Committee	Cabinet 18 November Scrutiny Finance & Improvement Overview & Scrutiny Committee
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Quarter 2 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	Mark Gwynne – Interim Business Intelligence Strategic Lead
Officer contact details	mark.gwynne@shropshire.gov.uk
Electoral Divisions Affected	All
Key Decision?	Non Key
Cabinet Forward Plan	Not applicable
Report considered by	*Not applicable*

1. Purpose of Report

1.1 This report presents the second 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).

1.2 The report communicates progress and impact in the delivery of the Council's 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).

2. Recommendations

2.1 Cabinet is recommended to:

- Review performance at Quarter 2 and confirm any areas in the report that need action to address them.
- Provide further feedback on the performance report that can be taken forward in further refinements to the report format.
- Propose emerging topics or issues as appropriate to the relevant Overview and Scrutiny Committee to consider for inclusion in their work programme.

2.2 Finance and Improvement Overview and Scrutiny Committee is recommended to:

- Consider the performance at Quarter 2 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. Background

3.1 Shropshire Council adopted its new Corporate Plan 2026-2030 at its meeting on 14 May 2026. This was followed by Cabinet confirming the Performance Management Framework (PMF) on 10 June 2026, including the KPIs and 'Delivery Commitments' which form the basis of the Corporate Plan quarterly performance reporting.

3.2 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.

3.3 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 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, an LGA Corporate Peer Challenge follow-up visit, and the External Auditor Annual Value for Money Assessment. In July 2026, the Council received a Best Value Notice from MHCLG.

4. Quarterly Report Overview

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

4.2 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.

4.3 A key feature of the report and delivery is that it highlights performance that is higher or lower than expected. This enables greater focus on those measures and services that are not achieving expected progress or impact and supports 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.

4.4 To provide a better understanding of relative performance, the Quarter 2 report, as well as showing performance compared to all upper tier and unitary councils, also now includes comparative information with the Ministry of Housing, Communities and Local Government (MHCLG) family group of similar authorities (details of the Family Group members are shown on Page 43 of the Corporate Plan Performance Report, included as Appendix 1). This information is being used, alongside service planning, to inform local target setting which will be included in future reports. This group comprises the 15 councils most similar to Shropshire based on population, geography and demographic data; this therefore provides a better basis against which to compare our performance and set local targets.

4.5 Reporting contained within the report is based on the period July to September 2026. All KPIs and narrative within the report is therefore based on progress as at 30 September 2026 and therefore may reflect dates in the future, although some of these dates may have passed by the time the report has been presented through the reporting routes.

4.5 For next quarter there will be further evolution of the reporting to recognise that some data has cyclical trends within the year, comparative periods will be extended to include last quarter and the same period last year. This helps in identifying trends over time and avoids raising concerns around normal changes in performance data. Alongside this improvement, local targets will be established in line with benchmarks, priorities, resources and plans to drive improvement. This will support service planning and establishing longer term performance targets.

5. Progress Against Delivery Commitments and Key Performance Indicators

5.1 Whilst there are more delivery commitments slipping than in Quarter one, the report demonstrates significant progress and improvement in some areas of delivery, with a few key successes to highlight being:

- 9 of the 48 Corporate Plan delivery commitments have been completed by the end of Quarter 2, 29 are in progress / on track, whilst 5 are red rated and 5 amber rated.
- Reducing homelessness and stays in B&B accommodation has significantly improved over the last year, with no families now staying in B&B for more than 6 weeks.

- There has been a further increase in repair of potholes over the quarter, with 10,141 potholes repaired.

5.2 The report also shows areas where progress is not being made at the desired pace, and where possible a likely timeline for progress, including:

- Establishment of the corporate landlord function is a longer term workstream that is being picked up through the Corporate Landlord Review Transformation Programme.
- The review of cultural services is delayed until March 2027 to allow support from an independent expert to provide input and identify opportunities.
- Some housing delivery commitments have slipped awaiting arrival of the new Service Director who will ensure a focus on establishing the right milestones and drive them forward so we are able to accurately assess progress and any likely impact next quarter.

5.3 The report highlights 16 Red and 1 Amber rated KPIs (the same as in Quarter 1). An overview of some aspects where performance is below that of our comparators, shown as Red in Appendix A, with some being identified below:

- Road maintenance (T01 and T02) a sustained focus on increasing the pace of fixing potholes prevents road condition worsening further, but due to historic challenges of under investment in roads maintenance and repair, with road condition not comparing favourably with our benchmark authorities.
- Bus connectivity and journeys (T06 and T08) remain challenging with work continuing to progress new routes which will lead to an improvement in coming months.
- The rate of looked after children (HC13) has improved slightly but remains very high and improvement will be supported through increased emphasis from the Improvement Board and mobilisation of the Children's Transformation Programme, driving better outcomes and reduced cost.

6. Key Risks and Opportunities

6.1 The management of key performance indicators is a key process as an aspect of monitoring progress in the delivery of priority outcomes. This provides insight into areas which are performing as intended, or where 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. Service planning, regular budget monitoring and financial reporting are also parts of the wider performance, governance and risk management approaches within the Council which are being more closely aligned towards becoming an integrated framework.

6.2 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 performance management framework or the financial position of the Council. It is unlikely to 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. This will 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. This context has been used to set local performance targets against the key performance indicators contained within this report.

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 release 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	Governance, Performance and Financial Weaknesses Achieving long-term financial sustainability

	implemented at pace to minimise an impacts and implications. • Visibility and transparency through quarterly review and reporting via the Corporate Plan Performance Report. • Business Plans for 2027/28 which will be developed during Quarter 3 will capture all deliver commitments with clear actions to ensure accountability for timely progress.	

7. Council Priorities

7.1 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.'

8. Financial Implications

8.1 There are no financial implications related to decisions in this report.

9. Legal and HR implications

9.1 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.

9.2 This report provides a rolling update on progress against delivery commitments for the year which remain in progress: enabling effective oversight and challenge.

10. Electoral Division Implications

10.1 Not applicable.

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

11.1 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.

12. Equality and Diversity Implications

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

13. Climate Change, Biodiversity and Environmental Implications

13.1 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.

14. Background Papers

14.1 Shropshire Council Corporate Plan 2026-2030
14.2 Shropshire Council Corporate Performance Management Framework

15. Appendices

Appendix A – Corporate Plan Performance Report – Quarter 2