



Committee and Date

Council
12th May 2022

Item

Public

The Shropshire Plan 2022 to 2025

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1. Synopsis

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

2. Executive Summary

- 2.1 The draft Shropshire Plan 2022 to 2025 strategic plan contains the vision, purpose and priorities of the Council and for Shropshire Communities, and will link to the thematic delivery plans for each priority. Its scope is more than that of a traditional Corporate Plan, setting out the direction of travel that the Council will be taking to deliver the priorities, working with partners and communities, drawing on the Council's key strategies and plans, and informing how the Council's resources set out in the Financial Strategy will be deployed.
- 2.2 A period of engagement of over 6 weeks was undertaken from mid-January to the end of February 2022. Feedback was received from members of the public, Council staff, partners and local businesses. There were also two online briefing sessions for Members to understand the plan in more detail. The comments, thoughts and ideas shared through this process have been analysed and used to review and amend the draft Strategic Plan to form the final draft attached to this paper.
- 2.3 The thematic delivery plans for each priority, although at a high level, provide a clearer view of the work that will be taken and how impact and progress will be demonstrated. These measures and milestones will become a central feature of the Council's

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

- 2.4 A Corporate Plan (the Shropshire Plan) provides the starting point for the 'Golden Thread' that runs through the Council and how the priorities will be delivered from Directorate level to individual members of staff. It is a living and evolving document that should be accessible to staff, Members, partners, and the public that shows the Council's priorities, Strategic Objectives and how the Council will achieve them by working with others to make the most of collective capacity, capability, and relationships to achieve shared outcomes.
- 2.5 The flow of the Golden Thread running through the organisation is demonstrated, at a high level, in Appendix B the Getting it Right map'. Each element of this model will be developed over the coming months, demonstrating a strong and structured approach to strategic planning over the coming years.

3 Recommendations

Council is asked to:

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

REPORT

4 Risk Assessment and Opportunities Appraisal

- 4.1 The Shropshire Plan provides the opportunity to set out what is important for the Council and for Shropshire communities, bringing these priorities together and identifying the high-level actions that will be taken to deliver them. This includes making links to the Council's existing strategies and recognising that updated and new strategies will be written and adopted in the lifetime of the Shropshire Plan.
- 4.2 Failure to have the focus and direction of the Council over the coming years set out in a strategic plan such as the Shropshire Plan

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

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

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

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

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

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

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

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

5 Financial Implications

- 5.1 The Shropshire Plan fulfils the function of the Council's Corporate Plan and sets out the priorities of the Council and the high-level actions that will be taken to deliver them. By setting the strategic direction of the Council it also sets the direction for future Financial Strategies with resources being allocated to deliver the priorities.
- 5.2 The Shropshire Plan Delivery Plans will set out in more detail the high-level actions that will be taken to deliver the priorities, including the measures of impact (PIs) and measures of progress (project milestones). These will inform the Council's Performance Management Framework (PMF) and be the basis for corporate performance reporting. Performance against targets will be able to be looked at against financial information and be used to inform whether there are opportunities to adjust the allocation of resources to maintain or improve services and service performance.

6 Climate Change Appraisal

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

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

- 6.2 The achievement of the Shropshire Plan priorities through the delivery of the high-level actions set out in the delivery plans should support the Council and its partners to realise their climate change ambitions and targets. Because the Shropshire Plan is at the top of the Council's 'Golden Thread', this focus and delivery actions will be written through the organisation in Service Delivery Plans and Team Plans.
- 6.3 The spotlight on tackling climate change in Shropshire will be maintained through the Council's Performance Management Framework with a focus on progress with the actions, projects and initiatives and the impact achieved with the measures and targets that will be in the Shropshire Plan delivery plan. These will be monitored, reviewed, and reported, with action taken to bring performance back on target as required when the data is published. They will be a feature of the Council's regular publishing of performance data and performance management work.
- 6.4 The delivery plans and the performance management framework are live documents. As progress is made and actions are completed, and new projects and programmes emerge to replace them, there will be scope within the delivery plans and the performance management framework to include them. They can be refreshed as and when required with new actions, measures and milestones added so that progress with and the impact of tackling climate change will always be current.

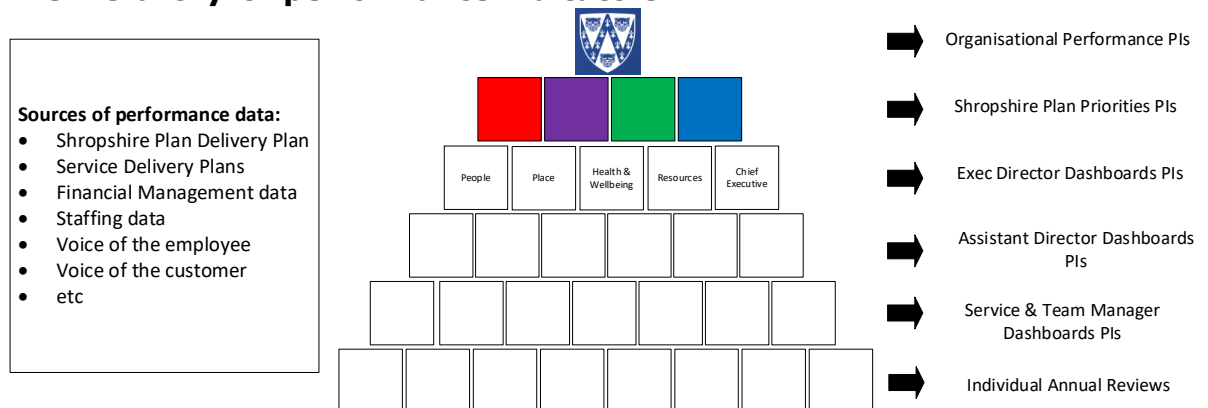
7 Background

- 7.1 The Shropshire Plan is more than a Corporate Plan that is just about the Council. It is an outward facing strategic document which set out the vision, priorities and informs actions for the whole of Shropshire, its people, communities, businesses, and organisations.
- 7.2 For the Council it is the policy and strategy document that provides the overarching view of its ambition and direction of travel over the coming years to 2025, and beyond. The vision, purpose and priorities of the Council and for Shropshire communities will run through the Council from the Shropshire Plan via Service Delivery Plans and Team Plans to the goals and actions for each member of staff. This in turn means that each member of staff will be well placed to understand what they are doing in their work and how it contributes to achieving the Council's priorities; Healthy People, Healthy Economy, Healthy Environment and Healthy Organisation.

- 7.3 The components and content of the Shropshire Plan correspond to the first stages in the Getting it Right map (appendix B), with each of the elements being developed over the coming months. The Vision, Priorities and Strategic Objectives are contained within the Strategic Plan, and the KPIs relate to the Performance Management Framework (appendix C). The agreement by Council of the high-level plan sets the foundation that officers will work to in delivering the priorities and strategic objectives. The Target Operating Model, identified within the Getting it Right map, sets out what the Council will do to deliver the strategic objectives in the most efficient and effective way. This work is expected to form an expanded ReFocus programme, transforming the way in which the Council operates to enable delivery of The Shropshire Plan.
- 7.4 As part of the development of the Strategic Plan a period of engagement on the draft plan of over 6 weeks was undertaken with feedback received from members of the public, Council staff, partners and local businesses. This ran from mid-January to the end of February 2022 and was followed by two online briefing sessions for Members to understand the plan in more detail.
- 7.5 Overall, the response to the focus of the draft priorities and strategic objectives was positive. As expected from previous experience the strategic objectives most frequently identified as important related to people, including early intervention and prevention for those who are vulnerable and/or disadvantaged, and tackling inequalities, including rural inequalities, and poverty. They were joined by strategic objectives relating to the environment in terms of protecting the environment and tackling climate change. Some concerns were raised through the feedback on the balance between projects such as the North West Relief Road and the Healthy Environment priority.
- 7.6 All feedback received has been reviewed and taken into account. Some of the main messages included:
- The strategic objectives were too wordy and would benefit from being more focused.
 - The importance of effective engagement with people, communities, and wider stakeholders to identify what was important and opportunities to deliver them.
 - The Council should be stronger and clearer about the financial position, the implications for service provision, and the possible impact on delivery of the priorities and strategic objectives.
 - The Council needs to provide clear plans that set out how the priorities will be delivered, by when, and how progress and impact will be demonstrated.

- 7.7 Linked to the final bullet in the paragraph above, effective delivery planning will be key to the successful achievement of the priorities for Shropshire communities. The delivery plans will set out at a high-level the actions that will deliver the priorities, identifying what will be done by when and how the Council will be able to demonstrate impact and progress. This will include specifying key deliverables such as big projects/programmes (e.g. a new strategy, service, or facility), when the action will be completed by and how success will be shown i.e. measures (performance indicators) and milestones setting out dates when steps to deliver a project will be completed.
- 7.8 The measures and milestone that are identified in the Shropshire Plan delivery plan will be used to form thematic dashboards for each priority, becoming a tier in the Council’s updated performance management framework and informing progress and performance reporting. They may also be amongst the key performance indicators that will track and demonstrate how the Council is progressing in the Organisational Performance Scorecards.

The hierarchy of performance indicators



8 Additional Information

- 8.1 The achievement of the priorities will be supported by the Council working with partners and communities, pulling together and deploying collective resources, knowledge, skills and experience to realise shared outcomes. This approach is already in place and helping to take forward work on broad and complex topics such as the Shropshire Climate Action Partnership, and there will be more opportunities to as work with communities on shared priorities as actions are progressed.
- 8.2 The Shropshire Plan is drawing on existing strategies that have been subject to comprehensive engagement in their development and deployment, and there has been some engagement with stakeholders during recent months on priorities, emerging strategic

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

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

9 Conclusions

- 9.1 Having an agreed Corporate Plan (the Shropshire Plan) is a key building block for the Council in its strategic planning. It informs how the Council's finances are allocated and resources are deployed based on the priorities and when actions are being taken to deliver them, and it provides the start of the 'Golden Thread' that runs through the Service Plans and Teams Plans.
- 9.2 By underpinning the strategic direction set in the Shropshire Plan with robust and updated delivery plans that provide at least three years of actions, there is a route map of how the Council will deliver the agreed priorities and how this will be demonstrated using measures and milestones. This in turn provides the framework for accountability for the delivery of the priorities and the realisation of the impacts and progress that is expected.

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

Cabinet Member (Portfolio Holder)

Lezley Picton, Leader of the Council

Local Member

All

Appendices

Appendix A – Draft Shropshire Plan Strategic Plan 2022 to 2025

Interactive online version [Shropshire Plan May 2022 \(adobe.com\)](#)

Accessible pdf version – see committee papers

Appendix B – The Getting it Right map

Appendix C – Shropshire Council's Performance Management Framework

Appendix D – Equalities Social Inclusion and Health Impact Assessment (ESHIA)