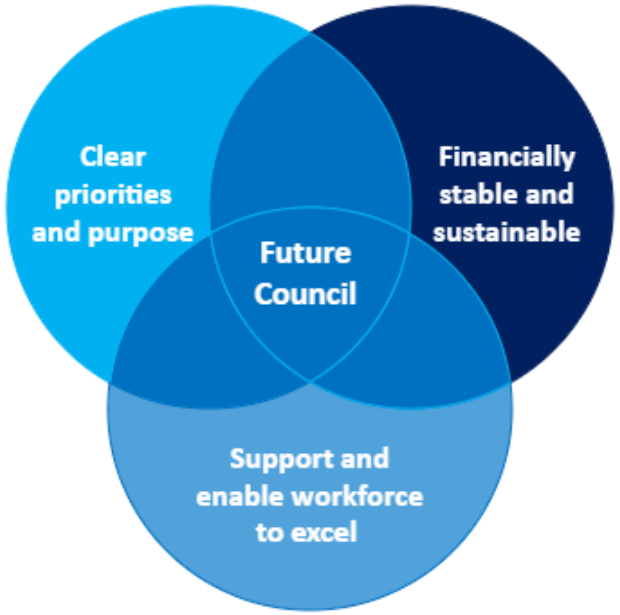
APPENDIX A:
Improvement Plan - Annual Review

Improvement Plan

Our Plan to become a financially sustainable council with clear priorities and a high performing workforce for the benefit of Shropshire and its residents

Annual Review

November 2026



Foreword from the Leader and Chief Executive

The last year has been one of stabilisation for the Council. Faced with significant financial and organisational challenges, our priority has been to strengthen our grip, get the fundamentals right and put in place the foundations for long-term financial recovery and sustainability. The Improvement Plan has provided a clear framework for this work.

Through its priority programmes of action, the Plan has helped us secure Exceptional Financial Support (EFS) and set a more realistic budget for 2026/27, while strengthening budget monitoring and financial accountability. It has supported the development of our Financial Recovery and Sustainability Strategy, Corporate Plan and the new Transformation, Improvement and Change (TIC) Portfolio, giving us clearer priorities, and a strategic basis and route to financial sustainability.

The Plan has driven a strengthening of governance, internal control environment, and organisational capacity through new assurance arrangements, the Statutory Officers Board, Governance Group and the Budget, Transformation and Change Panel (BTCP) and recruitment. New digital, commissioning, procurement and contract-management strategies, alongside work to revise the Constitution, are establishing clearer standards. Our People Plan has improved employee engagement and developed clearer expectations of staff, supported by the new organisational values and comprehensive guidance and support for managers.

There are encouraging signs of impact. The EFS requirement for 2026/27 is likely to be less than assumed, while improved budget-monitoring has provided more grip on our in-year expenditure. Staff feel informed, engaged and understand the priorities we are working to. There are clear strategies we can now point to, and report against. External reviews have recognised this stronger financial grip, governance, leadership and collaboration – validating the improvement we feel across the organisation.

But they have also been clear that many arrangements remain relatively new and must now translate into measurable and sustained results. Improvement is an ongoing process, and our Plan needs to evolve as we make progress, learn from delivery and respond to changing circumstances. That is why we committed to reviewing the Improvement Plan annually.

This annual review gives us an important opportunity to take stock of what has been achieved, understand what has worked and where we need to do more, and apply that learning to the next phase of our improvement journey. It also allows us to refresh our priorities, considering the external reviews and recommendations received during the year, ensuring our efforts remain focused on the areas that will make the greatest difference

We enter the next phase of our improvement journey with greater clarity and confidence, but without complacency. Our focus must now be on disciplined delivery, stronger services and better outcomes for Shropshire's residents. We thank our Improvement Board, staff, councillors and partners for their commitment throughout a demanding year and for their continued contribution to our improvement journey.

Councillor Heather Kidd, Leader of Shropshire Council
Tanya Miles, Chief Executive of Shropshire Council

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The Improvement Plan sets out how the Council will improve to be a 'best value' local authority that delivers, enables, and influences for Shropshire and its residents by:

- **Being financially stable and sustainable**
- **Having clear priorities and purpose**
- **Supporting and enabling our workforce to excel**

The Plan was approved by Full Council on 11th December 2025 as a single framework and overall plan for the Council's improvement activity. It includes agreed aims and priorities that provide the basis for a range of activity, projects and programmes that respond to the financial emergency (declared by Cabinet on 10th September 2025), ensure immediate short-term stabilisation and recovery, and drive the development of a strategy for financial sustainability over the medium term.

Over the past 12 months there has been a focus on 9 initial programmes of action (see figure 1) aligned to the three overall aims of the Plan. Delivery of programmes has been overseen by an externally chaired Improvement Board, who, since January 2026, have received a monthly update.

A Progress Report was presented to the Finance and Improvement Overview and Scrutiny Committee and Cabinet in June 2026, providing councillors with a comprehensive summary of progress and impact.

This ***Annual Review*** document builds on that report and provides a summary of what the Improvement Plan has helped deliver and change. It also captures learning from the experience of developing and delivering the Plan, which has informed the next tranche of priority programmes and projects that are summarised in an ***Annual Refresh*** document.



Figure 1: list of improvement priority programmes of activity

Activity and progress Summary

The Improvement Plan has provided the basis and drive for some notable activity and progress over the past 12 months, including:

- The securing of Exceptional Financial Support (EFS) which enabled the development and approval of a robust and realistic budget 2026/27.
- The development of a Financial Recovery and Sustainability Strategy that sets out the Council's multi-faceted plan to deliver a resilient financial position, reduce EFS, and secure long-term sustainability.
- Strengthened financial management practices, including a sustained improvement in monitoring helping to ensure a grip on budget performance in-year, evidenced by the quarterly reporting to Cabinet.
- The development of a new Corporate Plan 2026-30 (informed by the 'New Direction'), and an accompanying performance framework, providing a clear set of strategic ambitions and measures that demonstrate delivery against them.
- A range of measures that strengthen the internal control environment and corporate governance and improve information governance and levels of compliance.
- Work to develop a new Council Constitution that will support effective and timely decision-making, strengthen governance and accountability, and reflect how the Council needs to operate now and in the future.
- New people management practice, informed by employee feedback and driven by the People Plan – including Performance Development Reviews (PDRs) and the 'role of the manager' initiative.
- Training and development activity for both officers and members, including financial management training and Audit Committee training.
- The basis for organisational culture change through the development of new 'PROUD' organisational values and improved staff communication and engagement approaches.
- The development of a Transformation, Improvement and Change (TIC) Portfolio which includes programmes and projects that will deliver key components of the Financial Sustainability and Recovery Strategy.
- A range of new strategies that improve, strengthen and modernise how the Council operates, such as the digital strategy and Commissioning, Procurement and Contract Management (CPCM) Strategy.
- Governance arrangements and a Corporate Programme Management Office (CPMO) function that enable oversight of transformation, improvement and change, initially focused on the Improvement Plan delivery.
- The introduction of the Budget, Transformation and Change Panel (BTCP) as an approach for challenging and testing transformation proposals at an early stage of their formation.
- The establishment and embedding of a Statutory Officers Board that considers significant governance issues and monitors the implementation of Internal Audit recommendations.
- The piloting of service devolution, enabling learning and experience that is shaping the Council's approach to working with town and parish councils.
- New arrangements to facilitate political and managerial leadership discussion on key policy issues, including the 'One Shropshire Board' which provides space for cabinet members and directors to discuss key policy and priorities.
- Additional capacity and capability including new Service Director appointments (strategy and place). There has subsequently been additional senior leadership capacity recruited to over the summer, including a Corporate Director of Change and Improvement.

Focus of the Plan

A focus on stabilisation

The Plan approved in December 2025 was focused heavily on putting foundations in place to deliver both the financial recovery and organisation improvement required to become a sustainable council with clear priorities and a high performing workforce. A lot of the activity driven by the Plan over the first 12 months has deliberately focussed on developing new plans, practice and policy to build the basis for sustainable improvement and performance.

The impact of those were not expected to immediately demonstrate improvement in Key Performance Indicators (KPIs) or staff sentiment. There have nonetheless been some indicators of sustained improvement and impact, summarised on pages 7-10. Other indicators suggest a stabilised position in terms of corporate governance compliance, which we will need to remain focussed on as part of continuing to strengthen our internal control environment (summarised on page 13).

Strategy development

Key strategies have been developed that provide the basis for planning for the future. Improvement Plan Programme 4 focused on the development of a new Corporate Plan 2026-30 – *Rebuilding Shropshire Together* – informed by the 'New Direction' document and approved by Full Council in May 2026. The Plan sets out the priority ambitions the Council will focus on over the next four years to deliver, enable, and influence better outcomes for Shropshire and its residents, while becoming financially sustainable. The Plan provides the context for how the Council plans our activity and spend our money.

Improvement Plan Programme 2 focussed on the formation of a Financial Recovery and Sustainability Strategy, agreed by Cabinet in July 2026 alongside a refresh of the Medium-Term Financial Plan. The Strategy sets out how the Council will reduce EFS, and secure long-term sustainability.

Improvement Plan Programme 6 included the review and realignment of the Council's transformation activity to align with the Strategy. The new Transformation, Improvement and Change (TIC) Portfolio will deliver several facets of the Strategy including service transformation, assets disposal and income generation.

External validation and recognition of improvement

Progress and improvement was acknowledged by the **Local Government Association (LGA)** Corporate Peer Challenge (CPC) Progress Review in May 2026, which noted significant progress since the July 2025 CPC.

The CPC Progress Review Report confirmed there has been clear evidence of renewed energy, pace and commitment from both political and officer leadership to address the issues identified in the original CPC. The peer team found that the Council was demonstrating a much stronger grip on its financial position, with clear progress in financial management and governance arrangements. Peers observed a council that is stabilising and building confidence, and saw encouraging signs of improvements in culture, engagement and leadership visibility, noting that the organisational 'feel' was more positive and collaborative than during their previous visit in July 2025.

Recognition of the progress has also been acknowledged in subsequent external reviews. The External Assurance Review undertaken by **CIPFA** as part of the EFS arrangements (reported to Full Council in September 2026) stated that the Council had put in place a credible Improvement Plan, along with stronger governance and clearer leadership focus, providing a much stronger platform for recovery.

The Annual Audit Report (AAR) from **Grant Thornton** (reported to Full Council in November 2026) recognises the Improvement Plan as a significant and positive step, bringing improvement activity into a clearer corporate framework with stronger governance, coordination, monitoring and challenge. It also acknowledges many of the improvements delivered by the Plan, including strengthening financial management, measures taken to improve corporate governance and compliance, and strengthened performance management through the new Corporate Plan 2026–2030.

Improvement and impact
A Council that is financially stable and sustainable

Aim	Activity and Actions	Improvement and Impact
A Council that is financially stable and sustainable	Stronger budget monitoring, including formal budget-holder sign-off, clearer narrative on variances and risks, and regular reporting to Leadership Board and Cabinet. Greater budget-holder accountability and discipline, with timely budget-monitoring compliance increasing Continued spend controls and earlier challenge of expenditure, transformation and savings proposals through the Budget, Transformation and Change Panel (BTCP) More realistic budget-setting, recognising existing service pressures and removing previously undeliverable savings assumptions – facilitated by a strengthened approach to budget and business planning Increased focus on Internal Audit recommendations and strengthening the internal control environment, with progress reported to the Audit & Governance Committee	Reduced EFS requirement for 2026/27 - £87m down from £121m (reported in MTFP, July 2026) Improved budget monitoring compliance - increased from 63% in Dec 2025 to 95% in Sept 2026 Improved savings delivery – 93% of 2026/27 savings delivered (as at Q2), compared to 29.6% in 2025/26 Increased grip of in-year position – Q1 and Q2 monitoring positions showing a favourable forecasted end-of-year position (Q1: -£2.291m, Q2: -0.051m) A Financial Sustainability & Recovery Strategy developed which sets out how the Council will reduce its reliance on EFS and achieve a stable and sustainable position

Headline: The Improvement Plan has helped to get a greater financial grip and accountability, demonstrated through increased budget-monitoring compliance, alongside improved forecasting, savings delivery and a reduced reliance on EFS in 2026/27, while setting the strategy for financial sustainability

Improvement and impact
A Council that has clear priorities and purpose

Aim

A Council that has clear priorities and purpose

Activity and Actions

Developed and approved a new Corporate Plan 2026–30, grounded in the Council's financial position and informed by engagement with residents, partners, members and staff, with an aligned performance framework including KPIs and delivery commitments.

Piloted ways of working with town and parish councils, including asset transfer and service devolution, to inform the Council's future approach

Strengthened the governance of improvement through named accountable leads, regular assurance conversations, risk escalation and oversight by Leadership Board and the Improvement Board (SCIB).

Developed a Transformation, Improvement and Change (TIC) Portfolio aligned to the Council's financial sustainability strategy with greater emphasis on defined outcomes, savings, income, investment requirements and benefits realisation.

Improvement and Impact

Corporate priorities are now articulated and supported by an agreed set of KPIs and delivery commitments, improving visibility of performance, risks and areas requiring action.

81% of surveyed staff understand the Council's priorities – compared to 71% in November 2025

85% of surveyed staff understand their role and how the Council expects them to undertake it – compared to 84% in November 2025

The TIC portfolio provides a single framework and structure for our transformation, improvement and change activity, recognising that alongside financial recovery there is a need to pursue organisational improvement too

Headline: The Improvement Plan has provided greater clarity of purpose and stronger organisational alignment, with clearer priorities, improved staff understanding and more robust arrangements for translating strategy into accountable delivery

Improvement and impact
A Council that supports and enables its workforce to excel

Aim

A Council that supports and enables its workforce to excel

Activity and Actions

Introduced new PROUD organisational values, a refreshed PDR (Performance Development Reviews) process, corporate induction and 'Role of the Manager' guidance to provide clearer expectations and more consistent support for staff and managers.

Strengthened employee communication and engagement through regular leadership communications, Senior Leadership Forums, Pulse Survey and new opportunities for staff to engage including Viva Engage, and Chief Executive & Leader 'coffee and chat' webinars.

Established and embedded the Statutory Officers Board to strengthen oversight of governance, compliance and Internal Audit recommendations, supported by clearer corporate expectations and improved monitoring.

Strengthened information, digital and operational practice through closer monitoring of FOI and information governance compliance, alongside new Digital and Cyber Strategies

Improvement and Impact

Increased levels of engagement – including Pulse Survey where 1,164 staff completed the 2026 survey compared to 918 in 2025.

More staff feel happy, empowered and valued (Nov 2026) than they did previously (Nov 2025) – including:

- 76% of staff surveyed are happy to work for the council (up from 72%)
- 66% of staff surveyed feel valued (up from 60%)
- 58% of staff surveyed feel proud to work for the council (up from 48%)

Better communications, clearer priorities and a more positive workplace culture are improvements identified by staff (via a Viva Engage poll in October 2026)

Improved levels of PDR completion – 81% in Oct 2026, compared to 5% in December 2025

Headline: The Improvement Plan has established clearer expectations and stronger support for staff and managers, with early improvements in workforce stability, employee understanding, engagement and corporate compliance

Improvement and impact: People Plan

Our People Plan

Approved alongside the Improvement Plan in December 2025, the People Plan recognises that sustained organisational improvement depends on our people, leadership and culture. It sets out how we will build a more engaged, capable and accountable organisation, strengthening leadership and management, developing our workforce and embedding new values in how we work. The Plan and associated programme of activity, is built on five priorities and provides the basis for actions that will help realise the third aim of the Improvement plan: being a council that supports and enables its workforce to excel – and ensuring the organisation has the leadership, capability, culture, systems and performance needed to deliver better services and outcomes for residents. The last year demonstrates strong delivery across all five priorities, some significant organisation-wide participation gains and positive early capability and behaviour indicators:

People Plan priority	Delivery	Impact
Leadership and talent	Role of the Manager discovery and Sprint One completed; stage gate passed; Manager Expectations tested and launched; Manager Base Camp (extranet site of resources and guidance) and peer support established.	Managers identified 189 ‘pain points’ and 142 opportunities prioritised into 58 improvements across 7 themes, creating an evidence-led improvement pipeline.
Capability and capacity	Skills, training-needs, workforce-planning and learning-model activity progressed; targeted finance development delivered.	Finance training sessions provided for 80+ managers and senior leaders, providing early evidence of programme reach and capability development.
Systems and establishment	Corporate induction embedded into business as usual; Manager Base Camp developed and launched; recruitment, onboarding and digital improvements progressed.	A clearer, single route to manager support and improved induction provide stronger foundations for consistent practice and self-service.
Culture	Ask Assist Act piloted; PROUD values developed, rolled out and embedded in recruitment; communications mapped; anti-racism commitments developed. Strengthened employee communication and engagement through Senior Leadership Forum (SLF), Chief Executive updates, Pulse Surveys, Viva Engage, and Staff Engagement Hub.	50+ Ask Assist Act participants reported improved skills, knowledge and confidence; 100% would recommend it. Over 3,000 cumulative survey responses and comments across pulse surveys. 19 Senior Leadership Forums.
Performance	PDR and one-to-one guidance introduced; draft employee performance framework developed; regular completion monitoring established.	Recorded PDR completion rose from around 5% in 2025 to 81% in 2026 —a 76% increase

Staff engagement, sentiment and perception

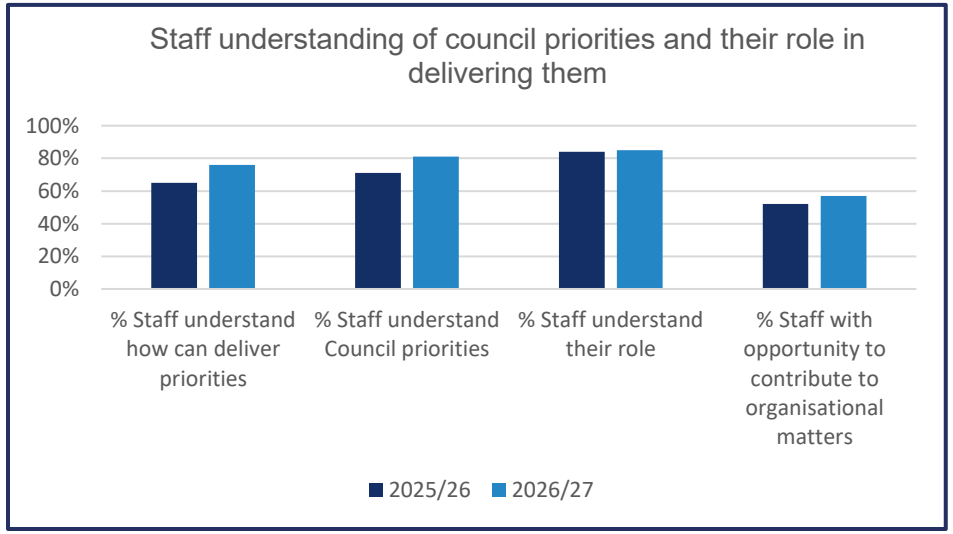
The latest Pulse Survey provides encouraging evidence that the organisational changes introduced over the past year are beginning to be reflected in staff experience and perceptions. Understanding of the Council's priorities has increased from 71% to 81%, while the proportion of staff who understand how they can contribute to delivering those priorities has risen from 65% to 76%. Understanding of individual roles was already comparatively strong and has remained so, increasing slightly from 84% to 85%.

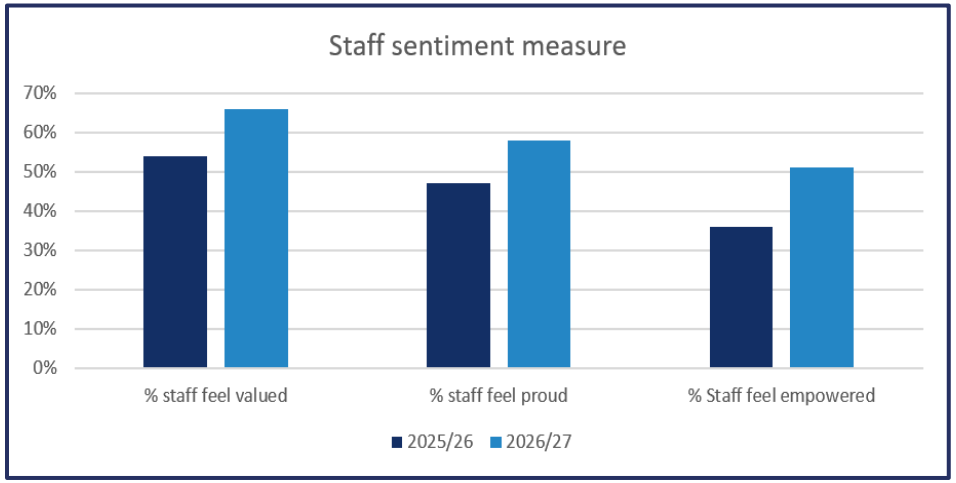
There has also been a positive movement in staff sentiment. The proportion of staff who feel valued has increased from 54% to 66%, feel proud from 48% to 58%, and feel empowered from 36% to 51%. While these improvements are significant, the results also highlight where further progress is needed. Levels of perceived empowerment and opportunities to contribute to wider organisational matters reinforce the need to continue strengthening staff voice, involvement and two-way engagement.

Communications and engagement

Over the last 12 months a more regular, visible and two-way approach to internal communication and engagement has been introduced This includes weekly Chief Executive updates, quarterly Leader and Chief Executive 'Coffee and Chat' sessions, Pulse Surveys, Viva Engage, the Staff Engagement Hub and Senior Leadership Forums, providing staff with more opportunities both to hear directly from senior leaders and to ask questions, provide feedback and contribute their views. These approaches are establishing good levels of reach and participation.

Taken together, the results suggest that clearer and more regular leadership communication, combined with greater opportunities for staff voice and engagement, is contributing to improved organisational understanding and staff sentiment. The next phase is to build on this progress, particularly by increasing empowerment and ensuring staff increasingly see how their feedback influences organisational decisions and change, and a focus on communication and engagement with staff who are not digitally connected.





Improvement and Impact:
Internal control environment

Strengthening our internal control environment:

Activity across a range of the Improvement Plan programmes has helped to strengthen our internal control environment. This will continue to be an area of focus going forward to address a longstanding improvement priority which has been consistently identified through Internal Audit, External Audit and more recently the CIPFA External Assurance Review.

Internal control environment	Improvement	Improvement Plan Programme
Leadership, ethics and organisational culture	The Statutory Officers Board, Governance Group, clearer leadership communications and the PROUD values have reinforced expectations around accountability, ethical conduct and compliance. New management guidance, (Role of the Manager) PDR arrangements and staff engagement approaches are helping embed these expectations across the organisation. Action has been taken where there is persistent non-compliance. Successful senior leadership recruitment (including new Corporate Directors and directorate structure).	Programme 7 – People Plan Programme 8 - Corporate governance (getting the basics right)
Governance and decision-making	Governance oversight has been strengthened through the Statutory Officers Board, an expanded Audit and Governance Committee and closer monitoring of Internal and External Audit recommendations. The new Constitution will further clarify responsibilities, decision-making arrangements and compliance expectations. The Budget, Transformation and Change Panel (BTCP) provides challenge in transformation and change proposals. Constitution being reviewed and revised.	Programme 8 – Corporate governance (getting the basics right)
Strategic planning, risk and performance	The new Corporate Plan and performance framework provide clearer priorities, KPIs and delivery commitments, strengthening the link between strategy and organisational performance. Improved programme governance and assurance are also supporting more systematic monitoring, risk escalation and accountability. Risk management framework has been revised.	Programme 4 – Corporate Plan Programme 6 – Transformation
Financial management and stewardship	Spend controls, strengthened budget monitoring and clearer budget-holder accountability have improved financial grip and discipline. Timely budget-monitoring compliance has improved significantly (from 63% compliance in Dec 2025 to 95% in Sept 2026), supported by more robust forecasting, reporting and challenge. BTCP provides challenge to proposed expenditure and a strengthened approach to Business and Budget planning, including budget challenge sessions.	Programme 2 – strengthening financial management and practice
Procurement, commissioning and contract management	New Procurement and Commissioning Strategies and strengthened governance arrangements provide a clearer basis for consistent, compliant and commercially focused practice. Investment in systems, training, capacity and contract-management tools is intended to improve oversight, accountability and value for money.	Programme 2 – strengthening financial management and practice and Programme 3 - procurement
People, capability and capacity	The People Plan has introduced new PROUD values, corporate induction events, PDR arrangements and 'Role of the Manager' guidance and dedicated extranet site (Manager Basecamp). Together, these provide clearer expectations and more consistent support for leadership, performance, skills development and workforce accountability. Action being taken where there is persistent non-compliance.	Programme 7 – People Plan
Information, digital and operational controls	Compliance monitoring has been strengthened across information governance, FOI and data protection, supported by clearer corporate oversight and expectations. New Digital and Cyber Strategies provide the strategic basis for more secure, resilient and consistently controlled digital services	Programme 8 – Corporate governance (getting the basics right)

Improvement and Impact: Areas of continued focus

Delivery of the Improvement Plan has shown there are areas where a sustained focus will be required to deliver the further improvement and development needed. These include:

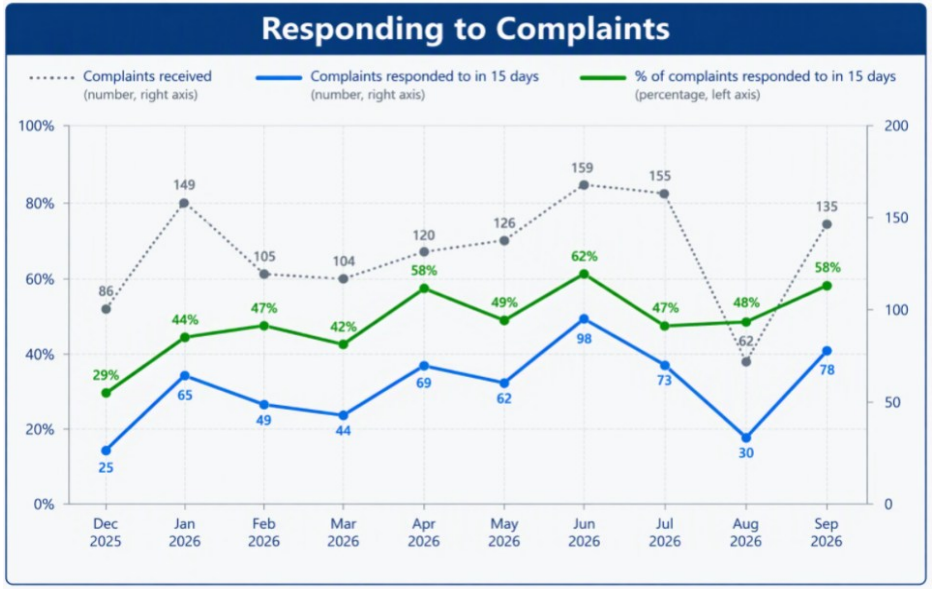
- **Strengthening financial management:** While stronger budget monitoring, forecasting and accountability have significantly improved financial grip, the Council continues to face substantial financial pressures and risks. Continuing this focus responds directly to recommendations from the CIPFA Assurance Review and AAR.
- **Improving procurement, commissioning and contract management:** This remains an area of improvement given the scale of Council expenditure, the opportunity to secure greater value for money, and the need to improve consistency and compliance. The AAR specifically recommends accelerating this work.
- **Strengthening our internal control environment:** Governance and control arrangements have strengthened, but inconsistent compliance remain, making this a continuing organisational priority. Internal Audit, External Audit and CIPFA reports have all highlighted the need for improvement, while experience through the Improvement Plan has demonstrated the importance of clearer accountability, effective risk management and ensuring policies and controls are consistently applied in practice
- **People management:** The People Plan has established important foundations through the PROUD values, improved PDR arrangements, corporate induction and clearer expectations through the 'Role of the Manager'. These arrangements now need to be fully embedded, with continued focus on absence management and reduction, management capability, accountability, workforce capacity and consistent application of organisational expectations if improvements in culture, performance and staff engagement are to be sustained.

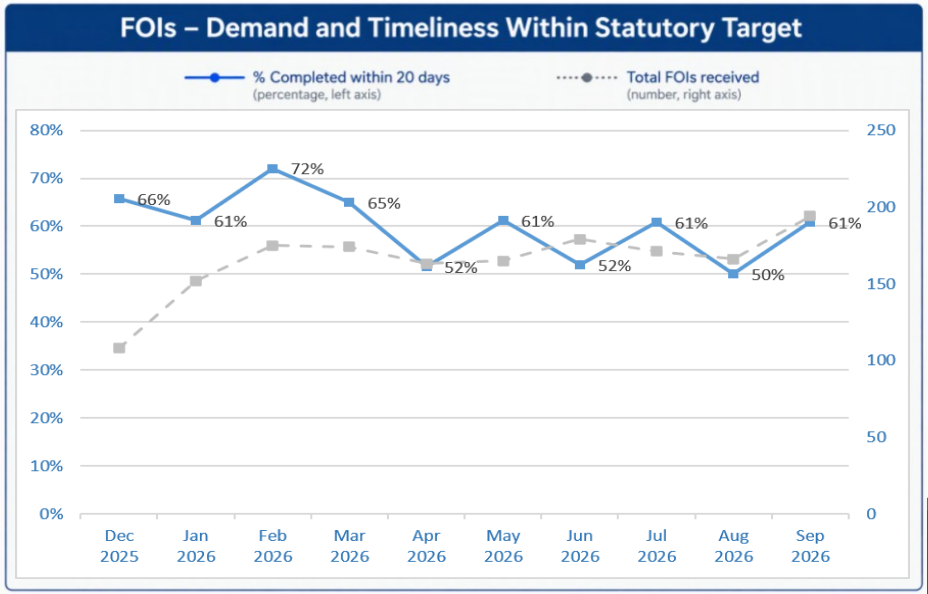
Complaints handling:

Performance data indicates that levels of performance are being sustained rather than improved in terms of our responsiveness to (corporate) complaints. This is against a backdrop of significantly higher volumes overall (an average of 124 complaints per month in 2026, compared to 83 per month in 2025), performance is variable month-to-month, albeit with a slight trend of improvement. Given complaints are a key proxy indicator of how residents and service users are experiencing or perceiving the Council's customer service and service delivery, this should be an area of focus in the next set of Improvement Plan priority programmes.

Freedom of Information requests:

Performance data indicates that levels of performance are being sustained rather than improved in terms of our responsiveness to Freedom of Information (FoI) requests. This is against a backdrop of higher volumes (an average of 171 received per month in 2026, compared to 145 per month in 2025) and increasing complexity. Clearer expectations, additional capacity and manager guidance and training have all been put in place, and performance will be monitored through the Statutory Officers Board, and further action driven through the Governance Group.





Learning

Over the last 12 months, the Improvement Plan has strengthened organisational grip and coordinated improvement activity. It has also shown that sustained improvement requires clear priorities, sufficient capacity, robust governance and the confidence to adapt delivery as circumstances change.

- **Agility and adaptability:** The Plan cannot remain static. Activities and timescales must evolve as circumstances change, supported by evidence-led decisions and clear re-baselining, transfer or closure.
- **Clear aims and priorities:** The three aims provide a stable framework for prioritising activity and resources. The focus should be on delivering the intended impact, rather than preserving every original action unchanged.
- **Financial recovery and organisational improvement:** These must be managed together. Improvement activity should demonstrate measurable contributions to financial sustainability, service performance, stronger controls or organisational capacity.
- **Governance and assurance:** Assurance should focus on delivery confidence, milestones, dependencies, benefits and decisions. Clear ownership, escalation thresholds and consistent evidence enable earlier intervention.
- **Organisational capacity:** Delivery capacity cannot be assumed. Priorities must reflect available people, skills, funding and leadership attention, with explicit choices about pace, sequencing and support.
- **Delivery and sustained impact:** Completing an action is not the same as achieving improvement. Closure requires evidence of implementation, clear ownership, measurable benefits and effective transfer into business as usual.

A changing context

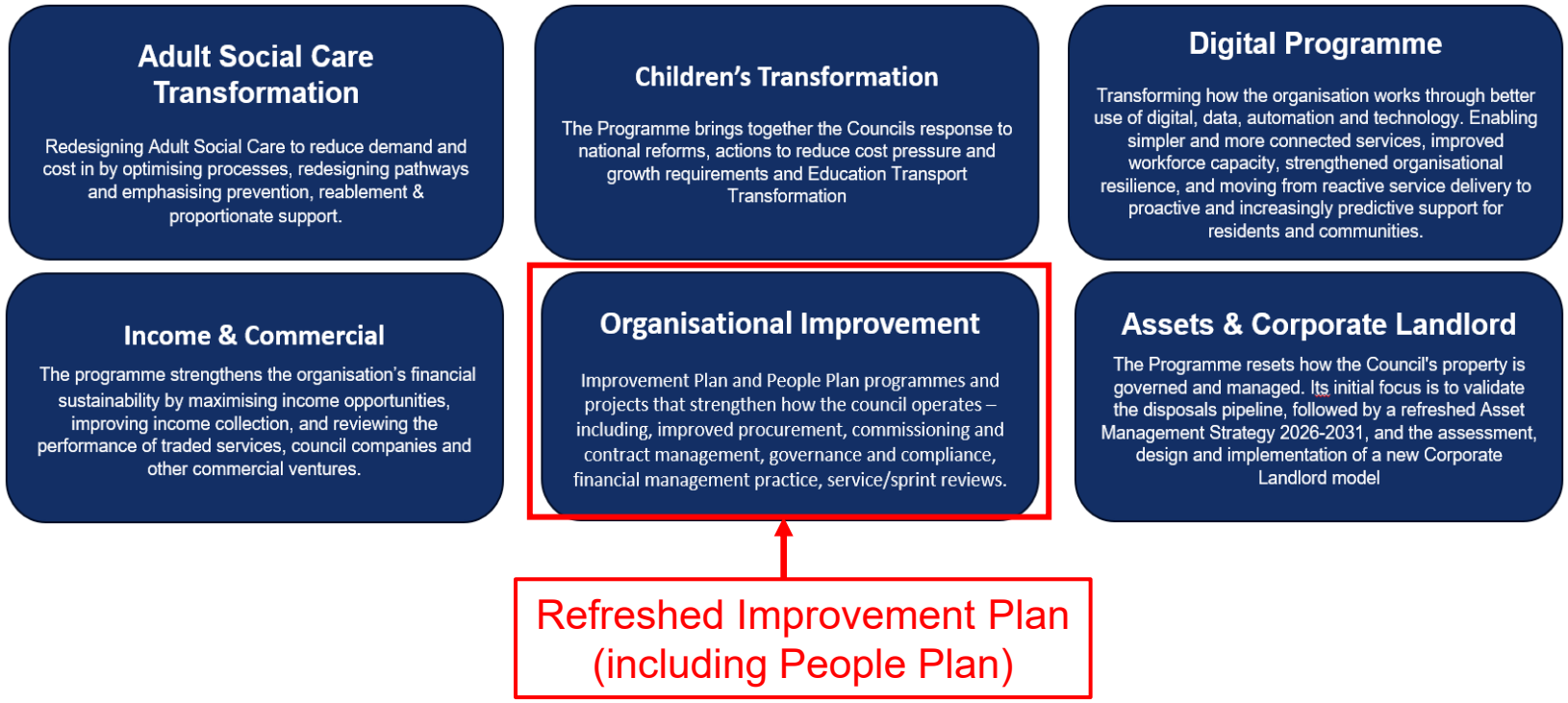
The context the Council is operating in has changed since the Improvement Plan was developed and approved. Further external scrutiny and feedback, including the Best Value Notice, CIPFA review and Auditor's Annual Report, has reinforced the Council's direction of travel while identifying areas requiring greater pace and focus. This provides an opportunity to refresh the Improvement Plan around the Council's most pressing priorities, measurable outcomes and the capacity needed to deliver them. We must also look closely at the Best value standards and intervention: a statutory guide for best value authorities as these define the characteristics of a well-functioning council, and indicators of potential failure. The standards essentially tell us what good looks like, and our Plan needs to be increasingly aligned to that.

A focus on impact

CIPFA described the direction of travel as encouraging but also emphasised that many arrangements were newly established and their impact was not yet proven. A central challenge was therefore to move from improved structures and plans to demonstrable delivery, particularly by quantifying transformation benefits, accelerating savings and showing how the Improvement Plan will contribute to closing the structural financial gap. The External Auditor's Annual Report (AAR) recognises the Council has made significant progress in establishing the foundations for recovery and improvement but observes that the Council remains at an early stage of its improvement journey and must now demonstrate measurable impact, particularly through financial recovery, transformation and savings delivery, stronger internal controls and improved organisational capacity.

Refreshing our Plan

The aims of the Improvement Plan will remain as the overall ambitions for our continuous improvement. But it was stated at the outset that the priorities we focus on to achieve them will need to evolve over time to reflect delivery and progress, and respond to changing circumstances, policy direction, and pressures. There is also a need to reflect on recent external reports and recommendations, the learning accumulated from delivering the Plan, and consideration of the Best Values standards - ensuring any indicators of potential failure are addressed. A refreshed set of Improvement Plan programmes and projects will provide the basis for the Organisational Improvement facet of our Transformation, Improvement and Change (TIC) Portfolio:



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