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
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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