

Appendix B - Progress Update of Actions for 2020 to 2024

Overall Strategic Action A: publish more visibly

Key Action	By whom	By when	Commentary 2024
<p>1. Maintain online resource materials on equalities, diversity and social inclusion in one location on the external website at www.shropshire.gov.uk,</p>	<p>Rurality and Equalities (R&E) Specialist, Performance and Research Team; Web Support Team</p>	<p>Progress made; action ongoing</p>	<p>The web location for content is badged: “equality, diversity and social inclusion” (EDI)</p> <p>Utilising one main location has enabled information to be presented as logically and visibly as possible, with links to further external material that may be helpful, including the website of the Equality and Human Rights Commission (EHRC)</p> <p>Use of these pages has facilitated ready links to be made to press releases and resources elsewhere on the website, including committee papers, and to other related websites including Shropshire Archives.</p> <p>The focus remains on the website, for internal and external audiences alike, whilst efforts continue to recognise the need to provide additional support and advice via email enquiries and telephone.</p> <p>Over the last two years, the Council intranet pages around EDI have also been increasingly utilised, providing further resources for our workforce, alongside links to news pages on the intranet.</p>

			<p>The information includes guidance on how to carry out equality, social inclusion and health impact assessments (ESHIA's). This is in order to help internal and external audiences to understand what is expected from these and why, including what is required by legislation, and what we also include as good practice. ESHIA's accompany Cabinet and Strategic Licensing Committee reports. They may therefore be found with agenda documents on the relevant committee pages of the website.</p> <p>Content is kept under review, as are signposts to other parts of the Council website. Further material continues to be added every year. The annual service user diversity report and workforce diversity report are published on here every year in line with our Public Sector Equality Duty (PSED) set out in Equality Act legislation. These form a visible reference for changes over time.</p>
<p>2. Publish and present contextual equality information in a range of ways and through local and national opportunities that arise, in order to visibly develop collective understanding about issues and needs, and to optimise use to be made in Council and service area policy and strategy development of all opportunities to aid</p>	<p>Performance and Research Team; Communications Team; Service Areas</p>	<p>Progress made; action ongoing</p>	<p>This was identified in 2020 as an area for development in order to demonstrate to a range of audiences that the Council is seeking to better understand different equality issues for different groupings.</p> <p>This was particularly through learning to be gained from Covid impacts upon different groupings, and through evidence anticipated from the Census 2021. The aim was to use</p>

<p>understanding of equality, diversity and social inclusion issues.</p>			<p>mechanisms including engagement with communities, and to share that learning with the wider general public.</p> <p>The Council has now moved from area profiles shared with Members as community leaders to a wider range of in depth analyses published on the website, including Census 2021 analyses and public health data. There is also a greater awareness of the complexities of health inequalities for different groupings, including those which emerged during the pandemic; and those which remain for people we may describe as vulnerable. This includes people who are homeless or at risk of homelessness; veteran and serving members of the armed forces and their families; and young people leaving care.</p> <p>The annual service user and workforce diversity reports required to be published as part of our PSED are added to the website each year. These provide extra depth and layers of information about not only the needs of people across and within groupings but also the heritage and cultures of diverse communities in Shropshire, including amongst our workforce.</p>
<p>3. Utilise appropriate communication channels including social media and face to face, in order to promote opportunities to foster good relations between</p>	<p>P&RS: R&E; Web Support Team; Communications Team</p>	<p>Progress made; action ongoing</p>	<p>The pandemic led to an increased output of online and social media content in order to reach people wherever they were in the county.</p>

<p>people from diverse communities of place and interest and people with protected characteristics</p>			<p>Colleagues also worked with groupings such as Gypsy and Traveller communities and faith communities to increase vaccine uptake.</p> <p>Social media presence is led by the Comms Team, who have worked with the R&E Specialist on campaigns including Pride Month, Show Racism the Red Card Day, and UN International Women’s Day.</p> <p>Internally, lockscreens and Teams background screens have also been used over the last four years to raise further awareness of and support for commemorations and celebrations including Pride Month. Payslips have also been used in order to promote the Show Racism the Red Card campaign, and the White Ribbon campaign against domestic violence.</p> <p>Externally, the Council website main page has been used to mark Holocaust Memorial Day and the Srebrenica genocide.</p>
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Overall Strategic Action B: collect and analyse more proactively

Key Action	By whom	By when	Commentary 2024
<p>1. Consolidate and draw upon service user and community profile evidence base and report back in annual service user diversity reports, using all</p>	<p>R&E Specialist; Performance and Research Team; Public Health Intelligence; Service Areas</p>	<p>Progress made; action ongoing; linked to publication of</p>	<p>The proactive gathering of intelligence from local and national sources is now linked into the priorities within the Shropshire Plan and to the use to be gained through input to and findings</p>

<p>opportunities that present themselves to add to the evidence base and utilise robust up to date data in decision making processes.</p>		<p>data in the annual service user diversity report.</p>	<p>from public consultation exercises. As such, data and analyses now form a more in-depth resource for service areas and for reports to Members as well as for publication on our website.</p> <p>This remains an area where efforts need to continue to minimise any duplication of efforts and ensure accurate analysis of data and findings.</p> <p>Data and findings form an integral part of ESHIAs in terms of helping to assess the likely impact of proposed service changes upon people in different groupings.</p> <p>Service areas have made use of ESHIAs in order to collate and present evidence about the communities, service users and stakeholders with whom they work, and demonstrate ongoing engagement with specific target groups and stakeholders.</p> <p>Officers have additionally made use of opportunities to submit evidence to UK Parliamentary Inquiries and to Government Departments in order to seek to influence national policy. This is pertinent to our situation as a rural authority with physical and digital</p>
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			<p>connectivity issues for a range of groupings. Examples include evidence on local bus transport issues to the DfT and to the HC Transport Committee, with such issues exacerbated by the impact of the pandemic on user numbers.</p> <p>Comparison work into rural authority approaches continues to utilise opportunities to contribute to data collection through collective and collaborative working eg on fairer funding for rural authorities with the County Councils Network (CCN) and Rural Services Network (RSN). This represents best use of pooled resources including scant officer capacity.</p>
<p>2. In specific reference to BAME* communities, follow up on recommendations of the Runnymede Trust to the current Women and Equalities Committee Inquiry around the unequal impacts of Covid-19 for BAME groupings, and those within the Public Health England (PHE) June 2020 report <i>“Beyond the data; understanding the impact of COVID-19 on BAME groups”</i>; with regard to data collection and to liaison with faith</p>	<p>R&E Specialist; Performance and Research Team; Feedback and Insight Team; interfaith forums; Voluntary and Community Sector Assembly (VCSA)</p>	<p>October 2020, and annual review.</p> <p>Specific action not completed; awaiting national inquiry report</p>	<p>The Runnymede Trust recommended action in this area, and PHE recommended action in this area as follows: <i>“Research and data: to deepen our understanding of the wider socio-economic determinants, improve data recording of faith and ethnicity and greater use of community participatory research.”</i></p> <p>The evidence arising from the inquiry has since formed one of the baseline evidence sources for a national Covid inquiry. As the national inquiry is</p>

<p>communities and the voluntary and community sector.</p>			<p>ongoing, this action remains to be completed, and was noted as such in the most recent Annual Service User Diversity Report.</p> <p>*Please also note that the Council no longer uses the term BAME; following research, the Council now refers to ethnic minorities or to specific minorities by name, rather than umbrella terminology.</p>
<p>3. Incorporate health and well-being assessments into equality and social inclusion impact assessments for service areas, in order to equip service areas to have due regard to health and well being as well as to the three aims when considering and planning service changes, and to link in with climate change appraisals to form a coherent suite of materials.</p>	<p>R&E Specialist; Public Health Team; Feedback and Insight Team</p>	<p>Baseline action completed May 2020 for 2020/2021 usage; the ESHIA template continues to be kept under review.</p>	<p>Significant progress has been made.</p> <ul style="list-style-type: none"> - In May 2020, following Cabinet decision in the February, we added in a request to service areas to consider health and well being within overall economic and environmental considerations; - In November 2020, we added in specific references within our social inclusion category to the needs of veterans and serving members of the armed forces, as a vulnerable grouping; - In December 2021, we made a further change, adding in an impacts table on health and well being, which affected not only the content but also the title for the impact assessment template, to now refer to it as the Equality, Social Inclusion and Health Impact Assessment, or ESHIA.

			<ul style="list-style-type: none"> - In June 2023, we updated it further, in order to amplify not only the health and well being element but also the duty that now applies in law to have due regard to the needs of veterans and serving members of the armed forces and their families. - This brings us to April 2024, with changes to now show armed forces as a distinct grouping, and care leavers as a distinct local grouping. - The current templates are available on the website and on the Council intranet, together with examples and latest Government guidance. <p>Future plans include further assessment of inequalities (both health and otherwise) through the embedding of select aspects of the Health Equity Assessment Tool within the ESHIA process. A refresh of the wider Shropshire Inequalities Plan is also due for 2025.</p> <ul style="list-style-type: none"> - the R&E Specialist and Public Health lead for health impacts, along with Feedback and Insight Team colleagues, provide critical friend support to service areas on completion of ESHIAs.
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<p>4. Collect data about service user participation in service area activity and about participation by partner organisations and the wider community in service area activity and in public events including consultation opportunities</p>	<p>R&E Specialist; Service Areas; Feedback and Insight Team; Community and Voluntary Sector Assembly</p>	<p>Baseline action completed</p>	<p>In 2020, it was identified that further work was required in this area, including with regard to service users and communities unable to participate in activity due to the Covid-19 pandemic eg closure of leisure facilities eg access to places of worship, or unable to access guidance and services online due to lack of digital connectivity and or to lack of digital skills.</p> <p>Collection of equality data at public events involved usage of a standard monitoring chart. The Voluntary and Community Sector Assembly (VCSA) utilised this at annual events, and feedback was used to improve both the form itself and the events themselves.</p> <p>With the baseline action completed, and a move away from physical sheets towards online monitoring and feedback, this action will be closed off.</p>
<p>5. Analyse internal information on workforce, and compare with good practice authorities, in order to identify and comment on trends and prioritise where the gaps may be in representation within the workforce of groups with Protected Characteristics.</p>	<p>Human Resources Team; R&E Specialist</p>	<p>Progress made; action ongoing; linked to publication of data in the annual</p>	<p>Comparison work is maintained as a watching brief. This has included learning from the Civil Service as well as other local authorities, particularly at regional level.</p> <p>An internal working group chaired by HR has carried out activity over the last reporting term to encourage the self</p>

		workforce diversity report	<p>completion of equality information by existing employees as well as new starters. This was linked to the need identified for emergency contact data to be completed as well. Targeted support has been given to the areas where there is limited access to update systems e.g. cleaning and catering teams.</p> <p>Positive approaches towards recruitment and retention are reported upon in the annual workforce diversity report eg flexible working</p> <p>E.g. In February 2019 Shropshire Council achieved the Disability Confident Leader Level 3 Award (this scheme replaces the Disability Symbol Two Ticks initiative)</p>
<p>6. Evaluate perceived effectiveness of communication methods for people experiencing or observing discrimination, harassment or victimisation, in order to ensure that service users and members of the public feel equipped to come forward where any such incidents occur, including perceived hate crime</p>	<p>R&E Specialist; Feedback and Insight Team; Communications Team; Shropshire Council Service Areas</p>	<p>Some progress made; action has changed in scope towards awareness raising efforts allied to specific campaigns</p>	<p>This work area had been identified in 2020 as an area for taking forward, given spikes in hate crime incidents attributed to Brexit and at the time potentially to the Covid-19 pandemic, particularly for ethnic minorities including respectively asylum seekers from Europe and further afield, and Chinese people.</p> <p>Given changes in how hate crime is monitored and reported by external agency, ie the police, current and future</p>

			<p>activity is targeted at overall awareness-raising for the workforce as well as for service users and the public.</p> <p>This sets out to help people to recognise and tackle and report racism and other forms of discrimination, harassment or victimisation. This may be through formal hate crime incident reporting or through other joint and organisational action.</p> <p>There is a growing need to collate and highlight a number of racism and other discrimination issues emerging through public consultation exercises, identified by the Feedback and Insight Team. This needs to be taken forward as a collaborative action including specific communication campaigns to address misinformation and increase understanding.</p>
<p>7. Establish current patterns of hate crime incident reporting, in order to help target inter agency efforts to collect and monitor such data, and to publicise reporting channels including online</p>	<p>Public Protection Team; Feedback and Insight Team; Communications Team; Shropshire Council Service Areas</p>	<p>Action has changed in scope towards awareness raising efforts allied to specific campaigns or</p>	<p>As with the above action, changes in how hate crime is monitored and reported by an external agency, ie the police, have affected use of this specific action to aid joint agency work.</p> <p>Data is collected by the Police and reporting by individuals is encouraged through processes promoted on the Council's website.</p>

		place-based activity	<p>In a joint agency action, the Council acted swiftly in Bridgnorth in November 2022 to remove antisemitic graffiti, with a follow up press release stating commitment to always act upon this. A decision was taken with the portfolio holder for children and young people to then plant two HMD trees at Bridgnorth schools the following January 2023 in order to help educate younger children in the area.</p> <p>Further one off action will be taken wherever needed, and future ongoing activity will be usefully targeted at overall actions for the workforce as well as for service users and members of the public, to help people to recognise, tackle and report racism and other forms of discrimination, harassment or victimisation. This may be through formal hate crime incident reporting or through other joint and organisational action, including place- based activity and activity linked to rural hate crime.</p>
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Overall Strategic Action C: work more jointly

Key Action	By whom	By when	Commentary 2024
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<p>1. Promote Holocaust Memorial Day, 27th January each year across the county and more widely</p>	<p>P&RS: R&E; Feedback and Insight Team; Arboriculturists; Communications Team; Web Support Team; Archives and Museums; Libraries; inter faith forums; primary and secondary schools.</p>	<p>January each year; action has changed in scope to now include an event to Remember Srebrenica, in July each year.</p>	<p>Activities are focussed on work with primary schools and interfaith forums and with local councillors as community leaders.</p> <p>There are now 19 trees in the HMD memorial cherry tree orchard being grown with schools across Shropshire, with a further tree to be planted in January 2025. These are sourced by the County Arboriculturists.</p> <p>Details about activities are published as press releases, as well as on the Council website, and via the national Holocaust Memorial Day Trust website.</p> <p>Commemorations now include annual services to Remember Srebrenica, at a cherry tree planted at Shirehall in 2021 to commemorate the role of the armed forces in their humanitarian efforts. Further information for this was provided by Archives Team.</p> <p>Interfaith forums have also returned to the cherry tree at Woodside School in Oswestry to remember Anne Frank's birthday.</p> <p>The Council's efforts on Holocaust and genocide commemoration work with children have been recognised by the</p>
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			<p>national HMD Trust with a feature in their 2023 annual publication.</p> <p>These efforts are not only around ensuring that the Holocaust and other genocides are never forgotten but also around providing opportunity for children to work with representatives of a range of faith communities and grow their own understanding of world faiths.</p>
<p>2. Continue to promote national events, in order to pool resources for maximum effect and increase understanding amongst the general public, service users and communities of the challenges faced by people with Protected Characteristics and people at risk of social exclusion.</p>	<p>R&E Specialist; Communications Team; other strategic and collaborative partnership working arrangements</p>	<p>Progress made; action ongoing</p>	<p>The R&E Specialist and Comms Team work together on key events and commemorations. Active support has been provided by members of Shropshire Council Anti Racism Forum (SCARF), with one off events also organised by the ICS. The R&E specialist has also worked closely with colleagues across the region, particularly TWC and Wolverhampton City Council colleagues, on online events and other materials for the workforce, notably for Pride Month, Black History Month and South Asian Heritage Month.</p> <p>An action for calendar year 2025 is to produce an inhouse diversity calendar, to be located on the intranet. This will expand this action from promoting events to supporting a range of commemorations and celebrations.</p>

			Further energy will also be focussed upon continuing collaborative efforts across the ICS.
3. Evaluate perceived effectiveness of joint local events and initiatives and joint promotion of national events in helping service users and communities to feel better equipped to recognise discrimination, harassment and victimisation against groups and individuals, and to feel better able to know what to do next.	Strategic and collaborative partnership working arrangements	October 2020 action completed; progress made; action has changed in scope towards awareness raising efforts allied to specific campaigns or place-based activity	<p>Evaluation of Holocaust Memorial Day involves elected Members, the South Shropshire Interfaith Forum and the Shrewsbury Interfaith Forum, who are linked into the VCSA (Voluntary and Community Sector Assembly), local primary schools, and local Members for the schools involved. This takes place on an annual basis ahead of the next year's events, once the new national theme is known for the next year.</p> <p>In 2020, we stated that this exemplar now needed to be replicated for other events such as Show Racism the Red Card, supported by the Council and Unite in 2019, and for future events or campaigns.</p> <p>In October 2020, we began supporting Show Racism the Red Card Day as the main event in our calendar for Black History Month, and as a headline action to show our commitment towards tackling racism, following the murder of George Floyd. This began as an online activity during lockdown, and has continued every year since then, as a way in which to engage staff across our</p>

			<p>rural county as well as a way to promote the messages through external press releases. Activity is shared with ICS and other local authority colleagues.</p> <p>The Shropshire Council Anti Racism Forum (SCARF) came into being at that time and continues to act as a staff support network and a sounding board. Members for example supported introduction of phonetic email signatures. Adopting this initiative visibly demonstrates our efforts to show respect towards people from a range of heritages and cultures.</p> <p>There is a growing need to collate and highlight a number of racism and other discrimination issues emerging through public consultation exercises, identified by the Feedback and Insight Team. This needs to be taken forward as a collaborative action including specific communication campaigns to address misinformation and increase understanding.</p>
4. Share materials across sectors, in order to pool resources for maximum effect and increase understanding amongst the general public, service users and communities of the challenges	R&E Specialist; Communications Team; Shropshire Voluntary and Community Sector Assembly; other strategic and	Some progress made; action has changed in scope towards	This work area had been identified in 2020 as an area for taking forward adapting in order to maximise current and planned collaborative arrangements across sectors and across borders.

<p>faced by people with Protected Characteristics and people at risk of social exclusion.</p>	<p>collaborative partnership working arrangements</p>	<p>greater use of digital materials and resources</p>	<p>Financial and staffing capacity constraints have inhibited activity beyond a small number of ICS events, and work with local Pride Event organisers to support their efforts.</p> <p>As it links in with promotion of and participation in national activity eg Pride Month eg Africa Day, this action will now be rolled into a broader action instead, around joint promotion and pooling of resources, particularly online. This will then be an activity area which continues at no cost beyond officer time.</p>
<p>5. Keep abreast of good practice in training and guidance on developing and maintaining good relations with groupings in the community, achieving progress towards the three national equality aims, ie.: eliminating discrimination, harassment and victimisation; and advancing equality of opportunity; and fostering good relations, and introduce this as part of Shropshire Council guidance, training programmes and briefings for officers and elected Members.</p>	<p>Human Resources Team; R&E Specialist</p>	<p>Progress made; action has changed in scope towards awareness raising efforts allied to specific campaigns or place-based activity, and towards greater use of digital materials and resources</p>	<p>This action aids Shropshire Council to meet its general equality duty under the Public Sector Equality Duty.</p> <p>An online training module for all staff forms part of a mandatory package of training resources, whilst all Members were provided with opportunity to participate in online briefing session following the last Council elections in 2021. The online module for Members was updated and launched at that time.</p> <p>This action has changed in scope over the last reporting term, in part due to the move towards greater use of online materials and resources. The focus is now more upon awareness raising of</p>

		<p>campaigns, celebrations and commemorations, through news items, intranet and internet resources, and online events, rather than generic training courses.</p> <p>A recent example was an online session with Scrutiny councillors in 2023 around ways to assess likely impacts of service change proposals for rural communities. Another would be annual guidance for the workforce about Ramadhan, with a focus upon ways to support Muslim employees, and input about this holy month for Muslims from the Imam for Craven Arms Mosque.</p> <p>Specific support for staff and Members in understanding the PSED and in understanding the role and purpose of ESHIAs has included bespoke online sessions for new social workers, and for commissioning staff, as well as the publication of updated guidance for all Members and all managers, after national Government guidance updates in November 2023.</p> <p>Research continues to be undertaken into how other rural authorities, public sector organisations, the private sector, and the voluntary and community sector approach training and guidance, scoped</p>
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			more now towards use of online resources and towards links to be made with ICS partner organisations.
Key Action	By whom	By when	Commentary 2024
6. Keep abreast of good practice in training and guidance around discrimination, harassment or victimisation, including around recruitment, induction and retention, and where appropriate introduce this as part of Shropshire Council training programmes and briefings for managers.	Human Resources Team; R&E Specialist	<p>October 2020; review linked to preparation of annual diversity reports 2020-2021</p> <p>Some progress made</p> <p>Action has changed in scope towards awareness raising efforts allied to needs identified by managers and front line staff for</p>	<p>The review, which drew upon a staff survey that year, identified that action was needed to help managers to recognise and tackle racism as well as ageism and sexism. The Human Resources lead and R&E Specialist successfully engaged Windrush Campaigner Patrick Vernon OBE as keynote speaker in an event for businesses and public sector organisations to mark Black History Month in October 2021. With pandemic restrictions still in place, this was an in person event at Theatre Severn with reduced numbers, livestreamed for an audience including ICS and regional local authority colleagues.</p> <p>Subsequent review, and feedback from HR Business Partners, highlighted that further workshops were needed to build on this awareness raising through specific support for managers, to equip them with the confidence and</p>

		<p>support and guidance, and efforts to work in partnership on shared resources</p>	<p>competencies to recognise and tackle racism wherever encountered.</p> <p>This was also highlighted by SCARF, whose members include colleagues working with refugees, and by the Workforce EDI group of the ICS, both of which had raised concerns about racism towards health and social care staff.</p> <p>The Human Resources lead and R&E Specialist developed a further training proposal during 2022 and recast it in 2023 from face to face workshops to a broader online offer including sexism and misogyny, as well as neurodiversity, Financial constraints have prevented its procurement and delivery to date in that format. This training need will be taken forward as an action.</p> <p>There is a growing need to collate and highlight a number of racism and other discrimination issues emerging through public consultation exercises, identified by the Feedback and Insight Team. This needs to be taken forward as a collaborative action including specific communication campaigns to address misinformation and increase understanding.</p>
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			<p>Action will be allied to findings obtained through the ICS about racism experienced by health and social care staff, including from academic research as well as sharing of experiences.</p> <p>Research continues to be undertaken into how other rural authorities, public sector organisations, the private sector, and the voluntary and community sector approach training and guidance, scoped more now towards use of online resources and towards links to be made with ICS partner organisations.</p>
7. Evaluate increased understanding amongst officers and elected Members about the challenges faced by people with Protected Characteristics and people at risk of social exclusion	Human Resources Team; Rurality and Equalities Specialist	October 2020 action completed; progress made; action has changed in scope towards awareness raising efforts allied to specific campaigns or place-based activity	<p>Staff feedback continues to be obtained on completion of the module on equality, diversity and social inclusion, as with all other modules within the mandatory online training package developed and introduced for new starters and related modules, eg on neurodiversity eg on trans awareness.</p> <p>Member feedback was positive following attendance at online briefing sessions held in 2021, after elections held that year. Members also continue to avail themselves of the online training module updated and relaunched at that time.</p> <p>Awareness raising efforts have included the following: terminology changes such</p>

			<p>as no longer using BAME as an acronym; being an ally, particularly for the Protected Characteristic groupings of Race, Religion or Belief, and Sexual Orientation; visible 'due regard' being taken of the needs of neurodiverse individuals within ESHIAs; and use made of poetry and narratives as a way to help people to think about commemorations and celebrations.</p> <p>Additionally, the Safe Ageing No Discrimination (SAND) Covenant agreed by Cabinet in November 2023 serves as a protocol template to use for further work with community and voluntary sector organisations who work across Protected Characteristic groupings.</p>
8. Support positive joint approaches towards recruitment and retention of young people in local businesses and within the Council	Human Resources Team	Progress made; action ongoing	<p>Shropshire Council continues to promote the development of employees through its on-line learning system, making learning more accessible and flexible to all employees,</p> <p>Shropshire Council continues to utilise the Apprenticeship Levy to support accredited learning and will monitor the development of new processes through Skills England and the new Skills and Growth Levy (Apprenticeship Levy reform) over the next four years. There is an ongoing commitment that the</p>

		<p>organisation will support diversity and inclusion of apprenticeships and other early careers and career development initiatives such as T Level Placements, Work Experience, Supported Internships and supporting Children Looked After</p> <p>Apprenticeships are delivered by local and national providers and offer flexibility in the way they deliver training to meet the needs of the organisation. Shropshire Council continues to work with these providers to develop apprenticeships for the future, providing greater flexibility to all employees in accessing apprenticeships</p> <p>Additionally, the Council supports care leavers in a number of practical ways, as well as identifying them as a distinct local grouping due to their recognised vulnerabilities.</p> <p>The Council also requires companies tendering for contracts to articulate how they will achieve social value, including through support to local young people.</p>
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