

People Plan

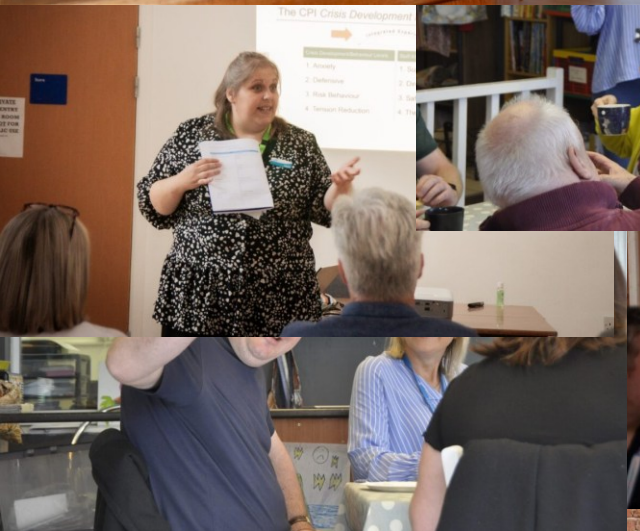
Our Plan to support and enable our
workforce to excel

2025-2030

November 2025

Draft





In Shropshire our ambition is to become an employer of choice, where people are proud to work for Shropshire Council, feel valued, and can thrive with the right support and development to enable people to perform their best. Our People Plan will enable us to achieve this.

Our People Plan helps us create an enabling “Can Do” culture in a modern, efficient, and sustainable council; transforming how we work to better serve our community.

We are committed to making sure everyone is treated fairly and with respect at work, so all staff can be themselves and feel valued for who they are; we welcome diversity in every form and will meet equality responsibilities, making sure our services are fair and accessible to everyone.

Developing an effective people plan is one of the most important things to do for the success and growth of our Council, alongside financial stability; the two go hand in hand we need both to make the Council Sustainable in the future.

Together, we will establish a stronger and more sustainable ‘can do’ Council, supported by a workforce that embodies our organisational values and is fully prepared to address future challenges and opportunities.



Section	Purpose	Page
Foreword	Foreword by the Interim Chief Executive Developing an effective people plan is one of the most important things to do for the success and growth of our Council, alongside financial stability; the two go hand in hand we need both to make the Council Sustainable in the future	
1. Introduction	To give an overview of the purpose and development of the plan and the structure of the plan. It also describes the organisational values and behaviours which drive our culture	
2. Our Future Council	To describe how we have developed the plan and how it has aligned to our future Council and one organisational plan	
3. Our People Plan Aims and Priorities	This section details our five key aims for the plan and the key priority activity to support these	
4. Making sure we deliver	This gives assurance around the governance for delivery recognising this is a live document	
Appendix 1: Improvement activity – priority programme summaries	Provides a summary of the activity and actions for each of the improvement aims and priorities including key milestones and the accountable and responsible officers	
Appendix 2: Risks	Provides a list of the key risks to delivery of the Plan aligned to the improvement plan	
Appendix 3: Key Performance Indicators	Lists the Key Performance Indicators (KPIs) and measures we will use to demonstrate progress towards the overall aims, also aligned to the improvement plan	

Section 1

Introduction



Purpose of this Plan

Our vision is to create a workforce that is supported and enabled to excel, this in turn will support delivery of our ambition for the Future Council.

Our People Plan outlines how we will turn our ambitions into reality, focusing on practical actions from the perspective of our workforce.

We aim to be an employer of choice, fostering a culture where staff feel valued, supported, and empowered to excel. By embracing a “Can Do” ethos within a modern, efficient, and sustainable council, we will continually improve how we work to deliver outstanding service to our community.

We are committed to making sure everyone is treated fairly and with respect at work, so all staff can be themselves and feel valued for who they are; we welcome diversity in every form and will meet equality responsibilities, making sure our services are fair and accessible to everyone.

This plan brings together the people aspects—such as shaping our culture, values, leadership, and everyday behaviours—with the practical side of how we organise ourselves, develop systems, and establish processes. This ensures our workforce is positioned to work collaboratively, supporting the council’s priorities and helping us fulfil our ambitions.

The need for change & development of the Plan

The People Plan has been developed as a response to several surveys, events, feedback and external reports and recommendations. They reflect external factors and trends, themes within our key strategic plans, and internal challenges we face. including:

- Pulse and Employee Surveys
- Getting Leadership Right
- Employment Engagement Forum
- The LGA Corporate Peer Challenge
- Engagement Sessions and Focus Groups
- Surveys and Staff Feedback through Webinars, Q&A
- Informal Cabinet,
- Senior Leadership Forum
- By evidence from directorate workforce planning
- The Strategic Review of Organisational Development
- ,Local Government Association (LGA)
- Workforce data and
- The learning derived from the COVID-19pandemic.

Moving forward we will continue to check our progress regularly with surveys and feedback sessions, listening to everyone’s views to keep improving (see appendices)

Getting it right

Delivering the goals of Our People Plan describes and offers the strong commitment we make to our staff in response to their contributions to our Future Council. A strong employee promise is important to ensure we focus on whats important:

- **Attracting Talent:** It helps bring in skilled people by showing why our council is a good choice.
- **Keeping Staff:** It encourages employees to stay, making them feel valued and part of the team.
- **Boosting Engagement:** When staff believe in what we offer, they are more motivated and productive.
- **Culture Change:** It supports positive changes in how we work and strengthens our values.
- **Clear Communication:** It sets clear expectations, building trust and transparency.
- **Business Success:** Happy and engaged staff help us achieve better results.

Structure of this Plan This document will guide you through the 5-year plan. It lays out how we aim to build a Council that values its residents and staff, delivers services with pride and respect and operates with transparency and financial discipline.

This plan is part of our wider Improvement Plan ([link here](#)).

Our People Plan is a 5-year, living document that will be regularly reviewed and updated through ongoing collaboration and feedback, ensuring it remains relevant to our evolving needs.

Shropshire Values: PROUD

Our Values: What guides our actions, behaviours and decisions

Our values enable us to work as One Organisation, One Plan and One Place.

Underpinning our plan is our commitment to the organisations core values which drive our culture.

We'll bring these values into everything we do. This means building strong partnerships, developed by good relationships, working together, with respect, creating opportunities, seeking understanding and developing a Can-Do Culture with high standards.

Leaders will help us innovate and grow and supporting new ideas and drive transformation. We'll encourage open conversations, give regular feedback, and celebrate when things go well. Training, development and clear communication will help everyone understand and live our values.

Changing our culture will take time and everyone's effort. It's not just one goal—it's about all our plan working together to enable Shropshire to flourish.



Partnerships

We recognise the importance of partnerships and are committed to fostering collaborative relationships, working closely with others to achieve shared goals.

- One Organisation
- Working Together
- Public Service
- High standards
- Lead by example
- Staff Engagement
- Clarity and Transparency



Respect

Valuing every person, listening openly, working as one team, and challenging ideas with kindness. We foster inclusion and keep our promises to build a positive environment for all.

- One team
- Listen
- Challenge with Warmth
- Equality, Diversity, Inclusion and Belonging
- Deliver on Promises
- Environment



Opportunities

We believe in creating opportunities for all, supporting learning, innovation, and growth. By enabling change and growth we strengthen what we do.

- Learning Organisation
- Encourage Innovation
- Drive Quality
- Embrace curiosity
- Be Open to Change
- Offer and seek feedback
- Enable Opportunities for Residents



Understanding

Understanding is at the heart of how we serve Shropshire, our residents, and our workforce.

- One Vision
- One Plan
- Clarity of Expectations
- Communicate Openly
- Enabling Communities though Understanding
- Understand the bigger picture



can Do

We foster a can-do attitude by proactively finding solutions, empowering others, removing barriers, driving positive change, taking responsibility, acting quickly, and celebrating success.

- Be a Can Do Council
- Enabling approaches
- How Can We Help
- Take responsibility for actions
- Be Proactive
- Respond quickly
- Celebrate Success

**Our
Workforce**

3,418 Employees and 3,492 Posts (Nov 2025)
Down from 3,639 (2023/24)

Full Time Equivalent 2,860 (Nov 2025)

Starters and Leavers

1237 in 2024/25 729 in 2024/25
455 financial year to date and 382
leavers

**Disability 12% of
employees have declared
a disability**
We have disability data for 28%
of staff

Average Age

47.13 years

Gender diversity

Female 2549

Male 869

**Full Time Equivalent
(FTE)**

**57.72% Full Time
42.42% Part Time**

Religion:

Religion % of Headcount

Buddhist	0.3%
Christian	39.8%
Hindu	0%
Jewish	0%
Muslim	0.3%
No religion	35.3%
Other religion	1.3%
Prefer not to say	3.3%
Sikh	0.3%
Unknown	19.4%

Ethnicity:

Ethnicity % of Headcount

Asian or Asian British	2%
Black, Black British, Caribbean or African	1%
Mixed or Multiple ethnic groups	1%
Other ethnic group	0%
Prefer not to say	1%
Unknown	11%
White	85%

Sickness

**Days lost 30,830 2024/25
estimated 2.81m cost:**
Top 3 Reasons
Anxiety and Stress
Cold Cough and Flu

**321 Applicants current and
previous for apprentices
since 2017**

Improvement Board

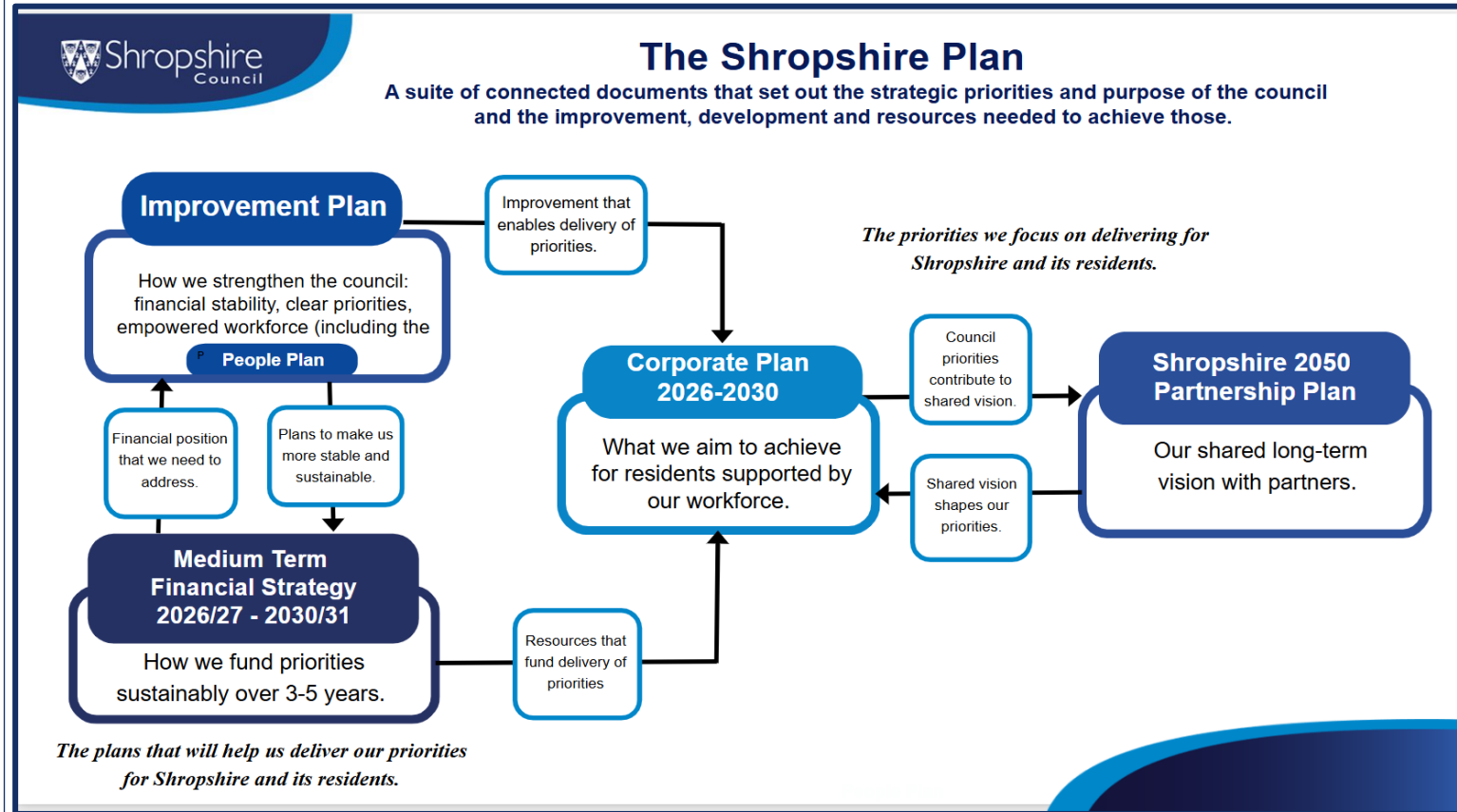
One of the key recommendations from the LGA Peer Challenge was to establish an independently chaired **Improvement Board**. This Board met for its inaugural meeting on 10th November 2025 and will continue to provide external advice, challenge, and expertise to the Council in driving forward the delivery of this Improvement Plan.

Relationship with other strategic plans

This Improvement Plan sits alongside other plans (see **Figure 1**) to provide an overall framework for the continued improvement of the Council. Together they provide a suite of connected documents that set out the strategic priorities and purpose of the council and the improvement, change and resources needed to achieve those:

- **The Improvement Plan** Sets out our priorities for improving the Council and summarises the plans for achieving *financial stability*, developing clear priorities, and supporting a workforce that excels (through a *People Plan*)
- **The Medium-Term Financial Strategy 2026/27-2030/31** Summarises the Council’s overall financial position, including forecasts, pressures and risks, over the medium-term, and how we will fund priorities.

Figure 1: Shropshire Plan



- **The Corporate Plan 2026-2030:** Informed by the 'New Direction' ambitions, the Plan will set out the priorities the council will focus on to deliver, enable, and influence better outcomes for Shropshire and its residents.
- **The Shropshire 2050 Partnership Plan:** Sets out the longer-term shared vision and priorities for the county (as a place) that the council has agreed with partners.

Section 2

Our Future Council



Whether our role as a Council is delivering, enabling or influencing outcomes, we will be committed to creating a focused, energised and ‘can do’ organisation that:

- Provides **clear and visible leadership** from our officer Leadership Board and Cabinet to make our priorities for delivery and change clear for everyone.
- Adopts a **‘One Council’ approach**, prioritising joined up working internally and externally.
- Ensures our workforce is supported and enabled to excel and has a relentless focus on **performance and continuous improvement**.
- Operates **good governance** to ensure compliance with statutory standards and requirements.
- Delivers value for money through high standards of **financial discipline and management**, and a commercial mindset to make every pound count and every minute matter.
- Provides **good customer service** that gives people a consistent and positive experience when they contact and interact with the Council.
- Continues to **engage with our residents** about the changes we need to make – and ensure our priorities are informed by what is most important to them.
- Is a **learning council** that regularly asks for feedback, learns from complaints, and seeks external challenge and review. We will learn from other councils about what they do differently and how they have improved.

Transforming into the council we want to be: Our Future Council

It is critical that the Council has a clear direction for its future and its further transformation, financial stability and delivery of policy priorities. The **principles** in figure 2 (below) will guide how we work and provide a basis for our continued improvement and transformation into a best value 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:

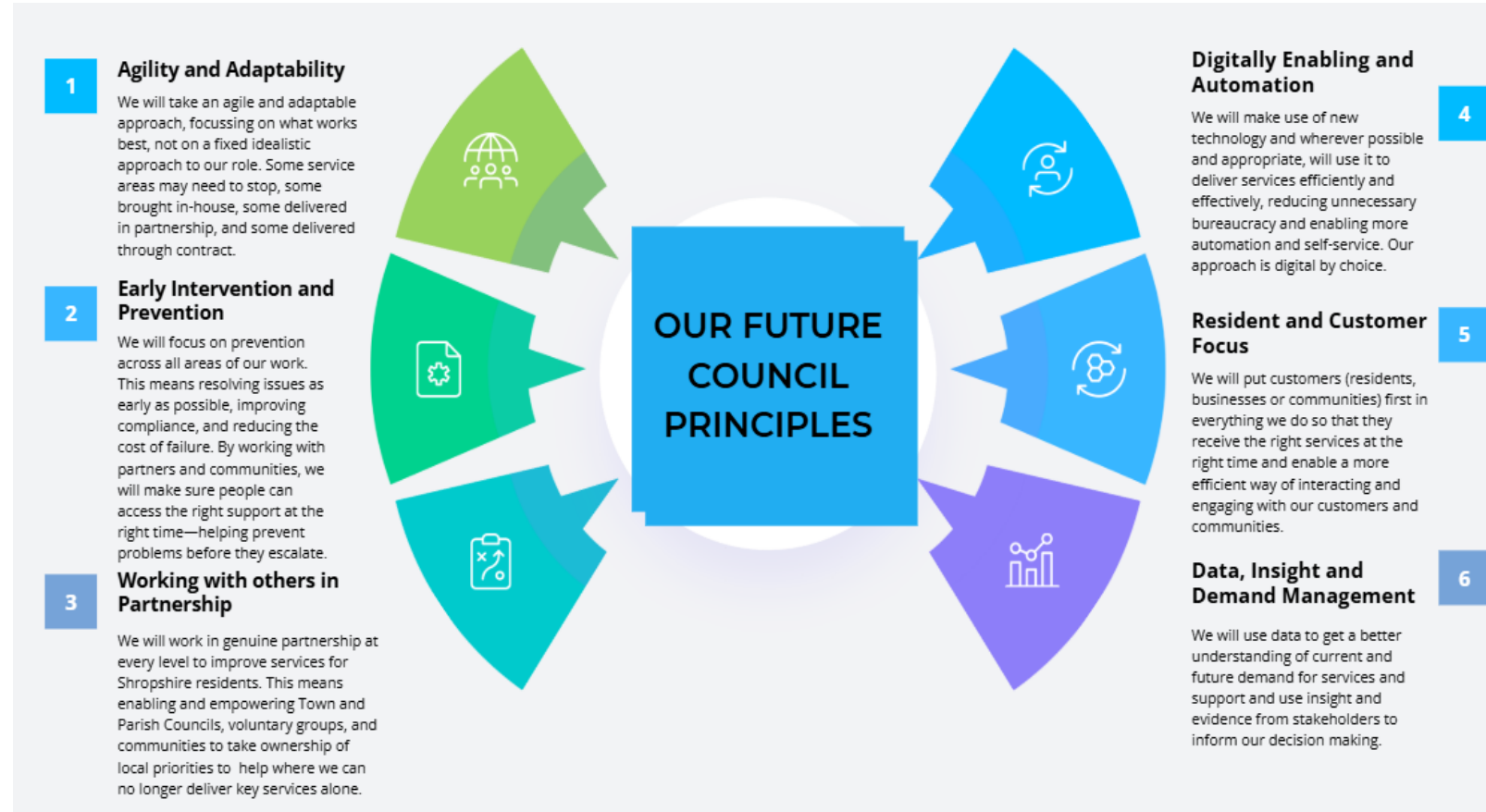


Figure 2: principles that guide how we will operate, improve and transform

A clear direction and the People Plan

Developing an effective people plan is one of the most important things to do for the success and growth of our Council, as a key pillar of our improvement plan alongside financial sustainability and having a clear priority and purpose.



Culture change

Achieving our aims will require changes in our organisational culture, as well as improvements in policy, practice and statutory compliance. The Council needs a positive and inclusive culture, where there are clear roles, responsibilities and expectations of elected members and staff. This will be critical to the Council being member-led, officer-run and resident focused.

Many of the priority programmes of action will support and enable culture change – particularly those that are focused on supporting and enabling our workforce to excel. This is brought together in our People Plan

We will further develop how people are engaged and involved in developing policies and improving services, ensuring that there are more opportunities to inform and shape how we do, and improve, things.

The Plan also focusses on improving our corporate governance and a culture compliance, and how some of our internal services and systems can better support people to do their jobs, so we operate more efficiently and effectively, and barriers and constraints to a high-performing culture are removed.

Section 3

Our People Aims & Priorities



Our People Plan

This People Plan supports how we will ensure we are a 'best value' authority that delivers, enables, and influences for Shropshire and its residents through a workforce that is supported and enabled to excel.

To achieve this, we need to deliver on the following five priority areas :

Our Culture:

We will shape and embed a culture that reflects our values and way of working, promotes collaboration, diversity, inclusion and innovation, and empowers our people to make a difference. In everything we do through strong **engagement and communications**.

Leadership & Talent:

Will be developed and supported throughout the whole organisation, ensuring we have the right skills, behaviours and mindset to get leadership and enabling in all we do.

Capability and Capacity: We will identify and address the current and future capability and capacity needs of the organisation. Align our recruitment, retention and development strategies that enable our staff to grow and excel in their roles.

Performance:

We will establish and implement a consistent and transparent performance management framework that aligns individual and team objectives with the organisational goals, priorities and service plans.

Systems and establishment:

We will continually review and streamline our organisation, systems and processes to ensure they support the way of working effectively and that services and activities are delivered to our residents in the most efficient and effective way possible.

Our Improvement Aims & Priorities

These priorities do overlap and interlink and all are critical to our improvement and development towards the council we want to become.



People Plan priorities and programmes on One Page

To achieve these aims, the People Plan has set out its key priorities and following consultation is focused on an initial set of *Priority Programmes of Action*

Programmes and projects are aligned to a single Plan priority for governance purposes, but most are interdependent, and the outcomes will be cross-cutting and contribute to all five priorities and the improvement and corporate plan priorities. All programmes of action aim to make the Council more financially and operationally sustainable, and support its workforce to excel.

Some programmes are a continuation of current and planned work (e.g. GLR Pulse, EDI), while others need to be fully scoped and their activities defined. For example, xxx

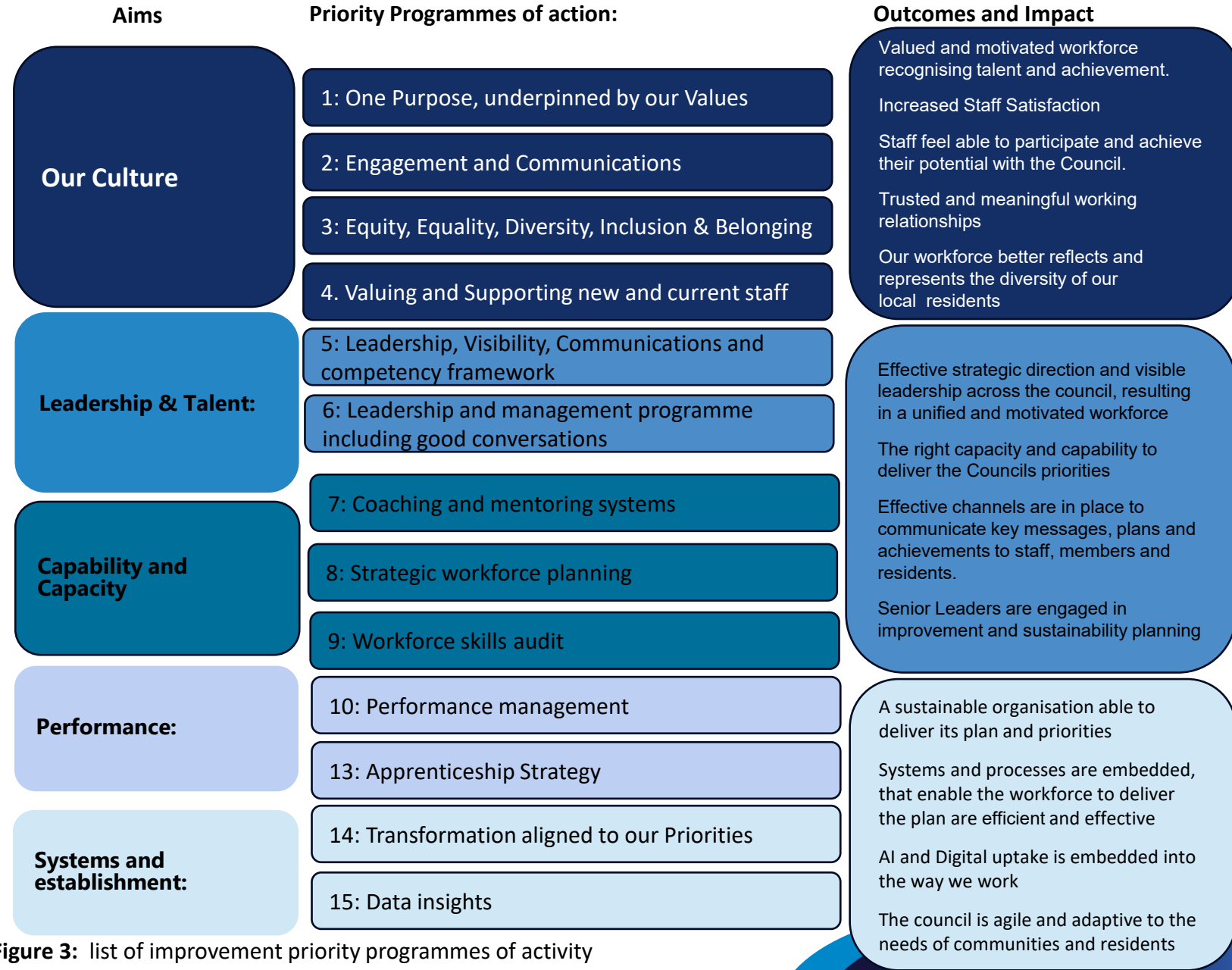
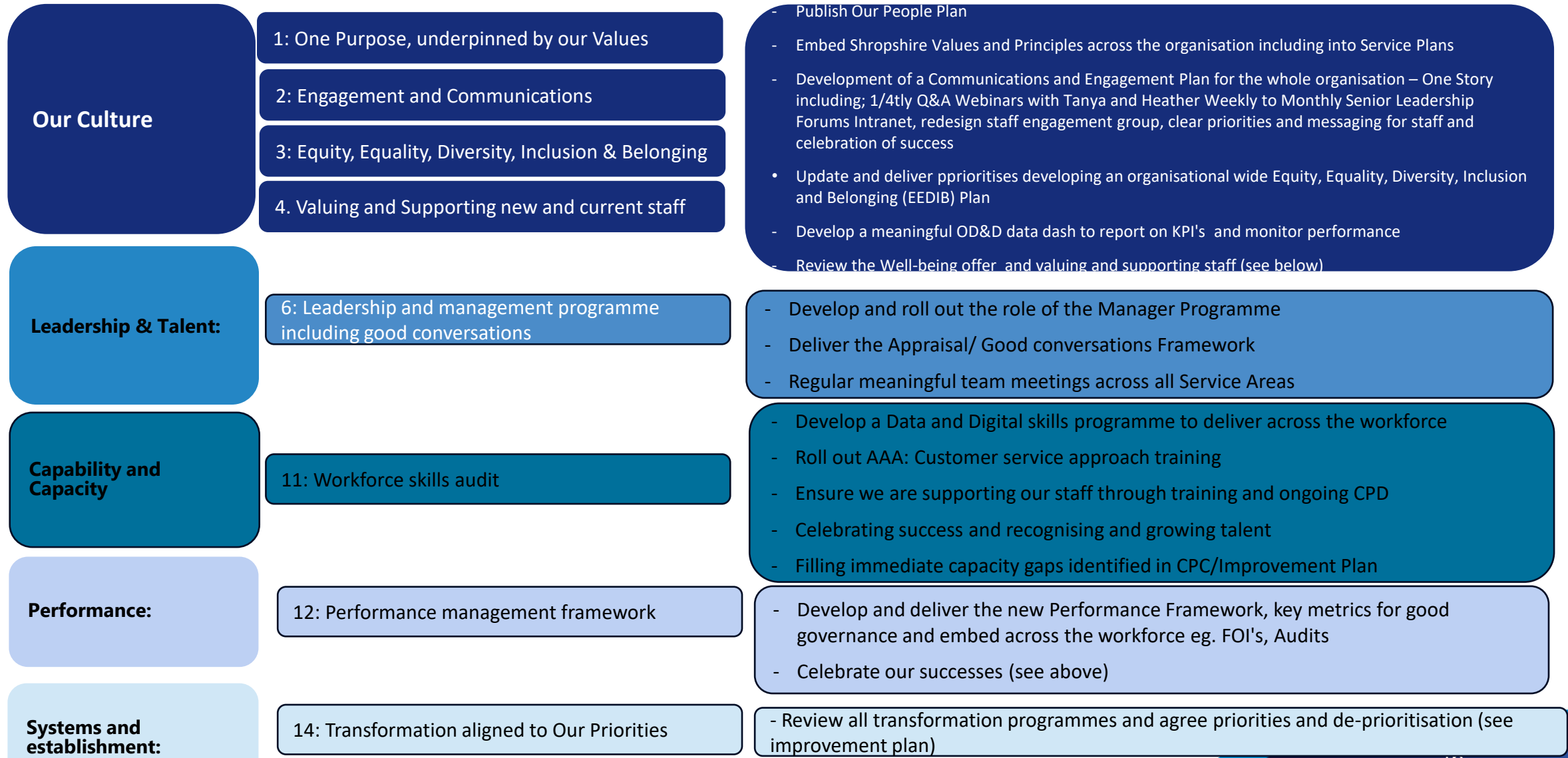


Figure 3: list of improvement priority programmes of activity

Priority programmes of action:

Outcomes and Impact:



Aim: Our Culture is vital because it shapes how we (our people) work together, make decisions, and respond to challenges. A positive culture builds trust, encourages innovation, and motivates staff to do their best. When values guide behaviour, teams collaborate more effectively and adapt to change, driving the organisation towards its goals and long-term success.

The focus of this priority is:

- Clear Purpose and Vision
- Strong Core Values
- Open, Strong and Collaborative Communication and Engagement
- Prioritise Organisation Equity, Equality, Diversity, Inclusion and Belonging (EEDIB)

Outcomes and Benefits (the things that will tell us we are achieving our priority):

- A workplace where everyone feels valued and motivated
- Increased Staff Satisfaction Rates
- Staff feel able to participate and achieve their potential with the Council.
- Trusted and meaningful working relationships are in place across the Council
- Our workforce better reflects and represents the diversity of our local residents.

The key programmes of action that will deliver this improvement and change are:

Programme/Action	Description and Purpose
One purpose underpinned by our values	One clear purpose and vision will guide everyone towards a common goal. Strong core values will shape our behaviour, ways of working and decisions. We will embed our values into everything we do. This means building good relationships, working together, and aiming for high standards. Leaders will help us grow and support new ideas. We'll encourage open conversations, give regular feedback, and celebrate when things go well. Training and support will help everyone turn our values into a way of being, which will support high levels of employee, customer, partner, and community satisfaction.
Engagement and Communication	Engagement and collaboration is key to delivering our ambitions for a future Council. Our People understand the work we do and they hold the solutions to the challenges we face. We aim to engage with staff throughout our improvement planning through a variety of methods, including surveys, face to face meetings and the development of online communities and 1-1s Good Conversations are a priority as is improving our intranet. Employee engagement will be a regular topic for our leaders. The Council will work closely with trade unions to support staff, ensure their voices are heard, and make sure that the offer to staff is fair and transparent, with clear accountability throughout the process. We'll check our progress regularly with surveys and feedback sessions, listening to everyone's views to keep improving. A clear communications strategy will be central to this work and the success of Our People Plan and Improvement Plan.
Equity, Equality, Diversity, Inclusion and Belonging (EEDIB)	Prioritise developing an organisational wide Equity, Equality, Diversity, Inclusion and Belonging (EEDIB) Plan that integrates EEDIB across all elements of our system, e.g., recruitment, L&D, engagement, policies and service design. This will provide us with a holistic, meaningful and impactful approach to developing EEDIB within our organisation. As part of our plan we will use data and performance indicators to ensure that there is equity of both opportunity and outcomes for individuals
Valuing and Supporting New and Current Staff	We want our staff to feel positive, supported, and valued at every stage of their time with us. This means giving new joiners a warm welcome, checking in often, recognising great work, encouraging teamwork, and helping everyone develop their careers.. New starters will benefit from a smoother introduction, everyone will have access to tailored training and career pathways, and it'll be easier to connect and communicate across the council. Working across the organisation

Aim: Leadership and Talent

Understanding ourselves well is key to developing our workforce, its leadership and talent. Data here will show us, the size of our workforce and where we have focused our efforts to date and where we want to focus our efforts to ensure the best use of our resources to see the best return on investment. We need leaders who can handle complex challenges and encourage new ideas, and we must support this in a cost-effective way. Our GLR Programme (Getting Leadership Right) began this journey for some, but there is still more to do. Everyone leads in some way, so it's important that all staff have leadership skills. We cannot achieve our goals without this.

The focus of this priority is:

- Leadership that is visible and communicates effectively
- Leadership and Culture
- Leadership and Performance Management including good conversations
- Getting Management Right: The Role of the Manager

Outcomes and Benefits (the things that will tell us we are achieving our aim):

- Senior officers have the capacity and capability to provide the authority with effective strategic direction
- Senior officers and managers consistently demonstrate effective strategic direction and visible leadership across the council, resulting in a unified and motivated workforce
- Managers will feel confident and competent in their roles, will have the tools and knowledge to do the job and the Council will be high performing, healthy organisation.

The key programmes of action that will deliver this improvement and change are:

Action	Description and Purpose
Leadership, Visibility, Communication and competency framework	Leaders will be more present and accessible, setting a clear example and supporting staff at every level. We are committed to open, honest, and regular communication. Leaders will ensure everyone is informed, listened to, and able to share ideas or concerns. This includes the development of our senior leadership forums for visible open conversations.
Leadership Culture	Leaders will shape a positive, inclusive culture where everyone feels valued and respected. We will work together to build trust, encourage new ideas, and celebrate achievements. We plan to reinvigorate our cultural connections and relationships across the workforce as recommended in the Corporate Peer Challenge. We will update our Leadership Programme to fit our new way of working and make sure it supports both leadership and management. The new approach will involve everyone in the organisation. We will use different methods to deliver this, such as improved digital inductions, playlists and experiences in our new Learning Platform, AI technology for coaching, CPD communities, and Getting Management Right skills.
Leadership and Management Programme: Appraisal/Good conversations and Performance	Leaders will set clear expectations, provide regular feedback, and support staff development. We will recognise good performance and help everyone reach their potential. This will be clear through our development of our good conversations approach. By clearly defining what it means to be a manager here. Managers must understand their role and have the right skills to manage people, budgets, and performance. Currently, not all managers have the tools or knowledge they need, especially in our self-service model. We will provide a Getting Management Right (GMR) programme, that defines the role of the Manager and ensure successful managers who support staff and drive, maintain and sustain high performance.

Aim: Capability and Capacity

We want our organisation to be a place where staff genuinely enjoy coming to work, feel happy in their roles, and know exactly where to find support whenever it's needed. By focusing on Our People, we aim to create an environment that encourages wellbeing, collaboration, and personal growth. We understand that the journey toward becoming a sustainable Council begins with our people.

The focus of this priority is:

- Workforce Skills audit
- Training, development and support including CPD
- Review of Health and wellbeing offer

Outcomes and Benefits (the things that will tell us we are achieving our aim):

- Increased Staff Satisfaction Rates
- Increase in numbers utilities digital aspects
- Improved quality and quantity of good conversations and PDs completed
- Increased levels of wellbeing amongst staff
- Increased use of apprenticeship levy

The key programmes of action that will deliver this improvement and change are:

Action	Description and Purpose
Coaching and Mentoring systems	By nurturing resilience and encouraging innovation, we aim to create an environment where everyone can flourish and contribute to a Council fit for the future. Coaching and mentoring systems, including training and support for staff.
Workforce skills audits and CPD planning	We are committed to being an enabling council, empowering our staff through continuous learning and development. By investing in training including CPD for staff to enable maintenance of professional accreditation, in new technologies and digital self-service, we equip our workforce to work efficiently and deliver excellent service to residents. Regular skills audits help us identify strengths and gaps, ensuring targeted training and effective succession planning. This approach supports confident, capable teams and wise use of resources, underpinning our strategic goals. To enable whole workforce change we will procure a Learning Management/Experience Platform fit for our purpose, that will drive the communication, development, learning and culture for the organisation and wider Partnership.
Provide Support to facilitate Health and Wellbeing	We truly value the wellbeing of our staff and want everyone to feel cared for, supported, and included. Creating a happy, healthy workplace is central to our mission as an employer. We're dedicated to providing guidance, practical resources, and a positive culture where everyone can thrive—both in their work and in their lives outside of work. Whether it's through wellbeing programmes, accessible training, or open lines of communication, we want everyone to know they are respected and valued as individuals. We encourage a spirit of teamwork, kindness, and understanding, to make sure every member of staff feels safe, supported, and able to achieve their best. Together, we'll continue building a workplace where health, happiness, and personal growth are just as important as the services we deliver.

Aim: Performance

Our Shropshire Plan will help us focus on the right priorities, stop activities that don't add value, and break old habits and unnecessary processes or ways of working. This will make us more efficient and better aligned with our goals. And we will engage staff in the development of this work. We will also introduce a clear performance management framework, this will link our strategy to service plans, set clear expectations and measurable targets, and give us real-time data on how we're doing. It will help us quickly spot and fix problems, as well as recognise and reward great work.

The focus of this priority is:

- A clear performance framework
- Clear expectations and measurable targets
- Real time data to monitor progress and quickly address issuers and recognise achievements

Outcomes and Benefits (the things that will tell us we are achieving our aim):

- The workforce (service) are managed efficiently and effectively, with clear and credible strategies demonstrating how services will be delivered in the future, with an effective system for performance management.
- A culture of robust performance management and compliance with our values, ways of working, legislation, strategies, policies and procedures throughout the organisation.

The key programmes of action that will deliver this improvement and change are:

Action	Description and Purpose
Performance Management Framework	We will introduce a clear performance management framework. This will link our strategy to service plans, set clear expectations and measurable targets, and give us real-time data on how we're doing. It will help us quickly spot and fix problems, as well as recognise and reward great work. By delivering training to support SMART service planning and delivery aligned to our values, principles and priorities we will drive forwards high standards of performance and excellent outcomes. All services will be able to clearly evidence the progress of plans, to provide assurance on performance, delivery and outcomes. It will be easy for Managers to spot drift and delay in delivery of services or outcomes and address this before it becomes a problem. A balanced performance dashboard that evidences service delivery performance and provides Councillors, stakeholders and residents with clear, robust and meaningful information. With this system, everyone will understand how their work supports our goals, recognise best practice, and share this across the organisation to both celebrate and continuously improve. Leaders will have up-to-date information on our progress. By using data and technology, we will track trends, address issues early, and keep our performance management focused on our main objectives.
Apprenticeship Strategy	A robust apprenticeship strategy ensures that our organisation develops the skills needed for future success. By aligning our skills audit with anticipated organisational needs and demand management, we create targeted opportunities for staff to learn and grow. This approach enables us to build a resilient workforce, address skills gaps proactively, and support sustainable service delivery for the future.

Aim: Systems and Establishment

We are working to make our organisation simpler and easier to run, so we can save money for the long term and deliver our plans more effectively. We know that some changes are needed, so we will look at how we organise our teams and services to make sure our resources are used in the best way and our services have a better impact. A big part of this is bringing in better digital systems, so we do not have to rely so much on manual processes or individual roles. We will use strong governance and good habits, based on our organisation’s values, to guide us through these changes. We are committed to being clear and open in our decisions, making sure everyone knows who is responsible for what, and building trust with staff and the community. As we make these changes, we will continue to support our staff, councillors, and residents. We will give you the resources, support, and opportunities you need to adapt and do well during this time, so we can keep serving our community.

The focus of this priority is:

- Strategic Workforce Planning
- Transformation
- AI and digital solutions
- Governance compliance

Outcomes and Benefits (the things that will tell us we are achieving our aim):

- A sustainable organisation able to deliver its plan and priorities.
- Systems and processes are embedded, that enable the workforce to deliver the plan efficiently and effectively.
- Ensuring OD&D have the capacity to deliver

The key programmes of action that will deliver this improvement and change are:

Action	Description and Purpose
Strategic workforce planning	Strategic workforce planning will ensure we know our workforce well, identifying our challenges and our achievements. This will inform our recruitment and retention strategies, we will understand why people come to work for us, why they stay and why they leave. We will know what skills the workforce have and need now and into the future. We will understand the future needs of the Council and its residents, and we will shape our organisation to become sustainable. Ensuring OD&D structures are aligned to the delivery of this plan.
Transformation aligned to Our Shropshire Plan	Review our transformation and change programmes to ensure they are strategically aligned with the priorities of both the Improvement Plan and the Corporate Plan. This ensures that all change initiatives directly support our organisational goals, drive sustainable improvement, and deliver measurable benefits for our workforce and the communities we serve. This includes how we develop our AI and digital solutions to support staff and residents, implemented into systems, to increase efficiencies and create sustainability.
Data Insights	We will regularly review and improve how we work, informed by data insights, to find efficiencies and cut costs, to work more efficiently, and deliver and enable better services. Easier systems will make things simpler for staff and customers, helping everyone feel more satisfied. These changes will also help us quickly adapt to new challenges and needs, managing demand effectively. Strong governance systems will ensure compliance is tracked and monitored and performance addressed, offering assurance against regulatory and statutory requirements.

Section 4

Making sure we deliver



Making sure we deliver the Plan

There are three key things we will do to make sure we deliver the Improvement Plan:

1. *Governance and Assurance:* We will put in place governance and assurance arrangements based on agreed principles (see figure 4), including clear accountability, responsibility and transparency. There will be robust and relevant risk management and delivery monitoring, provided by a Programme Management Office (PMO) ensuring independence and integrity. These arrangements will ensure that the Plan is delivered and achieves the required progress and impacts.
2. *Supporting delivery:* Significant and sustained investment is required to deliver the scale and pace of change required. We will ensure that the Plan and its programmes are supported through relevant resources and support. New programmes of action will need to be resourced, which may mean reviewing and deciding on where business as usual activity can be reprioritised and capacity redeployed, or assessing and identifying where there are additional resource requirements.
3. *Engagement, Involvement and Communications:* Engagement has taken place at different levels and through different forums throughout the process of developing the Plan

This has ensured understanding of the Plan, the context it is responding to and the aims we are pursuing. It has also ensured the Plan has been developed collaboratively and that priorities have been continuously iterated using internal peer review, challenge and feedback (via our Senior Leaders Forum - SLF).

How will we measure success?

Our People Plan will be reviewed regularly to ensure that it remains fit for purpose in helping us to achieve our organisational goals – especially as we transform through resizing. To help us monitor progress and successes, we will develop a Power BI dashboard based on the outcomes that are most important in designing and developing a Healthy Organisation that is modern, efficient, and sustainable. This dashboard will constantly guide us in our planning and decision-making.

Risk management

Risks and interdependencies between programmes and projects in the plan will be set out and managed for each one, and that portfolio level by the Senior Accountable Officers (SAOs) and Responsible Delivery Leads (RDLs).

There are also overarching risks and dependencies across the whole Improvement Plan which are set out in **Appendix 2**. All risks and dependencies will be reviewed regularly and will change e.g. with new risks being included as and when they are identified. The table of risks is not an exhaustive list, and the risks and mitigations will be kept under review.

Performance Framework

The improvement plan programmes contribute to defined outcomes. Those are underpinned by key performance indicators (KPIs) – listed in the following slides- that will enable progress to be demonstrated. Reporting on delivery will use a combination of delivery milestones and KPIs.

Reporting progress

Our People Plan is a 5-year, living document that will be regularly reviewed and updated through ongoing collaboration and feedback, ensuring it remains relevant to our evolving needs. This may include review and prioritising as required.

A change board will be established with cross organisational representation to drive the delivery of the plan, a sub structure of task and finish groups where necessary will be established under this to drive delivery.

Regular reporting from the Change Board up to Leadership Board and cabinet who will retain oversight.

Staff Engagement will take place for the duration of the Plan. This will provide assurance to staff we are making progress towards the commitments we have made.

Appendix 1: Priority Programmes of Action Summaries



Priority: Our Culture

What We Will Do:

How Will We Achieve this? (Priority number included)	Evidence of success	Start	End
1: One Purpose, underpinned by our Values Develop values / cultural indicators	Staff, Members and Leaders will promote and demonstrate the highest ethical standards and appropriate working behaviours through established shared values and ways of working.	Nov 2025	March 2026
Develop culture development training for managers and members that is on going and embedded and impact monitored through the cultural indicators	A culture of cooperation, respect and trust between departments exists, along with a commitment to transparent decision-making. Shared values enables a respect for a councillor's need to know and enquire and for officers and members to engage and collaborate to achieve needs of both.	Nov 2025	June 2026
Ask, Assist, Act (AAA) Program rolled out across the organisation, outlining our approach to customer service	Roll out AAA across the organisation. Measure and report on customer satisfaction rates across the Council. Increased confidence in recognising and responding to needs. Increased knowledge and navigation of reliable information	Jan 2026	Dec 2026
2: Engagement and Communications Pulse Survey and action plan	Regular pulse surveys, produce an overview of a healthy organisation, which offers assurance of a healthy culture across the organisation.	July 2025	March 2026
Development of the Intranet -initial refresh followed by regular updates and improvements as needed	Staff tell us they are able to find the information they need easily, including policy, process or information required to carry out their roles well.	Sept 2025	March 2026 then Ongoing
3. Equity, Equality, Diversity, Inclusion & Belonging Updating, prioritisation and delivery of action plan through the dedicated EDI group with a strong lived experience voice	Prioritise developing an organisational wide Equity, Equality, Diversity, Inclusion and Belonging (EEDIB) Plan that integrates EEDIB across all elements of our system, e.g., recruitment, L&D, engagement, policies and service design.	Sept 2025	Ongoing
4. Valuing and Supporting new and current staff Celebrating staff, team and whole organisation achievements	A process for recognition of staff achievements is embedded and consistently applied across the organisation. Staff tell us they feel supported, achievements are regularly shared and celebrated.	Nov 2025	April 2026
9: Workforce skills audit Gap analysis between current state and what good looks like	Skills Audit A comprehensive self-assessment exercise against 'good-enough' to provide a solid baseline, a source of continuous improvement and targeted action (see also leadership and talent)	Jan 2026	April 2026
10: Performance management Process for learning lessons from complaints	A learning and improvement mindset e.g. lessons are learnt from complaints, reviews, audits, fed into behaviors and new ways of working	Jan 2026	July 2026
Review of the code of conduct setting the right culture in_ the organisation	Reduction in complaints Increased satisfaction rates in staff pulse survey Reduction in performance related issues	March 2026	Dec 2026
Performance management framework and training to support implementation aligned to new Shropshire Plan	A culture of robust performance management and compliance with our values, ways of working, legislation, strategies, policies and procedures throughout the organisation.	Dec 2025	July 2026

How Will We Achieve this? (Priority number included)	Evidence of success	Start	End
<p>1: One Purpose, underpinned by our Values Relationship building training for officers and members, with regular updates and check ins.</p>	<p>Effective and timely responses to issues with acceptance of the need to make changes and without a culture of blame.</p>	<p>Oct 2025</p>	<p>Mar 2025</p>
<p>2: Engagement and Communications Central communication channels</p>	<p>Effective channels are in place to communicate key messages, plans and achievements to staff, members and residents. For example, CE newsletter, town hall events, induction to Leadership for staff, webinars and Leadership cascades.</p>	<p>July 2025</p>	<p>April 2026</p>
<p>5: Leadership, Visibility, Communications and competency framework Senior Leadership Forum will meet Monthly and can meet more frequently when required</p>	<p>Senior Leaders will be engaged in the improvement and sustainability planning for the Council; they will be invested in and able to lead their services areas with confidence to meet the outcomes of Our Shropshire Plan.</p>	<p>July 2025</p>	<p>July 2026</p>
<p>6: Leadership and management programme Engage with Senior Leadership Forum and Staff regarding the Performance Management Framework, including Good Conversations</p>	<p>The workforce is engaged and invested in a positive performance culture. Expectations and standards are well understood, and achievements are celebrated.</p>	<p>Jan 2026</p>	<p>Mar 2027</p>
<p>Getting Management Right Programme is delivered</p>	<p>Managers will feel confident and competent in their roles, will have the tools and knowledge to do the job and the Council will be high performing, healthy organisation.</p>	<p>Jan 2026</p>	<p>April 2027</p>
<p>Leadership competency framework and development programme</p>	<p>Senior officers have the capacity and capability to provide the authority with effective strategic direction . Senior officers and managers consistently demonstrate effective strategic direction and visible leadership across the council, resulting in a unified and motivated workforce</p>	<p>April 2026</p>	<p>April 2027</p>
<p>7: Coaching and mentoring systems Coaching and mentoring programme</p>	<p>This is explored and the right programme is put in place</p>	<p>May 2026</p>	<p>May 2027</p>
<p>8: Strategic workforce planning Leadership Board interim structure implemented and communicated</p>	<p>Senior officers have the capacity and capability to provide the authority with effective strategic direction</p>	<p>March 2025</p>	<p>Dec 2026</p>
<p>Our People Plan developed and published</p>	<p>A demonstrable commitment to leadership and member development, including the need to develop specialist training for key roles</p>	<p>Oct 2025</p>	<p>Dec 2026</p>

	Evidence of success	Start	End
<p>4. Valuing and Supporting new and current staff</p> <p>A review of the Health and well-being offer available to staff</p>	Data tells us staff are engaged with our well-being offer and it is meeting their needs	Jan 2026	June 2026
<p>6: Leadership and management programme</p> <p>Good conversations developed, implemented and embedded</p>	Everyone has a workplan, feeding into a team/service plan and an appraisal with a professional development plan (PDP) all feeding into the Shropshire Plan. Staff tell us they feel invested in.	Jan 2026	April 2027
<p>8: Strategic workforce planning</p> <p>Mandatory training review</p>	Compliance of all mandatory and essential training requirements across the organisation.	July 2025	April 2026
Learning and development policy	Staff feel supported to develop and their talent is neutered. Consistent and fair policy application ensures equity.	Oct 2025	Mar 2026
An Apprenticeship Strategy aligned to Our Shropshire Plan	Resources are aligned to the delivery of our Shropshire Plan Apprenticeship first approach adopted throughout the organisation	April 2026	April 2028
Strategic Workforce Planning	The right people, in the right roles with the right resources. Service plans inform the size and shape of the organisation and the resources required to deliver the ambitions of the Council.	March 2025	July 2026
<p>9. Workforce Skills audit</p>	Skills and gaps are well understood and CPD, training and Apprenticeships are aligned to these gaps. Ensuring a highly skilled workforce able to meet the needs of the organisation.	Jan 2026	April 2026
Data and digital skills programme	Staff develop the right skills to deliver Our Shropshire Plan	April 2026	April 2028
<p>4. Valuing and Supporting new and current staff</p> <p>Relaunch the employee volunteer programme</p>	Staff are actively supported to take up volunteering opportunities through the relaunched employee volunteer programme. Evidence of success will include increased participation rates in volunteering, positive feedback from staff, and demonstrable contributions to both the community and voluntary sector.	April 2026	April 2027
<p>4. Valuing and Supporting new and current staff</p> <p>Improving the physical working conditions and environment for our workforce through a review of current premises</p>	Data shared by premises tells us about the utilisation of the buildings by staff across the workforce. Staff pulse survey satisfaction levels improve, showing staff have good access to the resources they require, including meeting space and time to come together with their team and service area and for collaboration. Review in April 2026.	Nov 2025	January 2026

How Will We Achieve this? (Priority number included)	Evidence of success	Start	End
<p>10: Performance management framework</p> <p>Review and launch a new employee performance management framework</p>	<p>The workforce (service) are managed efficiently and effectively, with clear and credible strategies demonstrating how services will be delivered in the future, with an effective system for performance management.</p>	<p>Nov 2026</p>	<p>July 2026</p>
<p>Performance and appraisals training and tools (Good Conversations)</p>	<p>A culture of robust performance management and compliance with our values, ways of working, legislation, strategies, policies and procedures and priorities throughout the organisation.</p>	<p>Jan 2026</p>	<p>April 2027</p>
<p>Council-wide performance dashboard</p>	<p>A balanced performance dashboard that evidences service delivery performance and provides Councillors, stakeholders and residents with clear, robust and meaningful information.</p>	<p>March 2026</p>	<p>July 2027</p>
<p>Training developed and delivered to support the SMART service planning and delivery process aligned to service planning development</p>	<p>Clearly evidenced progress to provide assurance on performance, delivery and outcomes across all service areas.</p>	<p>Nov 2025</p>	<p>July 2026</p>
<p>8: Strategic workforce planning</p> <p>A whole organisation workforce plan will include a learning and development offer that ensures the right opportunities are available for the workforce to excel.</p>	<p>Staff across all service areas report increased access to relevant learning and development opportunities, with high participation rates in training programmes aligned to organisational needs. Skills audits show a measurable reduction in identified skills gaps, and feedback from staff surveys indicates improved confidence and capability in their roles. The workforce plan is regularly reviewed and updated, ensuring that learning and development remains responsive to emerging priorities. As a result, the organisation demonstrates higher staff satisfaction, improved retention, and enhanced service delivery outcomes.</p>	<p>April 2026</p>	<p>March 2027</p>
<p>15: Data insights</p> <p>Data insights dashboard informs future plans and development</p>	<p>Leaders are data informed and plans and strategies are aligned to the needs of residents, communities, partners and staff. The Council is agile and adaptive to the needs of communities and residents.</p>	<p>Dec 25</p>	<p>July 2026</p>

How Will We Achieve this? (Priority number included)	Evidence of success	Start	End
<p>8: Strategic workforce planning</p> <p>Ensure the organisation has the right skills, resources and workforce to deliver its plan. This may mean increases to some areas and reductions in others.</p>	<p>A sustainable organisation able to deliver its plan and priorities.</p>	<p>Dec 25</p>	<p>Dec 2030</p>
<p>10: Performance management</p> <p>Support and accountability for Budget holders to complete Budget monitoring (BMR) accurately and more broadly finance training as identified in the CPC action plan (see improvement plan action)</p>	<p>All BMR's are completed on time, to accurately forecast the financial position</p>	<p>Oct 25</p>	<p>Feb 2026</p>
<p>14: Transformation aligned to Our Priorities</p> <p>Transformation aligned to Our Shropshire Plan</p>	<p>Efficient and effective systems and processes are embedded, that enable the workforce to deliver the Councils ambitions. This includes best value, adoption of AI and Automation and prioritisation of workplans and resources.</p>	<p>Oct 25</p>	<p>Jan 2026</p>
<p>AI and digital solutions are implemented into systems, to increase efficiencies</p>	<p>AI and Digital uptake is embedded into the way we work</p>	<p>Dec 25</p>	<p>Ongoing (through to March 2029)</p>
<p>2. Engagement and Communication</p> <p>Recommission a Learning Platform that is modern, efficient and effective in leading and driving a positive culture, enabling us to realise our ambition to be a modern, efficient, learning organisation.</p>	<p>Staff regularly access learning opportunities and collaborate together inside the learning platform. Staff develop skills, confidence and experience required to be the Council of the future. Pulse survey outcomes tell us staff feel they have the right learning opportunities and tell us the organisational culture reflects our PROUD values and ambition to be a learning organisation.</p>	<p>May 2025</p>	<p>Sept 2026</p>

Appendix 2: Risks



Risk	Mitigation
Capacity and pace of delivery - Failure to deliver the improvement plan in a timely and effective manner due to capacity constraints	<ul style="list-style-type: none"> • A comprehensive a robust view of the resourcing requirements to deliver the plan, with reprioritisation and allocation taking place. • Clear and consistent leadership setting out the direction, pace, outcomes and expectations of the change required. • Governance and delivery arrangements that remove siloed working • Accountability and responsibility clearly articulated and demonstrated, including through progress and impact reporting
Resourcing the plan - Inability to reallocate and invest in functions to support the delivery of the plan will lead to difficulties in delivering the People Plan	<p>The delivery approach for the People Plan will set out the strategic framework which workforce activity will be delivered within, bringing together the Improvement Plan and the Sustainability Strategy, with the MTFS.</p> <p>A new Corporate Plan is being developed and this will take the priorities of the council, alongside the People Plan, improvement plan and the financial strategy.</p> <p>Specifying and negotiating with MHCLG the amount and use of Exceptional Financial Support (EFS) to deliver financial stability through the Improvement Plan and financial sustainability in the medium to longer term.</p>
Understanding and perception of change - Inability to maintain stakeholder confidence leading to reduced support for the people plan	<p>Clear and timely internal and external communications and engagement that describes the process the Council is going through with open and honest descriptions of current progress while setting out the rationale for change and where the council is aiming to be in the future.</p>
Managing interdependencies across the plan - Failure to manage interdependencies across the people plan leading to disruption, duplication or failure in delivering the people plan.	<ul style="list-style-type: none"> • The need for direct communications between SAOs responsible for the programmes of action has been identified early. • Interdependencies between the programmes have been identified and shared. • Changes in the performance or scope of change programmes will be communicated via the proposed governance structure. • Clear leadership will set out the aims and priorities of the change required. • Strengthened Project Management Office (PMO)

Appendix 3: Key Performance Indicators



Key Measures	Source	Reporting	Priority
Pulse survey measures staff sentiment and perceptions	Pulse Survey (mandatory metrics)	6 Month Survey	Culture, Leadership and Talent, Capability and Capacity
Reduction in stress-related sickness	Workforce Data	Monthly	Culture
Increase in customer satisfaction score/target to achieve satisfaction of xx % (to be developed)	Customer Satisfaction Data	Monthly	Culture
Monitor and improve Member satisfaction rates (to be developed)	Member satisfaction	Quarterly	Culture
Diversity / inclusion data measures	Workforce diversity report	Quarterly	Culture
Staff turnover and retention, including within the first 6 weeks of recruitment	Workforce Data	Quarterly	Culture
Positive levels of engagement across all parts of the organisation	Uptake and input at engagement events including staff engagement forum, focus groups and in working groups Engagement with online surveys, portals and intranet sites	Monthly	Culture, Leadership and Talent, Capability and Capacity
Well-being data: access to resources	Commissioned service reports, to evidence affective staff take up and staff satisfaction with the service	Quarterly	Culture, Capability and Capacity
Engagement Rates on Mandatory Training	Tracking of Training Programmes through the Learning Management System	Quarterly	Capability and Capacity, Sustainability and Performance
% of workforce that are agency staff	Agency workforce data and costs	Quarterly	
Numbers on the digital and data programme	Apprenticeship Levy data		
% of Appraisals and PDPs completed	Audit, Pulse survey, staff engagement	Monthly	Capability and Capacity, Sustainability and Performance
Service plans audit	Quality and quantity compliance	Monthly	
Uptake and completion of Apprenticeships	Apprenticeship Levy data	Quarterly	Leadership and Talent,, Capability and Capacity
Budget monitoring completion rates	MTFS confidently shows actual financial position	Monthly	Systems and Establishment
Number of FOIs and SARs and performance in responding to them	Governance data	Monthly	Performance, Capability and Capacity
Audit outcomes completions	Governance data	Monthly	Performance, Capability and Capacity
% of staff and members completing mandatory training (including budget management)	Learning Platform – Power BO	Monthly	Capacity and Capability, Performance