

Draft People & Culture Strategy Implementation Plan – Year 2/3 Implementation Plan (August 2026 – March 2028) V3

Legend – project status

In Progress	Not Started
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Legend – owners

AC	Angela Claridge – Director of Governance		EMT	Extended Management Team
CJ	Charley Jarrett – Head of Talent & Development		Line Managers	All CDC Line Managers.
CLT	Corporate Leadership Team		Publica HR	HR Team (Publica)
Comms	Communications Team		HW	Helen Worledge – HR Advisor
CT	Carmel Togher – Head of HR			

Component - Systems & Processes

Ref	Aim	Action	Owners	Resource Required	Timescale	Priority	Outcome (what success looks like)	Target
1	Ensure people policies and procedures are robust, compliant, and aligned with current legislation and organisational requirements.	CONTINUING a) Make minimal updates required to reflect legislative changes and critical organisational changes ahead of transition including references b) Undertake equality impact assessments as part of any policy review.	CT/HW CT/HW	None Incorporate culture club to test/consult on policies (in addition to unions) prior to completion	Ongoing to March 2028	Med	Policies remain legally compliant and fit for purpose during the transition period, providing clarity and assurance while avoiding unnecessary change ahead of the move to the new authority.	Agreed policies.
2	Establish a Future Gloucestershire Workforce	NEW Implement the Future Gloucestershire Workforce agreement	Publica HR	NK	Summer 2026	Low	Employees have increased access to a wider range of opportunities across	A higher level of vacancies filled through internal or cross-organisational

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	approach that maximises employment opportunities through coordinated recruitment, secondments, development, and redeployment across local government.	on recruitment, secondments and employee movement for development and redeployment					Gloucestershire local government, with seamless movement between organisations supporting development, redeployment, and workforce retention	candidates between implementation and vesting day.

Component - Performing & Developing with Us

Ref	Strategy Aim	Action	Owners	Resource Required	Timescale	Priority	Outcome (what success looks like)	Target
3	Managing change – a clear and shared vision of the future organisation(s)	CONTINUE Communicate early, regularly, and transparently in line with the Internal Communication & Engagement Strategy and check understanding through the employee survey.	Comms	No additional resources required	Ongoing	High	Colleagues feel informed, reassured, and engaged, with a clear understanding of what is happening, what to expect next, and confident that information is being shared openly and honestly.	At least 85% of respondents report (via survey) that they feel well-informed and confident in communications, with clear understanding of current status and next steps.

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		Share what is known, what is uncertain, and next steps. Check understanding to build trust and reduce anxiety.						
4	Managing change – a clear and shared vision of the future organisation(s)	NEW Implement a Gloucestershire wide employee portal as a central, accessible resource for all staff affected by local government reorganisation.	Comms	No additional resources required	July 2026	High	Employees have easy access to clear, consistent, and up-to-date information, improving understanding of the reorganisation, reducing uncertainty, and enabling more informed engagement with the change process.	The majority of employees access the portal regularly (e.g. monthly).
5	Managing change – a clear and shared vision of the future organisation(s) - Support resilience through change.	CONTINUE Recognise the emotional impact of change and promote available support—such as the employee assistance programme (EAP), coaching, resilience training, wellbeing resources and flexibility.	Line managers/ HR	No additional resources required	Ongoing	Med	Colleagues feel supported and confident in managing change, with increased awareness and use of wellbeing resources, leading to improved resilience and sustained performance.	A high level of colleagues reporting through the staff survey that they feel supported during change and a positive shift in resilience or wellbeing indicators in staff surveys within 12 months.

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		NEW Implement any recommendations arising from the staff wellbeing audit due for completion in July 2026	SWAP AC/CT	No additional resources required	Audit report due June 2026	Med	Staff wellbeing improves, with employees feeling better supported, resulting in increased engagement, resilience, and overall satisfaction at work	100% of wellbeing audit recommendations implemented within timeframe with a measurable improvement in staff wellbeing scores in the subsequent staff surveys
6	Managing change – a clear and shared vision of the future organisation(s) Ensure line managers have the skills, resources and confidence to lead, communicate and manage resistance with empathy.	NEW Targeted training: - Leading Change through LGR - Managing Change through LGR - Managing Resilience through Change - Preparing People for LGR CONTINUING Regular EMT briefings. Consistent comms messaging. Access to senior management for	CJ/Comms/CLT/CT	No additional resource required	Ongoing	High	Line managers demonstrate confident, consistent, and empathetic leadership during change, with teams feeling well-supported, clearly informed, and effectively guided through challenges and resistance.	Positive feedback from teams that they feel well-supported by their manager in staff surveys within 12 months.

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		clarification and escalation. Regular 1-1s. Coaching and mentoring.						
7	Managing change – a clear and shared vision of the future organisation(s). Engage staff at all levels, trade unions and stakeholders.	CONTINUE. Give people a voice and draw on their insight to shape and improve the change process. • Continuing engagement with trade unions. • Use staff surveys, Q&As & staff briefings to gather views. • Opportunities for anonymous feedback. • Demonstrate how feedback has influenced decisions (you said, we did). • Encourage managers to hold team discussions. • Maintain regular dialogue.	CLT/Comm s/CT/Line managers.	No additional resources required	Ongoing	High	A clear and widely understood vision for the future organisation, with staff, trade unions, and stakeholders engaged and invested in shaping and supporting the change.	A high level of staff report a clear understanding of the future vision and feel engaged in shaping the change, as measured through staff surveys or engagement feedback within 12 months.

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8	Managing change – a clear and shared vision of the future organisation(s) Demonstrate how day-to-day work remains vital, connect roles to the future, and celebrate teamwork to maintain motivation and stability.	CONTINUE • CDC staff peer recognition & “shout-outs” on the portal. • Promote Quarterly Publica partnership Recognition Awards. • Use team meetings to discuss corporate and service plan progress. • Comms consistently cover both LGR change progress and operational priorities.	Comms/ Publica HR/EMT	No additional resources required	Ongoing	Med	Colleagues feel valued and clear on their role in the present and future, supporting motivation, teamwork, and stability	A higher level of colleagues report feeling valued and clear about their role in both current delivery and the future organisation, with positive teamwork scores maintained or improved (e.g. +X%) in staff surveys.
9	Develop a workforce equipped with the confidence and capability to operate effectively within a unitary council environment.	NEW Build understanding of the unitary model. • Briefings on how a unitary council operates. • Share clear comparison between district & unitary structure, roles & responsibilities	CLT/Comm s/Glos wide Employee Experience LGR project	No additional resource required	Start June 2027	Med	Help staff move from a district-focused perspective to a broader, system-wide mindset, building confidence and capability for operating effectively in a unitary council.	A higher level of staff demonstrate increased understanding of system-wide working and confidence operating in a unitary environment, with positive improvement in capability or readiness scores in staff surveys.

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		Strengthen skills for scale and complexity - Training in critical thinking & strategic decision making Use early implementation opportunities - Involve staff in LGR transformation projects/working groups.			Training brochure (April 26 – March 27) June 2026			
10	Build a skilled, resilient, and future-ready workforce to deliver high-quality services and support LGR.	NEW Build digital, AI functionality and data capability through targeted, bitesize learning.	CJ	No additional resource required.	Start July 2026	Med	A more capable and future-ready workforce, with improved skills, enabling high-quality service delivery and readiness for organisational change and LGR.	Improved retention and engagement scores within 12–18 months.
11	Work collaboratively to break down silos, build knowledge and capability, empower	NEW Deliver six “Leadership Lab” managers events with the objectives of Breaking down silos.	Comms/AC/CT/Publica HR	No additional resource (Budget allocated)	Sept 2026 – March 2028	Med	A more connected and capable workforce, with managers leading confidently and collaboratively, reduced silo	Achieve at least 75% attendance at key engagement sessions, training, or collaborative events, with representation from all service areas

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	people, strengthen leadership at all levels, support managers to lead effectively, and prepare together for a smooth transition to LGR.	- Gaining knowledge. - take initiative in their roles. - Leadership skills. - Preparing for LGR. Attendees CDC & Publica managers.					working, and staff well-prepared and engaged in delivering change for LGR.	and management levels throughout the LGR transition period.

Component - Being Recognised by Us

Ref	Aim	Action	Owners	Resource Required	Timescale	Priority	Outcome (what success looks like)	Target
12	Deliver the agreed Retention Strategy (April 2026) to strengthen employee retention and maintain a stable, engaged workforce.	CONTINUE Work together to deliver the agreed Retention Strategy, ensuring consistent implementation and shared accountability across the organisation.	CT/HW/AC	No additional resource	Cabinet agreed April 2026. Actions ongoing	High	Improved retention across the organisation, with employees feeling valued, supported, and more likely to remain, contributing to workforce stability and continuity of service delivery.	Reduce voluntary turnover with improvements in retention in key roles and a measurable increase in employee intent to stay in staff surveys within 12 months.

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13	Ensure staff leave CDC with a strong sense of pride, recognition, and readiness for the future, demonstrating workforce values, with their contributions valued and their legacy carried forward into the new organisation.	NEW Capture and celebrate organisational identity - Document and share the council's cultural history, achievements, and impact involving staff contributions. - Hold a celebration event recognising collective achievements and milestones Recognise and value people - Deliver personalised recognition for long service and contributions - Capture individual and team stories to showcase impact on communities Create a sense of closure and pride - Provide clear end-of-organisation milestones and	Comms/CLT	No additional resource	July 2026 – March 2028	Med	Staff feel recognised and proud of their contribution, with increased confidence in their future and a positive legacy	A higher level of staff report feeling valued and proud of their contribution, with expressed confidence in their future opportunities, supported by positive feedback on legacy and transition experience in staff surveys.

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		mark them appropriately.						

Component - Connecting with Us

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14	Deliver a targeted communication and engagement approach that keeps all stakeholders connected, informed, and engaged throughout the change.	CONTINUE Deliver an employee survey as outlined already in this Implementation Plan	Comms/CT	No additional resource required.	Six monthly employee survey – Sept 2026/March 2027/Sept 2027.	High	Communication and engagement are data-led and responsive, with employees feeling informed, listened to, and increasingly engaged throughout the change process.	Six-monthly survey results show a higher level of employees feeling informed and listened to, with demonstrable improvements in key engagement measures between survey cycles.
15	Continue to actively engage with the staff group "Culture Club" ensuring staff voice shapes	CONTINUE Use the Culture Club as an ongoing focus group, expanding membership to broaden staff input	CLT/HR/Comms	No additional resource	Ongoing	Med	Culture Club is established as an effective and representative forum, with broader staff participation	Increase participation and impact, with membership expanded and clear evidence that Culture

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	decision-making and supports a positive organisational culture throughout LGR.	and strengthen its role in shaping our work during LGR.					actively informing and influencing decisions and shaping organisational culture throughout LGR.	Club input informs key decisions

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