

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
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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	Green
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	Green
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	Amber
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	Green

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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	

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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	

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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	

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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 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	

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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	

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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	