

The Shropshire Plan

2022 TO 2025 – Strategic Plan



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Introduction

Challenging times also bring great opportunities. The people of Shropshire are rightly proud of their county's assets; its natural beauty, its history, its diverse economy, its vibrant culture. How we protect, sustain, and improve these key attributes will be vital to our ongoing success as a county; making Shropshire a national treasure as a great place to live in, work, play and visit.

Considering the resilience shown in response to recent flooding events and the pandemic, we should be immensely proud of our communities and how much has been achieved despite enormous challenges for all. Pulling together in times of adversity has helped create a wonderful platform from which we can step forward with confidence and realise the huge potential that is Shropshire's future.

Maintaining the momentum, communities will be encouraged to share the issues they face and potential solutions they believe will make a difference, with confirmed solutions being enabled and supported to progress, building on the strengths and networks that already exist.

We know that success will depend on the health of our people, our economy, and the health of our environment. These important agendas are entirely interdependent, which is why 'joining things up' is so important, including how communities, businesses, our voluntary community and social enterprise sector, our health partners and the wider public sector join forces to achieve them, together. Our collective good, knowledge, experience, energy, and assets will help us to deliver long lasting success at pace. What this means is:

Maintaining a healthy environment offers great outdoor spaces where mental and physical health can flourish, helping people to stay healthy for longer, preventing or reducing the need for health and care support and remaining in employment or education.

Supporting together a healthy economy, providing opportunities for people to return to employment, utilising skills people have developed. Supported through access to accommodation close to their place of work.

People are supported and enabled to make lifestyles choices to support good health and wellbeing. They will be confident that they can make safe and healthy choices about the food, equipment and services they purchase from places in their community.

Our unique landscape and dynamic businesses mean tackling the climate change challenge provides the area with real opportunities. A developing green economy brings new prospects for businesses to grow doing different things or work in different ways; enhancing Shropshire's environment and working with landowners on carbon capture, helps to achieve a low carbon future, increases biodiversity, and reduces the risk of flooding, strengthening the area as a visitor destination.

Using emerging technologies and digital solutions will enable us to provide our customers improved and quicker access to information. We will use data, feedback from our communities and best practice to provide Intelligence and insights to inform our decision making and monitor outcomes to continually review what we do to ensure our services benefit people and communities.

We must maintain our ambitions for the future, seeking innovative ways to realise them whilst balancing them with the knowledge that demand for services is increasing. 78% of our net budget in 2021/22 was spent on social care (Adults and Children social care) and it is expected to increase to 80% and more from 2022/23 onwards.

Our Shropshire Plan sets the direction for the next three years up to 2025 within the framework that our longer-term plans and strategies, like our Local Plan and our Cultural Strategy, underpinned by our health and wellbeing plans, set out for the next 10 to 20 years. The challenges and experiences we have shared over recent years puts us in a strong position to step up and move forwards together, and adapt our plans to meet the changing situations we face.



Lezley Picton
Leader of the
Council



Andy Begley
Chief Executive

Our Priorities: **Healthy People**

Focused strategic objective:

Single system view to tackle inequalities, get in early yourself, supported by us or by our partners

Bulleated strategic objectives:

- Tackle inequalities
- Early intervention
- Partnerships
- Self responsibility

Strategic objectives



We will tackle inequalities, including rural inequalities, and poverty in all its forms; providing early support and interventions that reduce risk and enable children, young people, adults and families to achieve their full potential and enjoy life.



We will support Shropshire residents to take responsibility for their own health and wellbeing, choosing healthy lifestyles and preventing ill-health, reducing need for long term or hospital care.



We will work with partners to develop, commission and deliver the right services and support that meet the needs of children, young people, adults and families in the right place, at the right time.

What this will mean for you

There will be more places in schools to support children and young people with specialised needs, driving a clear inclusion agenda for change, supporting improved outcomes, and inspiring them in their lives through great inclusive and public centred learning.

There will be a wider choice of support and activities within Shropshire for vulnerable adults to help them stay in their communities and be independent.

There will be more opportunities for communities to get together, be creative and enjoy themselves.

If you, your family, or child are in difficulty we will work with you and our partners to prevent a crisis from taking place and from happening again.

Your communities will be healthier, safer, and will feel supported as places to achieve wellbeing for all.

Our Priorities: Healthy Economy

Focused strategic objective:

Infrastructure, home, safer services, education and job so you want to come to Shropshire and/or stay

Bulleated strategic objectives:

- Skills and employment
- Safe, strong, and vibrant destination
- Connectivity and infrastructure
- Housing

Strategic objectives



We will provide access to lifelong learning, supporting people and our communities to prosper, and through providing the right skills developing greater productivity and improved wages.



We will develop Shropshire as a safe, strong and vibrant destination to attract people to live in, work in, learn in and visit the county.



We will deliver excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities.



We will ensure an appropriate mix of housing in the right areas of the county when supporting people with disabilities and to attract the right workforce for the employment needs and opportunities located there; reducing distances travelled to work.

What this will mean for you

There will be more suitable and affordable homes for local people and key workers that enable them to live life well.

Developer contributions will be used to enhance local facilities, to provide more access to greenspace and to deliver improvements to footpaths, cycleways, and highways.

There will be a strengthened role locally in protecting the health of our population; our businesses will be supported to deliver safer services.

There will be improved access to highspeed broadband and mobile phone coverage, reducing areas with poor connectivity, creating more opportunities for home working and new employment opportunities at new and improved employment centres.

The conditions of our road surfaces will have improved, with less requirement for emergency repairs.

There will be more high-quality cultural activities for you, your family and friends to enjoy.

Our Priorities: Healthy Environment

Focused strategic objective:

Keep the planet green, keep
Shropshire green and safe

Bulletheaded strategic objectives:

- Climate change strategy and actions
- Safe communities
- Natural environment



Strategic objectives

We will deliver the Council's Corporate Climate Change Strategy and Action Plan, promoting the means to tackle climate change and reduce the carbon footprint including the adoption of low carbon energy for council's assets and for communities.



We will enable safer, sustainable, diverse and inclusive communities that pull together by reducing anti-social behaviour and risk of harm; addressing the issues they face; and adopting the waste hierarchy to reduce, reuse, recycle and recover from all household waste.



We will maintain, protect, and enhance our outstanding natural and historic environment, promoting positive behaviours and greater biodiversity and environmental sustainability.

What this will mean for you

The rich biodiversity of the county is safeguarded for future generations through the protection and enhancement of existing high-quality habitats, and more trees, hedgerows and planted woodlands.

You will feel safe and happy in your community, with people joining forces to identify and tackle local issues, enabled by the Council and its partners.

Better Household Recycling Centres and an improved waste collection service will result in more household waste being reused or recycled.

Cleaner air, access to an improved network of electric vehicle charging points and better integrated transport and active travel options.

Access to support that will help your transition to renewable technologies and energy efficiency.

Energy efficient street lighting using combinations of LED, solar and motion sensitive lights.

Our Priorities:
Healthy Organisation

Focused strategic objective:

Align everything behind our vision/priorities.
Tell everyone that Shropshire Council is a great place to be

Bullethead strategic objectives:

- Best workforce
- Absorb, Adapt, Anticipate
- Communicate well
- Align our resources
- Strong councillors

Strategic objectives



We will enable a skilled, happy, healthy, diverse, inclusive, empowered, and proud workforce that influences and leads change, addressing any inequalities.



We will continuously develop our response to disruptive incidents affecting Shropshire communities, strengthening our ability to absorb shock, adapt and make changes, sustain positive change, and anticipate future shocks.



We will communicate clearly and transparently about what Shropshire Council delivers, signposting to the right places for services and support, and listen to what communities say about their place and what they need.



We will put our resources in the right place using accurate data, insights, and evidence to support the delivery of the organisation's priorities and balance the books.



We will ensure councillors are supported to advocate for their constituents but to also be ambassadors for the council.

What this will mean for you

Quicker access to information, advice, and answers to your questions using suitable mechanisms such as digital technology, which will include informing healthy behaviours, supporting good mental health and wellbeing.

A strong, well-governed decision-making process that delivers effective services and projects for Shropshire communities and the continued ability to participate fully in the democratic process.

Effective and timely responses for situations and incidents that impact Shropshire's communities such as flooding and pandemics, including information, support, and coordination.

More opportunities to get involved in sharing your views about where you live and the services you receive.

Decisions that are taken about where you live will be made using a strong evidence base which supports a better understanding of the likely impacts on Shropshire communities.

Our Vision and Purpose – what we are aiming to achieve

Our vision:

Shropshire living the best life

Our purpose:

To work with our partners and communities to deliver the vision and priorities for Shropshire

(To promote Healthy People, a Healthy Economy, and Healthy Environment)

More recent strategies include:

[Climate Strategy and Action Plan](#)

[Cultural Strategy](#)

[ASC Strategy](#)

[Health and Wellbeing Strategy](#)

[Housing Strategy](#)

[Community and Rural Strategy](#)

[Inequalities strategy](#)

[White paper on integration](#)

Working together

Shropshire's communities are diverse, resilient, and supportive of those who live and work in them. We know this through their response to challenges such as flooding and the pandemic.

As we work to realise our vision for Shropshire, the Council, our partners in all sectors, and our communities will have the greatest impact by pulling together. The delivery of the priorities for Shropshire communities that this Shropshire Plan sets out needs to be shaped and owned by all who live and work here.

Key strategies

The Shropshire Plan covers this Strategic Plan, the Council's Financial Strategy, the Delivery Plan for the high-level actions linked to the Service Delivery Plans, and a summary of the Performance Management Framework (PMF). This latter document sets out how the Council, partners and Shropshire communities will be able to see the progress and impact that this being made as the priorities set out in this document are delivered.

The strategic plan and the delivery plan are at the top of the Council's Golden thread, providing the focus and direction for the Council's activity and use of resources. As such it helps to shape the Financial Strategy, sets the priorities and actions that run through Service Delivery Plans and Team Plans to, and informs the Council's strategies. In turn, the research, evidence bases and needs assessments, and engagement and feedback from the development of existing and emerging strategies have informed the development of the priorities set out in the Strategic Plan, the high-level actions and the measures and milestones that will form the upper tier of the PMF.

Our Achievements



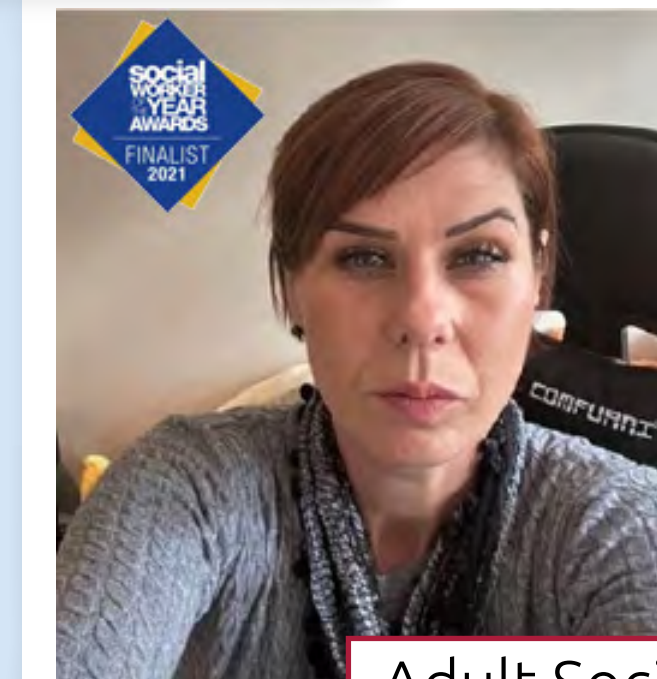
In the winter of 2020 Shropshire saw significant flooding affecting a many areas in the county. Shropshire Council staff stepped forward from their day-to-day roles and worked with partners to support local residents and businesses whilst the flooding was taking place and during the clean-up.



Shropshire Council teams were shortlisted as finalists for the Municipal Journal (MJ) Awards 2021 for Care and Health Integration for work on the distribution of PPE supplies to and coordination of mutual support between hospitals, GPs, hospices, and funeral directors as well as other services, and Best Council Services Team of the Year for tackling homelessness at the beginning of the pandemic.



We used our discretionary funding to install a large number of stairlifts and hoists for clients without delays that might have occurred going down more traditional routes.



Adult Social Care's Michelle Pullen was shortlisted for the Newly Qualified Social Worker of the Year at the Social Worker of the Year Awards 2021 and Lorraine Currie was awarded the Outstanding Individual Contribution Category at the Local Government Chronical (LGC) Awards 2021.



These events were closely followed by the pandemic, where Council staff came to the fore again, working with our communities, providing advice and guidance, delivering food and medicine, ensuring people had access to the PPE they required, and enabling the roll-out of testing arrangements.

The national call to arms for the COVID 19 vaccination programme was met by Shropshire Council with staff from across the organisation helping to deliver one of the most successful vaccine uptakes in the country: The Community Outreach Team stepped in to deliver the Bob the Bus programme – co-ordinating, marshalling and engaging in communities promoting people get their boosters and 1st and 2nd doses. Use of Council sites including the Darwin Centre was facilitated and made available, supported by IT and volunteering staff, whilst there was also a transport offer for those who couldn't reach sites.

Our Achievements continued

During the Covid restrictions period, no waste or recycling services were stopped or cancelled in order to ensure consistency of collection of waste and recycling from resident's properties.



Day Opportunities teams adapted their model to keep services open and support people remotely whilst they were at home or out in the community. Our 'Good Things To Do At Home' project was very successful.



Supporting town centres by providing social distancing measures to encourage a safer return to our high streets and supporting the Shropshire high street by provision of free car parking.



Implementation of the Community Outreach Team, supporting communities through Covid, improving health promotion outreach, and focussing on vulnerable people and seldom heard.



Shropshire Council **We're here to help**

FOR SUPPORT, CALL
0345 678 9028

or visit www.shropshire.gov.uk/coronavirus

There's lots of local help available, including:

- Food shopping and delivery
- Support with your mental and physical wellbeing
- Financial support

During 2021 the Health Protection Cell have:

- circulated of over 4,500 government guidance updates, in relation to Covid-19, in the past 12 months
- have managed 467 new Covid-19 outbreaks (266% rise on 2020), proactively supporting settings including schools and business in Covid Outbreak Management.

Our Achievements continued



Public Health and Regulatory Services working with the farming community (through the Livestock Markets), providing health promotion, Covid, vaccination and mental health messages and support.



We continue to support people to be as independent and they can be. 99% of people accessing reablement services realising 100% independence, needing no further care, and 86% of people have been supported to source alternatives to care, with only 14% needing support from adult social care.

STEP UP SHROPSHIRE

If you have symptoms:

- Coronavirus Testing Centres**
Ludlow – Smithfield Car Park, Ludlow, Shropshire, SY8 1BN
Oswestry – Beaufic Street Car Park, Oswestry, SY11 1GW
Shrewsbury – London Road Car Park, Shrewsbury, SY2 6PG
- Book a test online at**
www.gov.uk/get-coronavirus-test or by calling 119
- Rapid flow home testing kits** will be available for collection from these sites between 1-8pm
- Mobile Testing Units**
We have several mobile testing units which are in rotation across the county.
Keep an eye on www.shropshire.gov.uk and our social media channels for updates

Rapid testing facilities for key workers with no symptoms are/will be available at the following locations:

- Council run sites (booking required)**
The Lantern, Meadow Farm Drive, Shrewsbury, SY1 4NG
Hale Crovan Arms Community Centre, Crovan Arms, SY7 9PS
Stanier Hall, Thomas Adams Sixth Farm, Wem, SY4 5DT
Book tests online at www.shropshire.gov.uk/MyPublicTesting
- Pharmacies (booking required)**
Several Shropshire pharmacies are now offering rapid testing for people who cannot work from home. The pharmacies offering pre-booked appointments are located at:
• Bishop's Castle • Clebury Mortimer
• Craven Arms • Elanestert
• Highley • Oswestry
• Prestbury
Book tests online at www.1centralhealth.co.uk/shropshire
- Walk in testing (NO booking required)**
Bridgnorth Community Centre, Bridgnorth, WV15 6BB
Raven House, Market Drayton, TF9 1AH
The Victoria Centre, Oswestry SY11 2HT

www.shropshire.gov.uk

Our community testing programme, distribution and data systems have been congratulated by the Health Security Agency for delivering one of the most efficient and comprehensive systems they have reviewed across all council areas. As a result, we have been invited to be a lead member of an innovation panel to promote best practice and inform future models nationwide.



1301 children and young people under 19 were supported between March 2021 and September 2021, with the most families achieving improving outcomes for their children and young people.



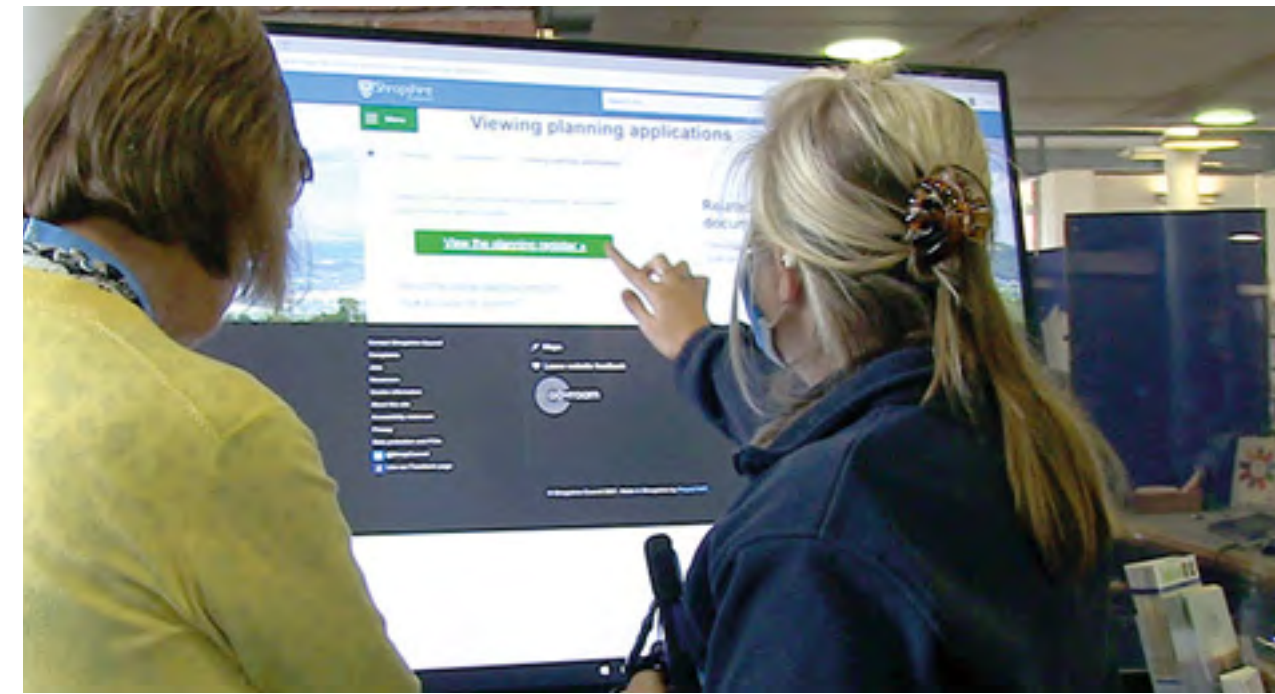
Our Voluntary and Community Sector delivered, community-based Winter Support Service, which is now in its second year is supporting many people to stay well and independent at home this winter.



During the pandemic the Council coordinated and supported a range of DfE and local programmes for pupils and their families including school holiday free school meals vouchers, uniform grants, devices to support home learning and Holiday Activities and Food (HAF).

Our Achievements continued

We have continued to develop new projects to enable children to not become looked after and to return home if they are, starting 'Stepping Stones' during the Pandemic. This has included opening two new children's homes.



We have changed the way that our face-to-face services operate to make the council more accessible to people and make it easier for those in rural communities to find out more about local support services and how best to access them. Shropshire Local launched in Shrewsbury in October 2020, followed by the opening of Shropshire Local Ludlow on the 13 September 2021, and the new Shropshire Local Mobile service on Friday 8 October 2021.



Shropshire Council has been allocated over £2m by the Government to help people and families most in need in winter 2021/22 with support for food, energy, and other rising costs of essentials.

A new dedicated support hub for Children at Risk of Exploitation.

We have recently secured an additional £841,000 of funding to support children and young people from low-income homes benefiting in the region of 8,000 Shropshire children by enabling the extension of the provision of free school meals into the holidays and set up a new warm clothes initiative directly through the schools and pre-schools.



Our Achievements continued

34,067 business grants to the value of nearly £170m have been delivered by October 2021, plus numerous other projects, run by both the council and partners, to support market towns, communities and individuals. This has included a £2.76m Economic Recovery Fund alongside the High Street/Welcome Back Fund and Town Centre Recovery Programmes.

25,000 potholes have been tackled between April 2021 and March 2022 – an average of more than 2000 every month – with more being repaired every day.

£170m

Shropshire's economy is performing above expectations despite the coronavirus pandemic, with £325 million of commercial investment in the county since 2017, 10% higher than the target set in 2016 and new jobs have also been created all over the county, with a projected increase of 3,300 by the end of this 2021.

£325m



Making access to services quicker and easier by utilising technology e.g. launching the Shropshire Leisure Time app to help users book their gym/swim sessions or class activity at their local Shropshire Council owned leisure centres.



The Council held the Shropshire Goes Electric event on 7 November 2021 where more than 1500 people came along to find out more about electric vehicle ownership options and opportunities, including where to charge them.



Green Flag awards secured at The Mere, Severn Valley Country Park and Stanmore Country Park.

Our Achievements continued

Shropshire Council's £1m carbon-neutral highways maintenance programme, the first such programme in the UK, won the Local Councils Road Innovation Group (LCRIG) award 2021.



We have launched the 'Shropshire Welcomes ...' project with partners, promoting the county as a leading tourist destination, targeting visitors from all over the UK to encourage them to experience, spend and stay in Shropshire.



We held another successful Tech Severn conference in 16 to 17 June 2021, involving speakers from industry and academia looking at how technology can help tackle climate change. Tech Severn is also a regional partner for COP26, feeding directly into the summit's agenda.



We have been awarded Foundation level for our health and wellbeing programme by West Midlands Combined Authority, just the second Local Authority in the region to achieve Foundation level. Thrive at Work is a workplace commitment with criteria and guidelines on creating a workplace that promotes employee health and wellbeing, focusing on key organisational enablers of health such as attendance management, policies and procedures, in addition to health areas such as mental, musculoskeletal and physical health, and promoting healthy lifestyles.



The £3.5m renovation and refurbishment of Ludlow Assembly Rooms arts and entertainment venue has won first place for Fit-out / Refurbishment of the Year at the West Midlands Property Awards, demonstrating how Shropshire Council, the community and private enterprise can work together to improve facilities countywide.

Our Achievements continued



Shropshire Council is one of just four areas nationwide taking part in the Agile Streets project funded by the Department for Business, Energy and Industrial Strategy. Drivers in the county are among the first to benefit from the pioneering scheme where 24 new Connected Kerb EV chargers have been connected in Bridgnorth, Oswestry, Shrewsbury, and Whitchurch.

We were one of five council areas in England who were successful in our bid to the LGA and Health Foundation for £300,000 funding for the Shaping Places for Healthier Lives programme. The 3-year funding will enable a focus on whole systems working around the issue of food insecurity in South West Shropshire.

£300,000



Delivery of the Shrewsbury Integrated Transport plan - £13m externally funded scheme to improve transport, public realm infrastructure and support the local economy.



Developing the Local Cycling and Walking Infrastructure plan to increase walking, cycling, more sustainable transport, air quality improvements and remove congestion.



Delivering the £3m externally funded Shifnal Town centre improvement project, to revitalise Shifnal Town centre and improve transport links to support the additional housing demand in the south east of the county.

Our Achievements continued



The A529 road improvement scheme to reduce accidents and risks – noted by Government ministers and recognised by the Department for Transport’s Safer Roads Fund which funded the £3.9m improvements – has won the prestigious Prince Michael International Road Safety Award for “outstanding achievement”.



Management of the £2.2m rural development grant scheme ‘Southern Shropshire LEADER’, resulted in 71 projects and 63 new jobs by Dec 2021.

£900,000

During the last three years, the Arts Service has worked in partnership to secure over £900,000 of funding to support the delivery of a number of exciting arts projects and initiatives.



Developing the Local Transport Plan 4 (LTP4), a strategic plan to 2038 that will provide the vision for transport and travel to progress, develop and contribute to decarbonation in supporting the health and economy of Shropshire and its immediate neighbours.



Five new Local Nature Reserves have been designated since 2020; Nesscliffe Country Park and The Cliffe, Llanymynech Heritage Area, Lyth Hill and Poles Coppice.



Work is ongoing on the development of a new British Museum Partnership Gallery at Shrewsbury Museum and Art Gallery, one of only 8 in the country.

Living with Covid – the past 2 years

On 11 March 2020, the World Health Organisation declared the Covid-19 pandemic. Since March 2020, the UK government has been taking steps to protect the population, and Shropshire Council has supported our residents throughout the pandemic, with a particular focus on protecting the most vulnerable people in our county.

Moving forward we will also need to deal with the lasting impact of COVID in our communities as we recover from the pandemic.



Who have we helped?

Educational settings

- 336 Early Years settings
- 125 Primary Schools
- 19 Secondary Schools
- 4 Specialist schools
- 2 Further Education colleges (across 4 campuses)

Adult Social Care

- 117 Care Homes,

Children's Social Care

- 5 Children's Residential Homes

NHS (in partnership)

- 1 Acute Hospital
- 4 Community Hospitals
- 1 Mental Health Provider
- 1 Specialist Orthopaedic Hospital

Workplaces

- 15,850 enterprises, operating 17,995 local units, including Tourist Attractions (99.2% SME's)

Transport Hubs

- 15 railway stations
- Network of bus services and small airfields.

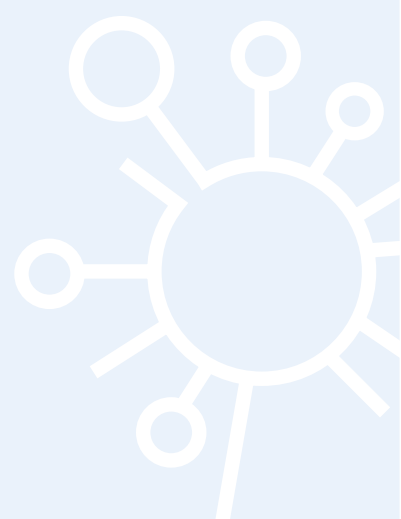
Transitory and Short-Term Accommodation Settings

Faith Venues:

- Approx. 202 including:
- 130 Church of England,
- 13 Catholic,
- 43 Methodist,
- 9 Baptist,
- 5 Kingdom Halls,
- 1 Latter Day Saints,
- 1 Muslim Faith Centre (2 Mosques in Telford)

Other:

- 3 military bases,
- 1 prison,
- 1 Hospice



What we delivered

From March 2020 to February 24th 2022 the Shropshire Council Covid-19 cell dealt with:

78,252 Covid-19 cases

9,528 Covid-19 Incidents

- 272 Covid-19 outbreaks in Shropshire care homes
- 288 Covid-19 outbreaks in Shropshire schools
- 235 Covid-19 outbreaks in Shropshire workplaces

During that time, 8559 pieces of government Covid-19 guidance were assimilated and circulated to colleagues.



From the first of April 2020 to the 31 March 2022 the over 1.1million items of PPE, sanitiser and equipment were distributed within the County:

Gloves	509,100
Aprons	241,650
Masks	403,000
Goggles	6,848
Hand Sanitiser (various sizes)	7,443
FFP3	2,913
Hand Wash	302
Body Bags	90
Face Shields	9,498
Wipes	673
Gowns	747
Fabric face coverings	1,388
TOTAL	1,183,612

Customer services calls

The timeframe is start of Covid-19 pandemic – 11th March 2020 to 24th February 2022.

- Calls made by vaccination support line - 21,500 inbound calls and a further 8800 outbound, plus a further 9383 made to support the booster campaign, vaccination transport requests 1509
- Calls made to the Covid-19 helpline to date – 19,836
- Calls made by welfare support line received for homelessness issues 26,294 and for Local Welfare Support 8090
- Any other support data that you think residents would benefit from reading. Over 9000 supportive calls to the clinically vulnerable during shielding

Shropshire Council are proud that throughout the pandemic we have been active in:

- protecting the health of our residents by monitoring cases;
- protecting residents in high-risk settings such as care homes, special schools, and children's homes;
- supporting our vulnerable and hard to reach communities; with support in their communities, information and advice, testing, financially and by ensuring easy access to vaccination.
- supporting Covid-19 testing, contact tracing and vaccination; and
- keeping our residents up-to-date about Covid-19 issues through regular social media and other communication.



Living with Covid – now and in the future

Since February 2022, the UK has moved to a new approach to Covid-19. On 24th February 2022 national government removed domestic restrictions to prevent Covid-19 transmission. In Shropshire, and across the UK, we are now 'Living with Covid'. However, Shropshire Council recognise that it is important to continue to protect residents, particularly our most vulnerable residents. We will support residents through four 'Living with Covid-19' principles

- 1. Safe behaviours:** Encouraging safe behaviours through public health advice, in common with ways of managing most other respiratory illnesses.
- 2. Protecting people most vulnerable to Covid-19:** Supporting vaccination guidance by the Joint Committee on Vaccination and Immunisation (JCVI), outbreak management and deploying targeted testing when needed.
- 3. Maintaining resilience:** Ongoing local surveillance, contingency health protection planning and the ability to flex and reintroduce key functions such as mass vaccination and testing in an emergency; and
- 4. Learning from the pandemic response:** Securing innovations and opportunities from the Covid-19 response, including investment in life sciences.

Throughout the pandemic, Shropshire Council has worked in partnership with Integrated Care System Partners, and this successful collaboration will continue.

Shropshire Council's key priorities moving forward, are to protect our most vulnerable residents and recover from the impact of COVID on our population and communities. To this end, we will continue to work with high-risk settings including care homes and special educational needs schools. In these settings we will support testing, outbreak management, and provide welfare support to staff and residents following the principles in our COVID outbreak management plan. In order to respond and recover from COVID, the Shropshire Plan its vision and delivery of the key objectives, will enable Shropshire to respond to the negative impacts of the pandemic on our health and economy and build on the learning from COVID 19, to ensure that Shropshire can live the best life.

Population

Our Shropshire

SHROPSHIRE is **1,235** square miles, the 2nd largest inland council



Shropshire's population **325,415** similar to Dudley Shropshire is **33X** bigger than Dudley



25% of the population are 65 or more England average 18.5% **139,000** households (2018) in Shropshire. Predicted to increase 28% by 2043



57.2% live in rural areas **42.8%** live in urban areas
Population split between rural/urban areas



Shropshire is a relatively affluent county masks pockets of high deprivation, growing food poverty, and rural isolation.

7,000 listed building Grade I, II or II*



2 World Heritage Sites within the Council area

3,240 miles of highways in Shropshire **91%** is classed as rural.

3rd largest public rights of way network in England

Place

175 schools in Shropshire
149 state schools and 26 independent



6,034 or 15.3% of pupils are eligible for free school meals (Spring School Census 2021) 12.4% for Spring School Census 2020.



23% of the County is designated AONB



55.5% of Shropshire household waste is recycled compared with - England 42%



More than **13m** visitors a year spending £470m

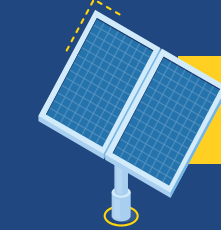


89% schools in Shropshire rated Good or Outstanding

37,658 pupils at Shropshire State schools (Jan 2021)

39% Qualified to NVQ level 4 and above

27



Council operated solar energy sites, to date saving 3070 tonnes of CO2 generating **5.8m** KWH of energy

1,555 homes for a year (based on BEIS average annual household consumption 3,721kWh)

2,000 3-4 bedroom homes for a year (Ofgem average 2,900kWh)

2,000 3-4 bedroom homes for a year (Ofgem average 2,900kWh)

Healthy Life Expectancy (age when health started to be affected eg by a long-term condition) for people living in Shropshire 2017-2019:

Female - Shropshire 64.9 West Mids 62.6 England 63.5
Male - Shropshire 64.6 West Mids 61.5 England 63.2

10 year gap

in healthy life expectancy (HLE) across the County eg Males Shropshire 70.1 years in HLE in Copthorne compared to 58.8 in Castlefields

Adult Social Care is seeing increasing demand for care and support by **5%** on average each year for the past 2 years (2018-2020)

5% on average each year for the past 2 years (2018-2020)

The Council is looking after more children compared to previous years.

26% increase in number of LAC 2019/20 to 2020/21.



Smoking in pregnancy Shropshire **14%**, West Midlands **11.9%**, England **10.6%**



7.8 jobs average number of jobs per enterprise

Health 15.3%
Manufacturing: 10.0%
Accommodation & Food Services: 10.0%
Retail: 9.6%

Shropshire's top employment sectors

Total number of Businesses **15,870** (2020) **90.6%** of Shropshire business employ less than 10 people

Accommodation and Food Services +31.6%
Property +26.7%
Motor Trades +15.4%
Professional, Scientific & Technical +12.5%

Employment sectors have grown the most since 2015

40

Number of businesses with 250+ employees

More than **1,250** tourism businesses creating **11,000 jobs**

health, wellbeing and care

Economy

People in employment **151,200** (2020)

Total number of Jobs **124,500** (2019)

68% Full time jobs **32%** Part time jobs

People in self employment **15.1%** compared to Great Britain 9.6% and the West Midlands 9.1% (ONS Population Survey 1.4.2020. to 31.3.2021)

3.4% Unemployment Rate (claimant count)

Shropshire has large employment base in low paid sectors (care, retail, hospitality)
Gross weekly pay:
West Midlands £552.50
Shropshire £532.90
Great Britain £586.70

and care

Looking forward – Shropshire in 2025

4.99%

increase in Shropshire's population between 2020 and 2025

Our older population is growing at faster rates

65+ population +12.8%
80+ population + 20.3%

Source: 2020 MYE and 2018 population projections)

An aging population resulting in:

- more people receiving care and support – whether in their homes or in a care home, and
- rising numbers of people living with dementia

By 2025, all premises in Shropshire will have access to reliable and fast broadband

The amount of waste recycled and reused will be maximised

Widespread tree planting - 30,000 trees per year free of charge for communities (90,000 trees over the life of the Shropshire Plan)

More households in Shropshire between 2020 and 2025, faster than the West Midlands and England averages

Source: 2018 based Sub-national household projections, Office for National Statistics



Shropshire
6.4%
Total



West Midlands
3.8%
Total



England
3.5%
Total

More electric vehicles will be using Shropshire roads, and more charging devices will be available.

More opportunities enabled for commercial vehicles to be powered by alternatives to fossil fuels eg hydrogen

The Council will harness technology such as machine learning and artificial intelligence with the data we have access to, to:

- better understand the wellbeing of Shropshire residents
- help make faster evidence-based decisions, and
- improve services

Sectors with highest number of jobs in 2025

Wholesale and Retail Trade & Repair of Motor Vehicles and Motorcycles	22,345
Human Health and Social Work Activities	18,194
Accommodation and Food Service Activities	14,820
Manufacturing	12,731
Construction	9,415

Source: EMSI

Sectors with the highest % change in jobs 2020-2025

Sector	Change – no. jobs	Change – %
Mining and Quarrying	60	23%
Accommodation and Food Services Activity	1,797	14%
Real Estate Activities	401	11%
Financial and insurance Activities	148	10%
Transportation and Storage	461	9%
Construction	549	6%
Water Supply, Sewerage, Waste Management and Remediation Activities	57	5%
Total (Source: EMSI)	2,697	2%

Shropshire residents will be able to access information and get answers to their questions more quickly, using digital services

Our officers will see the world from a residents' point of view in all their interactions

Residents are involved in the design and creation of services, not simply to be customers

Shropshire's vibrant culture will be inspiring more people, both local communities and visitors alike, to explore, create, be active and enjoy themselves. It will enhance lives and nurture the environment for all our futures

Looking forward – **Climate Change Challenge and Actions**

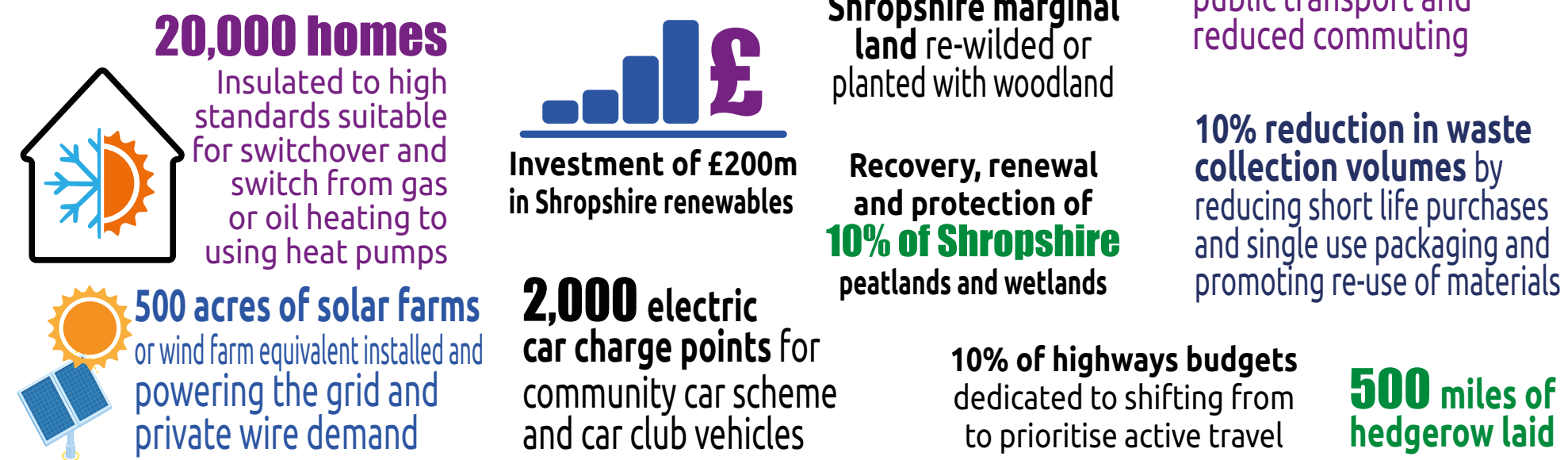


“Don’t stop acting just because you are planning.”

Shropshire Council is working with partners and communities including the Shropshire Climate action partnership, to deliver it’s adopted climate change action plan to meet the climate change challenge.

To achieve net zero by 2030 – What is needed?

Each year starting right away, Shropshire will need to achieve the following:



In its climate change strategy the Council is committed to reducing its carbon emissions to net zero by 2030. The strategy is set out under three headings:

- **Power Down:** Reduction of Carbon and other Greenhouse Gas (GHG) emissions from buildings and transport (including staff);
- **Power Up:** Shropshire Council to become energy self-sufficient by 2030 for buildings and travel by developing its own renewable energy sources;
- **Carbon Capture and storage:** increase capture and storage of carbon through on Council land and by working with land managers to capture and store any residual corporate carbon footprint.

Whilst progress has been made there is a lot more to do. Some achievements and further actions are summarised below:

‘Powering Down’,

Measures taken since 2019 include:

- Switching all corporate power consumption to identifiable renewable sources and implementing an improvement programme for its buildings, installing additional insulation, low carbon heating, lighting and solar power generation, saving around 210 tonnes of carbon per year
- Working with local Housing Associations to implement improvements to social housing and for those in fuel poverty:
 - existing projects valued at around £2m, plus £5.5m of grant funding awarded recently
 - by installing £5.8m of insulation and heating improvements in Shropshire to date
- Delivering the first carbon neutral road surfacing programme by any UK local authority (winning the National Highways Awards 2021), saving over 280 tonnes of carbon
- Supporting Shropshire communities to transition to electric vehicles and low carbon travel:
 - 1 of just 4 UK areas to trial world-leading ‘Agile Streets’ on-street smart EV charging, starting with 50 new charge points across Shropshire using around £200,000 of Government grants
 - Holding a successful exhibition of around 50 electric vehicles: ‘Shropshire Goes Electric!’ giving people the opportunity to learn more about the vehicles and charging systems
- ‘Carbon literacy’ training for Cabinet members, senior officers and those in the Council commissioning services externally
- Working with Telford and Wrekin Council and local health trusts to develop a shared plan and joint projects to decarbonise health and social care

Climate Change Challenge and Actions continued

'Powering Up,'

To help the Council be energy self-sufficient by 2030 and to improve access to renewable energy for other public sector organisations and local businesses, Shropshire Council:

- Has agreed to develop a new 1MW solar farm on the former Maesbury Road landfill site in Oswestry to supply power to local businesses
- Is working with local electricity companies to identify other opportunities to generate power, including exploring projects with Robert Jones and Agnes Hunt Hospital Trust at Gobowen, Shrewsbury Town Council (Weir Hydro)
- Is using £70,000 Government grant funding to work with a range of local project partners, including Zero Carbon Shropshire to develop the potential for local heat networks in north Shrewsbury and Shrewsbury town centre to decarbonise heating in these areas
- Supporting community efforts to develop a local heat network in Bishops Castle



'Carbon Capture and Storage,'

The Council is:

1. Seeking Government funding to work with Aston University and local landowners and managers to capture and store carbon in horticulture and agriculture using carbon credits as part of a pilot project for Biochar production
2. Supporting widespread tree planting, making available around 30,000 trees per year free of charge for communities through the annual 'Community Tree Scheme' and by supporting widespread tree planting to commemorate the Queen's Platinum Jubilee
3. Exploring the use of its own estate and working with others to promote wetland management and creation for carbon storage

The Shropshire Plan

2022 TO 2025 – Strategic Plan

Delivering our priorities



Healthy People



Healthy Environment



Healthy Organisation



Healthy Economy

Our Priorities: Healthy People

Focused strategic objective:

Single system view to tackle inequalities, get in early yourself, supported by us or by our partners

Bulleted strategic objectives:

- Tackle inequalities
- Early intervention
- Partnerships
- Self responsibility

Strategic objectives – the bulleted actions are illustrative of what will be set out in the delivery plans.

We will tackle inequalities, including rural inequalities, and poverty in all its forms; providing early support and interventions that reduce risk and enable children, young people, adults and families to achieve their full potential and enjoy life.

- Developing a Shropshire Inequalities Plan by December 2022 and working with our partners and key stakeholders to implement, as part of the Integrated Care System objectives.
- Developing and promoting our prevention offer for adults with information, signposting and engagement.
- Ensuring that people have the right accommodation to ensure they remain safe and independent.
- Working with partners to ensure our SEND children and young people have access to the right services to meet their needs.
- Encouraging and supporting young people who have grown up in our care to make successful transitions into adult life; with a sense of belonging, purpose, wellbeing and the skills and resilience they need to succeed.
- Higher numbers of young people in school getting access to vocational courses in schools, more apprenticeships, higher attainment at Level 3 and a reduction in the numbers of young people not in education, training or employment.
- Identifying the best option for permanence at the earliest opportunity for children who cannot live with their families.
- Preparing our young people with additional needs well for adulthood focussed on their aspirations hopes and ambitions.
- Supporting the whole family and recognising the uniqueness and diversity of each family and family member, empowering them to take

responsibility, own their plan and help them to do things for themselves.

- Enabling all children and young people to attend school regularly, from free early education for eligible 2 year olds through to post 16/Further Education
- Working with our partners and schools to reduce suspensions and permanent exclusions, particularly for our most vulnerable groups.
- Working with partners to support the embedding of Health Impact Assessments (HIA's) into relevant place-based developments.

We will support Shropshire residents to take responsibility for their own health and wellbeing, choosing healthy lifestyles and preventing ill-health, reducing need for long term or hospital care.

- Developing a preventative and early help strategy to keep our population healthier for longer, supporting self-care and healthier lifestyle choices to manage demand for specialist provision.
- Positive and regular activity out of school hours will be available that has been consulted on with children and young people.
- Working in partnership with the NHS, settings, schools, children, young people and their families to enable clear timely access to mental health and wellbeing support, reducing mental health crisis presentation at Accident and Emergency or Child and Adolescent Mental Health Services.
- Working with communities to increase health and wellbeing and reduce social isolation through inspirational, locally based cultural and physical activities, sites and venues.
- Developing local placed based partnerships to improve health and wellbeing outcomes,

including through: - Shropshire Integrated Place Partnership; - Oswestry Health Partnership; and Voluntary, Community and Social Enterprise sector partnerships.

We will work with partners to develop, commission and deliver the right services and support that meet the needs of children, young people, adults and families in the right place, at the right time.

- Developing home care support model to support people to remain at home in their communities.
- Developing and commissioning reablement services to support more people to regain and maintain health and wellbeing.
- Increasing the choices available for all those who need support to access care providers, increasing the number of self-funders supported.
- Developing a comprehensive Carers support offer to support health and wellbeing.
- Developing Mental health offer aligned to reform and commissioning.
- Ensuring resources are utilised effectively for assessments, increasing the number of assessments completed.
- Ensuring that our young people to have a voice through a new participation and engagement strategy.
- Developing and implementing an all-age commissioning and delivery plan for the Health, Wellbeing and Prevention Directorate's Healthier Lives Shropshire provision, including the Public Health Nursing Services, Sexual Health Services, NHS Health checks, Weight Management provision Tiers 2 and 3, and Mental Wellbeing and Suicide prevention services.

What this will mean for you...

- There will be more places in schools to support children and young people with specialised needs, driving a clear inclusion agenda for change, supporting improved outcomes, and inspiring them in their lives through great inclusive and public centred learning.
- There will be a wider choice of support and activities within Shropshire for vulnerable adults to help them stay in their communities and be independent.
- There will be more opportunities for communities to get together, be creative and enjoy themselves.
- If you, your family, or child are in difficulty we will work with you and our partners to prevent a crisis from taking place and from happening again.
- Your communities will be healthier, safer, and will feel supported as places to achieve wellbeing for all.

Our Priorities: Healthy Economy

Focused strategic objective:

Infrastructure, home, safer services, education and job so you want to come to Shropshire and/or stay

Bulletheaded strategic objectives:

- Skills and employment
- Safe, strong, and vibrant destination
- Connectivity and infrastructure
- Housing

Strategic objectives – the bulleted actions are illustrative of what will be set out in the delivery plans.

We will provide access to lifelong learning, supporting people and our communities to prosper, and through providing the right skills developing greater productivity and improved wages.

- Working with our schools and FE providers to raise the aspirations of young people in Shropshire, increasing numbers of young people accessing Russell Group universities, higher level apprenticeships, T Levels and moving into employment.
- Helping support Shropshire to retain and develop a skilled workforce for the future.
- Improving opportunities for cultural education, volunteering at cultural venues and countryside routes and sites, and information and IT support through Shropshire Libraries.
- Increase the numbers of apprenticeships in the Council and create defined career pathways for progression by
 - adopting Apprenticeship First approach to recruitment and development by October 2022
 - Increasing the number of younger people in the Council through Kickstart and apprenticeship opportunities by April 2023
 - Embedding workforce planning into Service Planning by April 2023
 - Planning for a future workforce looking 5, 10, and 20 years into the future.

We will develop Shropshire as a safe, strong and vibrant destination to attract people to live in, work in, learn in and visit the county.

- Take the submission draft Shropshire Local Plan (2016-2038) to Examination in Public, including public hearing sessions, in 2022 and, subject to receipt of the Planning Inspectors Report and completion of any required modifications, take the Plan forward for formal adoption in 2023;
- Providing and promoting high quality cultural activities, building Shropshire's reputation as a cultural destination, increasing visitors, and attracting people and businesses to relocate to the area.
- Enhancing inward investment and delivering support for businesses, focusing on creative industries, leisure,

outdoor activities and the visitor economy.

- Working with businesses in a fair and proportionate way, balancing regulatory requirements with business support viewed from our overriding objective of safeguarding public health and public safety.
- Carrying out statutory inspections of high/medium-risk food businesses that are subject to planned inspections, to ensure compliance with food hygiene and safety.
- Supporting growth corridors and cross boundary opportunities for sectors development, attracting inward investment, delivering strategic employment, developing training and skills, and providing sustainable housing locations. Continuing to invest in key strategic council assets to drive economic activity.
- Creating an agile council workforce embracing new ways of working, able to respond to changing circumstances including:
 - Reviewing key policies to meet future ways of working: - home working; - smarter working, and – flexible working, by September 2022
 - Continuously improving our performance through employee development conversations, project reviews and lessons learned, by April 2023.
 - Regular quarterly testing of our business continuity arrangements.

We will deliver excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities.

- Improving the condition of our highways through an enhanced programme of capital investment to replace road surfaces over the next 5 years.
- Repairing highway defects reported to the council within the timescales set out in its policies with a permanent repair, targeting 85% in 2022/23 rising to 95% by 2024/25.
- Developing a strategic plan for the delivery of public transport in Shropshire by April 2023, that reflects the post pandemic wants and needs of a largely rural county, encouraging changes to the way people travel and the use of sustainable transport options.

- Working with key stakeholders to meet the Council's aspiration to provide all premises in the Council's area with access to superfast broadband (>30mbps) by 2025, and encouraging wider commercial 5G deployment.
- Collaborating with Building Digital UK (BDUK) on Project Gigabit, to ensure that as much gigabit broadband coverage as possible is achieved by 2025. BDUK expected to commence procurements in 2022 with supplier deployment starting in 2023.
- Establishing a strategic infrastructure forum bringing key partners and providers together to share their investments plans.

We will ensure an appropriate mix of housing in the right areas of the county when supporting people with disabilities and to attract the right workforce for the employment needs and opportunities located there; reducing distances travelled to work.

- Continuing to undertake Right Home Right Place surveys in parish and town council areas, to inform a robust evidence of need to support the delivery of additional affordable housing schemes.
- Establishing and maintaining a shared understanding of cross tenure housing need and an agreed strategic delivery framework of the Council and partners, reviewing the Housing Strategy by June 2023 and working to adopt the revised strategy by March 2025.
- Promoting well-designed, high-quality housing accommodation across all tenures, making better use of existing assets, bringing empty homes and buildings into use to meet housing need and improve the environment, and ensuring the best use of all social housing stock across Shropshire.
- Actively identifying and delivering opportunities for targeted investment locations and a "place-based" approach within the market towns.
- Creating sustainable, prosperous, growing communities, putting people's needs at the heart of housing, infrastructure, employment, and local service provision.
- Entering into a new 10 year Management Agreement with STAR Housing through Council approval May 2022, negotiation and agreement by June 2022, and sign-off by July 2022.

What this will mean for you...

- There will be more suitable and affordable homes for local people and key workers that enable them to live life well.
- Developer contributions will be used to enhance local facilities, to provide more access to greenspace and to deliver improvements to footpaths, cycleways, and highways.
- There will be a strengthened role locally in protecting the health of our population; our businesses will be supported to deliver safer services.
- There will be improved access to highspeed broadband and mobile phone coverage, reducing areas with poor connectivity, creating more opportunities for home working and new employment opportunities at new and improved employment centres.
- The conditions of our road surfaces will have improved, with less requirement for emergency repairs.
- There will be more high-quality cultural activities for you, your family and friends to enjoy.

Our Priorities: Healthy Environment

Focused strategic objective:

Keep the planet green, keep
Shropshire green and safe

Bullethead strategic objectives:

- Climate change strategy and actions
- Safe communities
- Natural environment

Strategic objectives – the bulleted actions are illustrative of what will be set out in the delivery plans.

We will deliver the Council's Corporate Climate Change Strategy and Action Plan, promoting the means to tackle climate change and reduce the carbon footprint including the adoption of low carbon energy for council's assets and for communities.

- Improving the efficiency and carbon impact of our street lighting estate replacing all lanterns in our ownership with LED lanterns, achieving 100% of programmed replacements in 2022/23 and 2023/24.
- Deliver the Climate Action tree scheme and explore opportunities to secure external funding towards corporate tree planting target 2030.
- Developing and delivering a range of projects and initiatives including:
 - low carbon transport (50 new EV charge points (EVCP) and completion of the EVCP Strategy by March 2023),
 - low carbon buildings (heating upgrade of 5 building by December 2022), and
 - renewable heat and power (Maesbury solar farm completion April 2023, and Battlefield heat network study by March 2023)
- Incorporating carbon reduction requirements into our procurement activity in a staged approach, by January 2023.
- Working with services across the Council to assist delivery of the Corporate Climate Action Plan, including appropriate measures to reduce the carbon footprint of Council assets and encourage partners to realise similar energy efficiency improvements.
- Developing more opportunities for active travel in Shropshire and public transport options, generating a range of related benefits including improved air quality and better health and wellbeing.
- Supporting the increase in low carbon transport in the County.

- Publishing updated guidance on climate change building design and environmental performance as part of the new Local Plan for adoption in 2022.
- Working with partners and communities to improve the natural environment for future generations.
- Using our land and estate to reduce the Council's and county's carbon footprint.

We will enable safer, sustainable, diverse and inclusive communities that pull together by reducing anti-social behaviour and risk of harm; addressing the issues they face; and adopting the waste hierarchy to reduce, reuse, recycle and recover from all household waste.

- Making use of services and assets within the wider community, including universal services available to all children, young people and parent carers, seeking improved alternative to support which deliver the right outcomes for people.
- We will deliver a recycling bin to all eligible households that request one completed by December 2022, increasing the tonnage of kerbside household dry recycling (glass, metals, plastics) from 100t (2022/23) to 500t (2023/24).
- Provision of a food waste collection service for all households in Shropshire. Adding min 5 percentage points to the household recycling rate.
- Working with communities to create a local sustainable economy that helps to keep them safe, being compliant to statutory requirements.
- Reviewing waste collection rounds to ensure that they meet the demands of a growing population and undertake a review of our Household Waste Recycling Centres to ensure they meet current and future demand.
- Working with Shropshire communities to maintain a clean and attractive environment

We will maintain, protect, and enhance our outstanding natural and historic environment, promoting positive behaviours and greater biodiversity and environmental sustainability.

- Working with DEFRA and other external partners to deliver the Trees Outside Woodlands Projects until Sept 2023.
- Work with Historic England, Cadw and the Offa's Dyke Association to deliver the Offa's Dyke Conservation Project by January 2025.
- Work with Historic England, Oswestry Town Council and Oswestry BID to complete delivery of the Oswestry High Streets Heritage Action Zone by March 2024.
- Enhancing nature conservation and recovery, including on Council managed country parks and heritage sites.
- Investigate complaints of Statutory Nuisances and related Anti-Social Behaviour e.g., noise, dust, odour, fumes, pests, accumulations within 5 days
- As required by the Environment Act 2021, work collaboratively with key stakeholders, to develop and implement a Local Nature Recovery Strategy (LNRS). LNRS developed by March 2023.
- Delivering and championing biodiversity net gain ensuring that planned growth enhances the environment and contributes to our ecological networks and conserves our precious landscapes
- Enhancing nature conservation, habitat management and nature recovery across Council and partner managed green space
- Providing high quality advice that promotes excellent management, care, and enhancement of Shropshire's rich and highly varied natural and historic environment

What this will mean for you...

- The rich biodiversity of the county is safeguarded for future generations through the protection and enhancement of existing high-quality habitats, and more trees, hedgerows and planted woodlands.
- You will feel safe and happy in your community, with people joining forces to identify and tackle local issues, enabled by the Council and its partners.
- Better Household Recycling Centres and an improved waste collection service will result in more household waste being reused or recycled.
- Cleaner air, access to an improved network of electric vehicle charging points and better integrated transport and active travel options.
- Access to support that will help your transition to renewable technologies and energy efficiency.
- Energy efficient street lighting using combinations of LED, solar and motion sensitive lights.

Our Priorities: Healthy Organisation

Focused strategic objective:

Align everything behind our vision/priorities.

Tell everyone that Shropshire Council is a great place to be

Bullethead strategic objectives:

- Best workforce
- Absorb, Adapt, Anticipate
- Communicate well
- Align our resources
- Strong councillors

Strategic objectives – the bulleted actions are illustrative of what will be set out in the delivery plans.

We will enable a skilled, happy, healthy, diverse, inclusive, empowered, and proud workforce that influences and leads change, addressing any inequalities.

- Attracting, recruiting, and retaining a talented workforce by:
 - reviewing approaches to recruitment to reach a more diverse audience by August 2022,
 - engaging our future workforce on new ways of working at an earlier stage by October 2022, and
 - reducing reliance on agency and interim workforces by 31 March 2023.
- Increasing representation in the workforce across all strands of equalities; improving awareness of equality, diversity and inclusion; encouraging and role modelling Allyship amongst our workforce.
- Developing our Leaders, at all levels of the organisation.
- Embedding Performance Development Reviews and proactively manage performance across the organisation from July 2022 onwards.

We will continuously develop our response to disruptive incidents affecting Shropshire communities, strengthening our ability to absorb shock, adapt and make changes, sustain positive change, and anticipate future shocks.

- Creating a fully resourced Health Protection Cell, capable of flexing and surging capacity to meet changing infection control demands, by March 2023.

We will communicate clearly and transparently about what Shropshire Council delivers, signposting to the right places for services and support, and listen to what communities say about their place and what they need.

- Reviewing the IT/Digital strategy to ensure that the new ways that the Council is working in continue be supported and develop to meet the needs of people who use our services.
- Improving access to information, advice and signposting to the services and support required, promoting digital options and providing this in the way that best fits what customers have told us they prefer.

We will put our resources in the right place using accurate data, insights, and evidence to support the delivery of the organisation's priorities and balance the books.

- Delivering the council's asset management delivery plan.
- Ensuring that the medium-term financial planning underpins strategic priorities and financial management expertise will inform strategic decision making to meet the needs of our residents, and performance management, delivering Value for Money.
- Maximising external funding opportunities available to Shropshire with our partners, supporting the financial resilience of services and support to individuals and communities.
- Working with other local authorities and organisations to share best practice and collaborate on initiatives that will benefit Shropshire people and communities.

- Remaining focused on developing and maintaining systems and processes that deliver accurate, timely and efficient data and information to support strategic decision making.
- Promoting the appreciation of the value of data held by the Council and ensure it is utilised as much as possible within the constraints of any legislation.
- Using data and intelligence to reshape how we deliver and procure services to support people in their local communities and use digital technologies and applications that equip them to access information and services easily and to help themselves.
- Seeking the views of communities and people who use services and involve them in the service design, shaping them and their delivery in the future, working more collaboratively across the council and with partners, driving out duplication.

We will ensure councillors are supported to advocate for their constituents but to also be ambassadors for the council.

- Implementing a range of support for Members including:
 - a Member/Officer Liaison Group to promote relationships,
 - access to internal and external (usually LGA) training, and
 - improvements to the members Gateway including analysis of Member queries to establish common issues.

What this will mean for you...

- Quicker access to information, advice, and answers to your questions using suitable mechanisms such as digital technology, which will include informing healthy behaviours, supporting good mental health and wellbeing.
- A strong, well-governed decision-making process that delivers effective services and projects for Shropshire communities and the continued ability to participate fully in the democratic process.
- Effective and timely responses for situations and incidents that impact Shropshire's communities such as flooding and pandemics, including information, support, and coordination.
- More opportunities to get involved in sharing your views about where you live and the services you receive.
- Decisions that are taken about where you live will be made using a strong evidence base which supports a better understanding of the likely impacts on Shropshire communities.

The Shropshire Plan

2022 TO 2025 – Strategic Plan

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