

# Corporate Plan 2026-2030

Rebuilding Shropshire Together

May 2026



Shropshire Council is at a pivotal moment. Our financial position means we need to live within our means, while we build a stronger future for our county and its communities.

We are setting a new direction for the Council over the next four years, rooted in realism, responsibility and ambition. Our plan reflects both the challenges we face and the opportunities we must grasp. It is focused on **rebuilding Shropshire together**.

Financial sustainability underpins this Plan. We must be honest about the resources available to us and disciplined in how we use them. That means being focused on needs, not wants, and ensuring that every pound we spend delivers the greatest possible benefit and impact for our residents and communities. This Corporate Plan therefore goes hand-in-hand with our Improvement Plan and Financial Plan, providing a single, coherent direction for the Council. One that is focussed on achieving financial sustainability and delivering our statutory responsibilities in the most effective, efficient, and economical way.

To do this, our role and purpose as a Council must change. We will continue to focus on our responsibilities, particularly in supporting and protecting the most vulnerable people in our communities and our ambition to be a child friendly Shropshire. We will also maintain our commitment to improving our responsiveness to our customers. But we recognise that we cannot deliver everything alone. Increasingly, our role must be enabling, facilitating and influencing — working with our partners, town and parish councils, the voluntary and community sector, businesses and, most importantly, our communities — to achieve outcomes, develop and embed resilience, and realise the greatest possible impact for Shropshire and its residents.

This Plan is built around clear priority ambitions and outcomes. It focuses on what we know matters most to Shropshire: connected communities; safe and inclusive places with homes that meet people's needs; opportunities for people to thrive and be healthy at every stage of life; a protected environment that promotes wellbeing; a fair and thriving economy - all supported by a Council that is financially sustainable, with clear priorities and a workforce that is supported to excel. These priorities reflect both the realities of Shropshire today and the future we are planning for.

We want communities across Shropshire to feel pride in where they live, confidence in the services they rely on, and trust that the Council is focused on the right things. That means working in partnership, listening carefully, and being open about the challenges we face as well as the opportunities ahead. We will work in line with our organisational values and future council principles which together guide our behaviours and actions.

By being clear about our priorities, aligning our resources, and working together around shared outcomes, we can build a Shropshire that is sustainable, connected and resilient.

**Councillor Heather Kidd**  
Leader of Shropshire Council

**Tanya Miles**  
Chief Executive, Shropshire Council

## Sustainable – Resilient – Together

**Sustainable:** We need to live within our means, protect our environment and support a strong local economy, so services and opportunities remain sustainable for the long term

**Resilient:** We want to build strong communities that can respond to change and future challenges, where people stay healthier and independent for longer, and where council services are there when they are most needed.

**Together:** We want to be a council that works closely with its communities and partners, and a county that is well connected, so people can easily access services, opportunities and support they need.



Section	Purpose	Page
<b>1. Introduction</b>	This section explains the purpose of the Plan, its relationship with other strategic documents such as the Improvement Plan and the Financial Strategy	4
<b>2. Our context</b>	This section summarises what Shropshire is like currently and how it is expected to look in the future, providing the context to our priority ambitions.	9
<b>3. Our ambitions and what we will focus on</b>	This section sets out the priority ambitions and what the council will be focused on, which have been informed by a range of data, evidence and engagement.	12
<b>4 How we will work and making sure we deliver</b>	This section provides a summary of the arrangements that provide assurance we are delivering the Plan. It sets out how the Council will measure delivery against priority ambitions through a new performance framework and shares our values and future council principles which guide how we operate and deliver.	20

# Section 1 Introduction



## Purpose of this Plan

This Corporate Plan 2026-2030 sets out the priority ambitions we will focus on as a Council over the next four years to deliver, enable, and influence better outcomes for Shropshire and its residents, while becoming financially sustainable.

The Plan provides the context for how we plan our activity and spend our money. Alongside our Improvement Plan and Financial Plan, it provides a clear strategic basis for our decision-making and everything we do.

The Plan helps us to stay focused on what is most important for Shropshire, aligned to our financial sustainability, and our continued improvement as an organisation.

Working with our partners and communities we want Shropshire to be a place where....

- there is a financially sustainable council, with clear priorities and purpose, and a workforce that is supported to excel
- communities are connected by well-maintained roads, accessible transport and infrastructure
- people live in safe, inclusive places with homes that meet their needs
- everyone has an opportunity to be healthy and thrive at every stage of life
- an environment that harnesses our natural assets and supports wellbeing
- a thriving economy that benefits everyone



## Data, insight and engagement that have informed the Plan

The Plan and its priorities have been informed by a range of data and evidence. Our data led approach has been combined with insights from staff, elected members, our work with partners, and communities, and takes account of what we understand the international, national, regional, and local socio-economic and policy landscape is likely to be over the next few years and further into the future.

The Plan has also been shaped by the financial position of the Council. While we remain ambitious about the outcomes we want to see achieved for our county and residents, we also know that what the council can deliver is dependent on its financial sustainability, and our improvement as an organisation, and a need to focus on what we are statutorily required to deliver, enable and influence.

The Plan has been informed by:

- ['A New Direction'](#) presented to the Council meeting in September 2025, outlining the strategic direction and priorities proposed by the administration
- Data and evidence provided by the Council's Business and Intelligence Team, drawing on a range of data sources and other insights, including forecasting what Shropshire could be like in 2050 to inform a long-term context.
- Engagement and consultation – including resident engagement carried out during 2025 and the recent Budget Consultation (December 2025 - January 2026). Engagement has also been carried out with council staff, elected members, residents and partners during February, March and April 2026.
- Existing priorities, plans and strategies – including the Health and Wellbeing Strategy, Climate Change Strategy, Independent Living and Specialist Accommodation Strategy, Economic Growth Strategy, Waste Prevention Strategy and Youth Strategy.

- Statutory requirements – including ensuring vulnerable people are safe and have access to the care they need, access to social housing and specialist housing for those who need it, and the health and well-being of Shropshire communities.
- Our Medium-Term Financial Plan and Improvement Plan – recognising that the Council needs to be realistic about what can be achieved given its financial position and the need to continue to deliver less and enable more.

## Three Plans: One Direction

The Corporate Plan does not stand alone. It is part of our suite of strategic plans that together set the direction for the Council – including:

- i. The Improvement Plan which sets out how we will improve as an organisation so we can operate in the most effective, efficient and economical way
- ii. Our Financial Plan which summarises the financial position, and how we will reduce our reliance on Exceptional Financial Support (EFS) from Government and become financially sustainable over the medium term

Together they set the strategic direction for the council over the coming 4 years, establishing the foundation for the council to be financially sustainable, and better equipped to deliver, enable and influence outcomes for residents and communities

The Plans provide the context and basis for our business and budget planning, helping to shape the focus and priorities for our service plans, teams and individuals – ensuring everything we do is focused on our financial sustainability, our organisational improvement, or the ambitions set out in this Plan.

## Organisational Improvement

The Council's Improvement Plan was agreed by Council on the 11 December 2025. The Plan was developed as a response to:

- Feedback in various external reports which made recommendations to address the financial position and improve other areas including corporate governance.
- A 'financial emergency' declared by the Cabinet in September 2025, which required immediate actions to reduce overspending.
- The Statutory 'Best Value' Guidance for councils which sets out the characteristics of a well-functioning authority. We know there are areas to improve before we can confidently demonstrate excellence against all characteristics.

The Improvement Plan sets out the priorities and programmes of action, to achieve the aims of being a council that:

- Is financially stable and sustainable
- Has clear priorities and purpose:
- Supports and enables its workforce to excel

Our People Plan has been developed to drive forward how we support and enable our staff and ensure to deliver the services and change required.

The Improvement Plan also sets out the future council principles which will guide how we work and provide a basis for our continued improvement and transformation into a council that is financially sustainable and equipped to deliver, enable, and influence the ambitions and outcomes set out in this Corporate Plan in the most effective, efficient and economical way.

## Financial Sustainability

We need to ensure the Council can deliver outcomes now and in the future within its available resources. Our Medium-Term Financial Plan, agreed by the Council on the 26 February 2026, includes a commitment to develop a Financial Sustainability Strategy setting out how the Council will reduce its reliance on Exceptional Financial Support (EFS) from the Government.

This includes a transformation portfolio driven by the Future Council principles (page 22) and focused on modernising and changing how we do things to:

- Reduce the cost of services and operate more efficiently as an organisation
- Generate additional income from a variety of sources
- Reduce demand for services with a focus on early help and prevention
- Work in partnership, ensuring residents receive support they need, but not necessarily through council services
- Use digital technology to improve and enable service delivery

Economic growth can also make a contribution to our financial sustainability by broadening the local tax base and reducing demand-led pressures, while also creating jobs, raising incomes and improving life chances and opportunities for residents.

We will also continue to make an evidence-based case for Government funding that is more aligned to the demographics and rurality of Shropshire.

Our financial and non-financial strategies will be aligned with this Corporate Plan and a common focus of ensuring residents and businesses receive appropriate services that are affordable within the Council's financial resources. We will review what we will be doing to realise our ambitions each year to ensure that we are doing this. This may mean our aspirations and ambitions need to be lowered.

### Delivering our ambitions and priorities

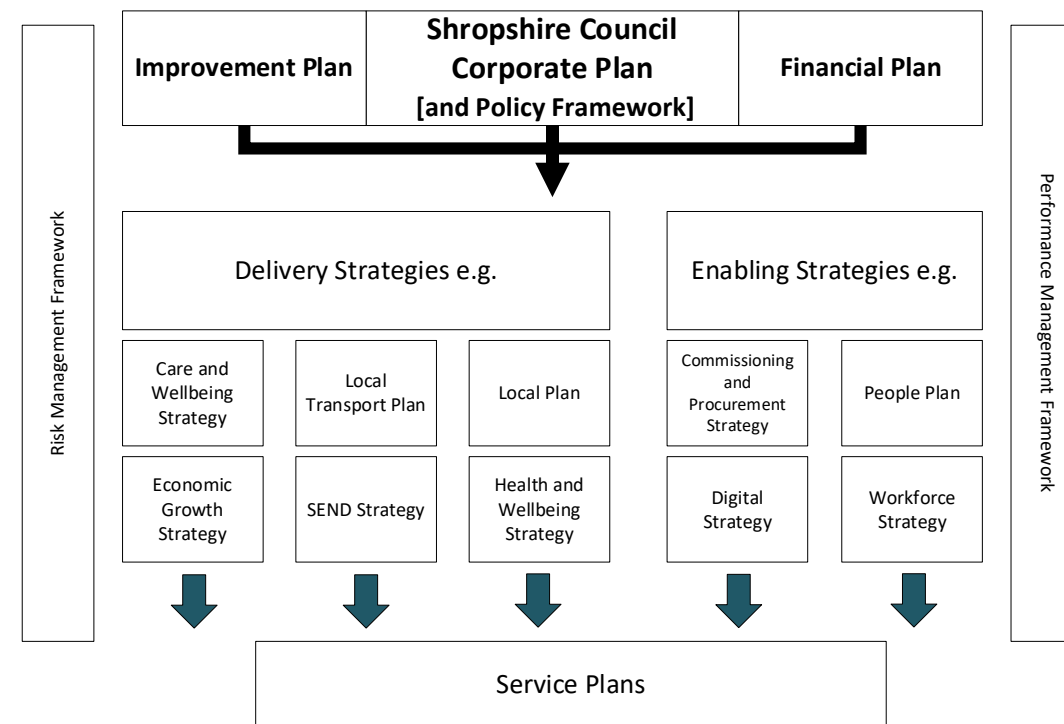
This Corporate Plan is a strategic framework rather than a detailed delivery plan. What we deliver, enable and influence against the priority ambitions will be determined and driven through a range of strategies, service plans and programmes. For each of the ambitions we have listed the key plans and strategies that drive our delivery, role and purpose. Many of these will be reviewed and revised over the coming months.

**Partnership working:** We work with and through a range of partnerships to deliver services and outcomes, recognising that modern local government no longer delivers outcomes on its own. These partners and partnerships are also listed and include a range of statutory and non-statutory partnerships.

**Prevention and reducing demand:** We are committed to promoting prevention and resilience, and reducing demand, for services and support, resolving issues as soon as possible. We take a targeted approach to tackling inequalities, improving how we do what we do, and making sure that people get the right support at the right time helping to prevent problems before they arise.

**Reviewing our priorities:** Given ongoing demand pressures (particularly on adult and children’s social care services), changing national policy priorities, and the ongoing focus on financial sustainability, we will use business and budget planning each year, as well as the review and refresh of strategies, to determine commitments and activity, ensuring they remain aligned to resources available.

**Participation and engagement:** We will redesign and strengthen how we work together with our communities and those who require support and services to deliver, enable and influence sustainable outcomes.



**Figure 1:** How our plans and strategies work together to deliver our priorities and ambitions.

## Section 2 Our context



## **National and regional policy direction**

Our Corporate Plan needs to set the direction for the council in the context of national policy and likely changes and developments that are expected to follow them. For example, the new requirements for Spatial Development Strategy and national reforms in Children's Social care

## **Cross border relationships and working**

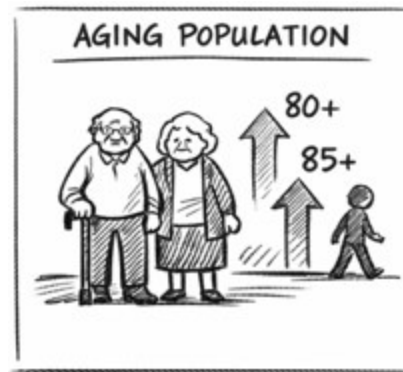
Our border with Wales and our close geographic, environmental, social and economic relationships with our neighbouring Welsh Local Authorities, such as Powys County Council, is reflected in our partnerships and our role needs to be recognised in our strategic plans. Some examples include the Marches Forward Partnership and the Severn Valley Water Management Scheme.



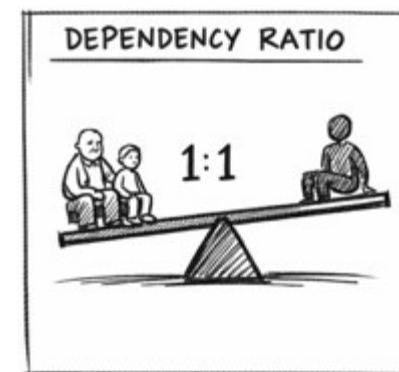
We have used long-term data and forecasts to understand how Shropshire may change by 2050 and what we need to do now to shape a positive future. An ageing population and more people living with long-term conditions will increase demand for care and support, making promoting prevention, healthy choices and strong communities more important than ever. We also need a strong local economy that builds on Shropshire’s strengths, including its natural environment, tourism, agriculture and health and care, while attracting and retaining young people through good jobs, affordable homes and a great quality of life, and making Shropshire child friendly. As a large and rural county, reliable highways, active travel opportunities, and digital connectivity are essential to help people stay connected to work, education, services, family and friends. Our plans must also help communities adapt to climate change and strengthen resilience for the years ahead.



More people will live in Shropshire, increasing pressure and demand on homes, services, highways and local infrastructure.



Many more residents will be much older, while fewer children and young adults will live in the county.



There will be almost one person needing support for every person of working age.



More residents will live with long-term illness or disability, driving much higher demand for care and support.



More people aged 65+ will live alone and fewer families with children will need homes that suit different life stages.



Hotter summers and wetter winters will increase health risks, flooding, travel disruption and damage to homes and businesses

## Section 3

### Our ambitions and what we will focus on



This section sets out priority ambitions we will focus on to guide what we deliver, enable and influence for Shropshire and its residents. It sets out the direction that the council is working towards.

For each of these ambitions we have summarised:

- **Why it is a priority for Shropshire:** so that people understand why it is important for our county and communities, and why we need to focus on it. (*Why*)
- **What we will focus on:** sets out the areas that matter most, helping people understand where the Council's attention will be directed, including statutory responsibilities and existing plans. These priorities will be reviewed annually to ensure they remain relevant. Detailed delivery commitments will be set out through service plans and new strategies, aligned to the Council's financial position and available resources. (*What*)
- **The plans, programmes and strategies** that help to deliver the ambitions demonstrating our current commitments and strategic intentions. The strategies and plans listed in the following sections are examples of those we have in place and are not an exhaustive list. (*How*)
- **Partners and partnerships we work with to realise the ambitions:** so people understand that we work with and through a range of partnerships (statutory and non-statutory) to deliver services and outcomes, recognising that modern local government no longer delivers outcomes on its own. Where there is joint delivery, we will be clear about our contribution, dependencies and risks, and report progress transparently. (*How*)

## Our ambitions and focus



Why

What

How

**Our ambition**

**A Council that is financially sustainable, with clear priorities and purpose, and a workforce that is supported to excel**

**Why this is a priority**

There have been several events, external reports and recommendations identifying areas where the Council needs to improve, including a 'financial emergency' declared by the Cabinet in September 2025. A Local Government Association (LGA) Corporate Peer Challenge delivered in July 2025 provided observations and recommendations for improvement, including addressing the financial position and other areas of how the Council operates – including corporate governance and employee engagement. An External Auditor letter and subsequent Statutory Recommendation identified that the Council must take steps to review service delivery, improve robustness of savings plans and prevent reliance on Exceptional Financial Support (EFS). The Best Value Duty Statutory Guidance for Best Value Authorities provides the characteristics of a well-functioning authority, and we know that there are areas to improve on before we can confidently demonstrate excellence against all characteristics.

**What we will focus on**

Delivering our Improvement Plan, reviewing and refreshing priority programmes to respond to changing circumstances and context

Implementing a Financial Sustainability Strategy, as part of our overall Financial Plan, that reduces our reliance on Exceptional Financial Support (EFS) from the government.

Delivering a programme of transformation and change that is driven by the Financial Sustainability Strategy to reduce costs and increase income

Strengthening financial management practices including procurement and contract management, budget monitoring and forecasting, income collection and debt recovery

Implementing our People Plan to become an organisation people are proud to work for, feel valued, and can thrive with the right support and development

Developing how the council supports, enables, empowers and influences others to deliver priority outcomes

Improvement Plan  
People Plan  
Medium Term Financial Plan  
Capital Strategy  
Digital Strategy  
Asset Management Strategy  
Risk Management Strategy

**Plans,  
strategies  
and  
programmes**

Shropshire Council Improvement and Assurance Board (SCIAB)  
Local Government Association (LGA)

**Partners and  
partnerships**

**Our ambition**

**Communities are connected by well-maintained roads, accessible transport and infrastructure**

**Why this is a priority**

Shropshire is the 2<sup>nd</sup> largest inland council (1,235 square miles) and its rural character makes good roads and reliable transport vital. There are 3,240 miles of highways with 91% classed as rural, and with long distances between our towns, services and employment, we know people rely on safe, well-maintained roads to go about their daily lives. Greener and more flexible transport options help reduce isolation, support those without access to a car, and keep our market towns vibrant. Improving travel times and infrastructure strengthens the whole county by opening-up opportunities for work, education and healthcare, and movement of goods, especially in our most remote communities, contributing to physical, mental and economic health. Expanding public transport, cycling, walking and EV access, can also help protect Shropshire's natural environment while helping people move more freely, affordably and sustainably. For a county as large, rural and community focused as ours, getting transport right isn't just practical – it is essential for fairness, wellbeing and long-term prosperity.

**What we will focus on**

Tackling potholes and improving the condition of our roads – through our highway maintenance contract and service, understanding risk and within available resources.

Maintain our transport infrastructure, including footways and cycle ways, in line with our Highways Asset Management Strategy

Develop plans and strategies that promote joined up transport and infrastructure, alongside housing growth, economic development and environmental protection

Work with partners to deliver integrated public transport (e.g. bus, rail, demand responsive services, community transport), facilitating viable sustainable and active travel choices for communities, across urban and rural areas

Work with partners and communities to improve road safety through education, reviewing speed and weight limits, enforcement, and engineering measures

Enable the rollout of EV charging infrastructure across the county, utilising the DfT Local Electric Vehicle Infrastructure (LEVI) Fund

Local Transport Plan  
Local Plan  
Spatial Development Strategy  
Economic Growth Strategy  
Highways  
Local Cycling & Walking infrastructure Plan  
Bus Service Improvement Plan  
Local Electric Vehicle Infrastructure (LEVI) Programme

**Plans,  
strategies  
and  
programmes**

Town and Parish Councils  
Voluntary and Community Sector –  
Community Transport  
National Infrastructure Network  
Management Organisations  
Transport providers  
Regional and national funding bodies

**Partners and  
partnerships**

### Our ambition

**People live in safe, inclusive places with homes that meet their needs**

### Why this is a priority

As a large area with dispersed communities, where more than 50% of the population live in rural areas, Shropshire's future success depends on creating the conditions for safe, stable and resilient places to live. Ensuring access to appropriate, affordable and well-located housing is essential for supporting community cohesion, enabling people to remain in their local areas, and sustaining the services that rural communities rely on. Improving the health and well-being of residents and reducing inequalities in health outcomes is a key contributor. Strengthening community safety—through coordinated prevention, early intervention and safeguarding—helps protect vulnerable residents, reduces crime and antisocial behaviour, and builds public confidence. By working closely with partners, local stakeholders and communities, Shropshire can create a more integrated system that tackles the root causes of housing pressures and safety concerns, reduces demand on the council and public services, and supports sustainable, inclusive growth across the county.

### What we will focus on

Developing a Local Plan for Shropshire that meets Government requirements, addresses local housing needs and improves affordability, and delivers the right mix of housing types and tenures so people can live closer to jobs and support networks.

Delivering our responsibilities as landlord to tenants living in our council owned homes, whilst also meeting the needs of vulnerable homeless people.

Encouraging and empowering communities to act locally and be proud of their area and promote increased opportunities to share knowledge and skills.

Tackling health inequalities and promoting safety and well-being in our communities, including by statutory and regulatory action, embedding prevention through our work with partners.

Implementing the Local Youth Offer, working with our partners to transform and embed it in early intervention and prevention, education, health and community safety.

Working with our partners to develop and deliver a multi-agency Domestic Abuse Strategy and safe accommodation through our Domestic Abuse Partnership.

Working with our partners to tackle crime and disorder in Shropshire and increase safety and resilience of our more vulnerable communities.

Housing Strategy  
Local Plan  
Homelessness & Rough Sleeper Strategy  
Domestic Abuse Partnership Strategy  
Joint Health and Wellbeing Strategy  
Sustainable Affordable Warmth Strategy  
Library Strategy  
Youth Strategy  
Community Safety Partnership Strategy  
Children's Service Reform Plan

### Plans, strategies and programmes

Registered Housing Providers  
Businesses and Employers  
Housing providers, builders, developers  
West Mercia Police  
Fire and Rescue Service  
Safeguarding Community Partnership  
Town and Parish Councils  
Voluntary and Community Sector

### Partners and partnerships

**Our ambition**

**Everyone has the opportunity to be healthy and thrive at every stage of life**

**Why this is a priority**

Our older population is significantly higher than the national average (26.4% v.19.5% ONS 2024 mid year estimate) and is forecast to continue to grow further over the coming years. We have children and families who also need our help and support. Tackling inequalities and improving wellbeing in our communities helps people have better outcomes and reduces demand for support. Our children, adults, families, and carers need access to the right support and care for their needs at the right time, delivered through good quality sustainable services. There are a range of national children’s services reforms to implement as we develop a child friendly Shropshire, and a continued need to work with our partners to safeguard vulnerable people of all ages. Our work with our partners across the NHS, VCSE, care and housing providers, and communities also delivers integrated, multiagency support including through hubs, promoting independence, and safe transitions—particularly when people leave hospital and where young people move from children’s social care into adulthood. Early intervention and prevention can help reduce long term needs and promote independence, enabling people to live in the right home with the right support, if and when they need it, and ensure that those working in health and care can live and work within the communities they serve, supporting a resilient locally anchored workforce.

**What we will focus on**

Delivering our statutory duties for Adult Social Care and Children’s social Care including supporting vulnerable people to live in safe and caring homes and ensuring that they have their voices heard.

Our ambition to be a ‘child friendly’ county and responding to the national Children’s Social Care reforms

Supporting people who are moving through life events e.g. from children’s social care to adulthood and adulthood to older age

Supporting people of all ages to be as independent as they can be and lead fulfilling lives including working with our partners to enable children to achieve their potential

Delivering our statutory public health and protection responsibilities including work with our partners in our communities to improve wellbeing and address inequalities

Fulfilling the Council’s statutory education responsibilities and work with schools and partners to support improved outcomes, including enabling children and young people with SEND (EHCP) to be supported in mainstream education

Joint Health and Wellbeing Strategy  
Prevention Framework  
Inequalities Plan  
Independent Living and Specialist Accommodation Strategy  
Education Excellence Strategy  
All-Age Autism Strategy  
All-Age Carers Strategy  
Youth Strategy  
Children’s Participation & Impact Strategy  
SEND & Alternative Provision Strategy

**Plans, strategies and programmes**

NHS Shropshire, Telford and Wrekin Integrated Care Board (ICB) and Trusts  
Primary Care Networks, GP practices and community health providers  
Partners in Care (Social Care Providers)  
Schools and Further Education colleges  
Voluntary and Community Sector

**Partners and partnerships**

**Our ambition**

**An environment that harnesses our natural assets and supports wellbeing**

**Why this is a priority**

Shropshire's natural and historic environment and cultural economy is one of our greatest assets, economically and for its contribution to improving the mental and physical health of our residents. 23% of the area is designated as an AONB and we have one of the largest rights of way networks in England, but the amount of accessible green space (27.84sqm) is below the recommended level (28.2sqm) and forecast to reduce. Creating the conditions for healthier lifestyle choices enables and empowers people to take control of their own health and wellbeing and become less reliant on public services. Climate change continues, and it is important we remain prepared for the challenges and opportunities arising from it. Continuing to deliver our climate change strategy and progressing towards carbon neutrality for both the council and the wider county is central to securing a resilient, sustainable future. Investing in green infrastructure, including local area energy plans, and driving nature recovery through strong local partnerships helps with this. There are a range of statutory responsibilities under the Climate Act 2008 and the Environment Act 2021 to minimise waste and promote sustainable behaviours across communities.

**What we will focus on**

Aligning our health improvement activity and promoting the positive role of the environment with national priorities and working in prioritised neighbourhoods and hubs to focus action where it matters most.

Improving population health through a 'Health in All Policies' approach and strengthening public protection

Encouraging and empowering our communities and stakeholders, to progress the environment policy and requirements, and continue to promote climate action and work towards being carbon neutral.

Delivering our statutory environmental duties including our Local Nature Recovery Strategy (LNRS) and other regulations that help support pollution control nature restoration, climate change and public wellbeing.

Working with our neighbouring councils, land-owners and voluntary groups to prepare for and respond to the impact of climate change and waste minimisation.

Building local area energy planning into our planning activity

Local Plan  
Health & Wellbeing Strategy  
Corporate Climate Strategy & Action Plan  
Local Nature Recovery Strategy  
Sustainable Affordable Warmth Strategy  
Waste Prevention Strategy for Shropshire

**Plans,  
strategies  
and  
programmes**

Primary Care Networks, GP practices and community health providers  
Voluntary and Community Sector  
Town and Parish Councils  
Marches Forward Partnership  
Landowners

**Partners and  
partnerships**

**Our ambition**

**A thriving economy that benefits everyone**

**Why this is a priority**

Shropshire’s long-term prosperity depends on creating the right conditions for sustainable growth, productive businesses, and a skilled local workforce. A clear spatial development strategy with strong links and relationships with our neighbouring councils, will enable us to shape growth in a way that strengthens communities, supports key economic sectors and contributes to our financial sustainability as a council. Ensuring that skills provision aligns with current and future labour market demand will help retain young people and working age adults, while giving employers reliable access to a strong local talent pipeline. Continued investment in digital and mobile connectivity is essential for enabling businesses to innovate and compete, particularly in rural areas. By maximising the county’s distinctive strengths and opportunities – including being a destination people choose to visit, the renewable and green economy, evolving agricultural and engineering technologies, health and care, and nationally significant heritage skills – Shropshire can attract new investment and safeguard high value employment. Expanding apprenticeships, training, and work pathways further increases opportunity and participation, underpinning a resilient, future ready economy.

**What we will focus on**

Setting a clear direction and strategy for our economy to attract investment supporting key economic sectors, and ensuring robust links to our plans for transport, infrastructure and housing provision

Delivery of a Destination Management Plan to grow tourism, strengthen stakeholder collaboration, enhance access and inclusion and follow restorative tourism practices.

Review and explore new models of delivery of our cultural and heritage services.

Influencing and working with utilities and telecoms sectors to deliver future-proof mobile, broadband, and wider infrastructure that supports development, businesses, and economic growth across Shropshire.

Working with business sectors, schools and higher education providers to understand the skills gaps and workforce capacity to realise the opportunities from demographic, technological, and economic change.

Working with our partners to retain and attract young people to choose Shropshire to work and live in, including the development and promotion of clearer career pathways and opportunities.

Local Plan  
Economic Growth Strategy  
Spatial Development Strategy  
Local Transport Plan  
Get Marches Working Plan  
Shropshire Education Skills and Employment Strategy  
Destination Management Plan (DMP)

**Plans, strategies and programmes**

Marches Forward Partnership  
Integrated Care Board  
Department of Work and Pensions  
Local businesses and business networks  
Schools, HE and FE colleges  
West Midlands Combined Authority  
Town partnerships and place-based groups e.g. Shrewsbury Big Town Plan Partnership, Future Oswestry

**Partners and partnerships**

## Section 4

### How we work – Making Sure We Deliver





Figure 2: our organisational values

Our **values** drive our culture, building strong partnerships, developed by good relationships, working together, with respect, creating opportunities, seeking understanding and developing a 'can do' culture with high standards



Figure 3: principles that guide how we operate, improve and transform

Our **principles** guide how we work and provide a basis for our continued improvement and development into a council that is financially sustainable and equipped to deliver, enable, and influence for Shropshire and its residents in the most effective, efficient and economical way.

## Performance Management Framework

Alongside this new Corporate Plan, a strengthened Performance Management Framework is being developed to ensure everyone in the organisation is working towards the ambitions set out in the Corporate Plan, our Improvement Plan, and our aim of financial sustainability.

The key features of the Performance Management Framework are:

- **Key Performance Indicators (KPIs):** A set of KPIs helps demonstrate the outcomes we are trying to improve and the progress and impact we are making. These will draw on the nationally set Local Outcomes Framework (LOF) as well as including other measures we identify locally.
- **Monitoring and reporting:** Quarterly reporting to Cabinet and Overview and Scrutiny Committees against the Corporate Plan KPIs. Additionally, we will produce an *Annual Review Report* summarising delivery and impact against the Corporate Plan priorities.
- **Annual review of what we will focus on:** Will enable an agile response to changes and developments that require amendments to our priorities, ensuring that what we are focusing on aligns to the financial sustainability of the Council.
- **Business and Budget Planning:** Directorates and service areas produce a Service Plan, setting out their contribution to the delivery of the Corporate Plan
- **Performance Development Reviews (PDRs):** ensures a clear link between individual objectives, directorate/service plans and the Corporate Plan, Improvement Plan and Financial Plan. This is the 'golden thread' (figure 3) which enables staff to understand how they contribute to delivering the council's overall priorities.

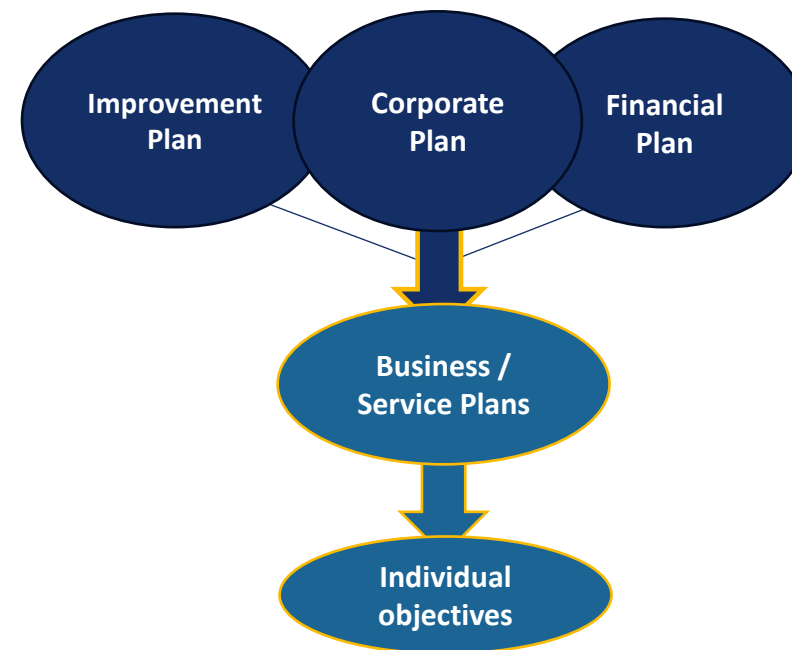


Figure 3: The 'Golden Thread'

### Communication and engagement

Regular communication on the plan and progress and impact will take place to ensure that staff and Members are kept up to date. This will keep the delivery of the plan firmly in focus and partners and residents will also be kept informed about the delivery of the plan.

There will be ongoing engagement with staff as the plan rolls out which will form part of the Council's redeveloped staff engagement approach. There will also be engagement as appropriate and required with residents and those who receive services as projects to deliver the plan are implemented.

# Rebuilding Shropshire Together

