting the nature of the

Code	KPI	Actual	Previous	National	RAG	Direction	Comments
							jibs and main employment sectors in Shropshire compared to other areas of country.
E04	Births of new enterprises	1,165	1,170	1,848	Red	Amber Down	The births of new enterprise (E04) are lower than the national picture, but broadly the same as the previous reporting period. However, enterprise survival is stronger in Shropshire, with 63% of new businesses surviving three years compared with 53% nationally. It is also worth noting that this measure will not capture all of the self-employed workers in Shropshire.
E06	% of premises with gigabit-capable broadband	74.60%	72.50%	91%	Red	Amber Up	More Shropshire premisses continue to gain access to gigabit broadband, with council working with providers, but the area remains below the national average for coverage but similar rural local authorities. Gigabit broadband requires a physical connection to a premise which presents a significant and costly challenge in large rural and sparsely populated areas. Another factor impacting the spread of gigabit-capable broadband networks in Shropshire is that they require a physical connection to each property. The premises of Shropshire are spread all over the Council area with low concentrations of premises and few areas with no premises whatsoever. Benchmarking with other LAs identifies that the areas that are most similar to Shropshire have similar levels of coverage for gigabit broadband (Cornwall, Dorset, Somerset and Wiltshire). When the Council awarded its third superfast broadband contract in 2017 it prioritised 'fixed wireless access' superfast broadband and provide coverage for more premises at a greater pace, over gigabit-capable coverage. At the same time other council's chose to invest on full-fibre broadband networks which are slower and more costly to deploy. Those councils which took this decision are better placed in the race to achieve the government's target of 99% gigabit-capable coverage by 2032.

Code	KPI	Actual	Previous	National	RAG	Direction	Comments
							The LOF measure uses the 'Connected Nations' report. However, Building Digital UK, part of the Department for Science, Innovation and Technology (DSIT), use 'Thinkbroadband' statistics. This includes superfast broadband including 'fixed wireless point' and provides an alternative view of superfast broadband coverage in Shropshire at 99.71% which is highest of our LOF statistical neighbours.