

A.2 APPENDIX 1

CABINET

10 NOVEMBER 2023

REPORT OF THE LEADER OF THE COUNCIL

A.2 OUR VISION - A NEW CORPORATE PLAN 2024/28

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To seek Cabinet approval and recommendation to Full Council, the final proposals for 'Our Vision' (the Corporate Plan 2024/28) following full consultation with the public, key partners and stakeholders.

EXECUTIVE SUMMARY

At its meeting on 21 July 2023, the Cabinet agreed the draft proposals for 'Our Vision' (the Corporate Plan 2024/28) (*as set out in Appendix A*) as its initial proposals for consultation purposes.

The consultation process included; submission to the Resources and Services Overview and Scrutiny Committee, and consultation with residents and key partners (other Local Authorities, health service bodies, Fire & Rescue, Police and voluntary sector) and businesses. The feedback from the consultation process has been summarised within this report.

The Corporate Plan, final proposals continues to follow the principles which were previously agreed by the Cabinet, namely a "Plan on a Page" and with Community Leadership at its heart.

Through the consultation there is broad support for the key themes, proposed at the 21 July 2023 meeting of Cabinet:

Pride in our area and services to residents
Raising aspirations and creating opportunities
Championing our local environment
Working with partners to improve quality of life
Financial Sustainability and openness

The three themes with the most relevance to the lives of respondents were "Pride in our area and services to residents", "Championing our local environment" and "Financial Sustainability and openness."

The Consultation outcomes are set out in Appendix C, and based upon the findings and further reflection, some changes to the proposed text for the Themes, including an additional one around Tourism, are shown in red in Appendix B.

The previously agreed **timetable** for completion of the Corporate Plan still stands and seeks approval by Full Council on 28 November 2023.

RECOMMENDATION(S)

It is recommended that:

- (1) The outcome of the consultation (set out at Appendix C) on the emerging Corporate Plan ('Our Vision') themes and supporting text, approved on 21 July 2023 (and repeated at Appendix A), be received and considered, including:**
 - a. The consistently positive relevance of the themes in the emerging corporate plan to respondents and their lives – and particularly the themes around 'Championing the Local Environment', 'Pride in our Area' and 'Financial Sustainability and Openness';**
 - b. The strong messaging from residents around services provided by partner organisations (including the condition of pavements and roads and access to health services) that underpins the proposed theme of 'Working with partners to improve quality of life';**
 - c. The need to recognise the long term socio-economic necessities around a skilled workforce to sustain and enhance the vibrancy of the District and the consequential needs to promote actions designed to "Raise aspirations and create opportunities" (and the adoption of a Corporate Plan theme around this);**
 - d. Almost one third of respondents wishing to see more tourism to further promote our area and boost economic opportunities and almost half of respondents supporting the current levels of tourism to the District which, combined, suggest that there should be a new theme in the Corporate Plan around "Attracting visitors to our district and encouraging them to stay longer" (which itself accords with the Council's existing Tourism Strategy;**
- (2) Based on (1) above, Cabinet agrees the final proposals for ('Our Vision') the Corporate Plan 2024/28 as set out in Appendix B and recommends them to Full Council for approval; and**
- (3) Subject to (2) above being approved, requests Officers to review the Council's Communication Strategy and Community Engagement Strategy and their operation, taking into account the feedback received through the consultation with the public, partners and businesses, with a view to the outcomes being presented back to a future meeting of Cabinet.**

REASON(S) FOR THE RECOMMENDATION(S)

To ensure that the views of local residents, businesses and partners (as expressed in the consultation findings set out in this report) are fully considered and to then facilitate the adoption of an informed Corporate Plan 2024-28.

ALTERNATIVE OPTIONS CONSIDERED

Not to adopt a Corporate Plan. This was discounted as it would not support good decision making and efficiency resource allocation by the Council over 2024-28. The Council's Policy Framework, as identified within Article 4 of the Constitution includes the Council's Corporate Plan and it is essential that this document setting the strategic direction of the Council is kept up to date.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Corporate Plan sets out the proposed high level priorities for the Council 2024/28. Once considered and a final set adopted it will form a fundamental part of the Council's Policy Framework being the central pillar on which plans, policies and strategies are developed and reviewed and will set the overall direction of the Council.

OUTCOME OF CONSULTATION AND ENGAGEMENT

Following the decision of Cabinet on 21 July 2023 to authorise consultation and the engagement of a social research company (Minute 23 refers), a further decision was made by the Deputy Chief Executive on 21 July 2023 to appoint Mackman Research to support that consultation exercise. The consultation was undertaken over seven weeks between 8 August 2023 and 25 September 2023. While the rationale for the consultation was to support the development of the corporate plan it provided an opportunity to obtain the views of residents, partners and businesses on a range of service and other matters of importance to the Council and the District. As such, the consultation findings will be utilised in many different arenas going forward.

The consultation involved several strands as follows:

- General Public – Online and paper at Town Hall and Town Councils – promotion through banners (Clacton on Sea and Harwich), newspaper adverts and online posts (including service social media accounts) and Council email footers.
- 400 individuals from the Electoral Register were written to directly (balanced numerically for each Ward)
- On street questionnaires in Brightlingsea, Clacton-on-Sea, Jaywick Sands, Harwich, Manningtree and Walton.
- A range of Businesses and Partners
- District Councillors

Promotion of the opportunity to submit views during the consultation included sending emails to all Town and Parish Councils in the District and a letter from the Leader of the Council to the Chair of the Tending Association of Local Councils. There were also press releases and measures already referred to above. The consultation was covered as a front page article in the Brightlingsea and Wivenhoe Chronicle's August edition.

By way of a quick summary, the response to the consultation was:

- 771 responses overall
- 598 General Residents (analysis shows distinctly similar responses from the different strands)
- 133 on-street questionnaires
- 31 Businesses and Partners
- 3 Councillors/1 from the Conservative Group
- 5 late paper responses

Appendix C sets out the Key Findings and Executive Summary from the consultation. Elements from the consultation findings are also set out in the background section of this report below.

At this point in this report it is worth stating that:

- When compared with the gender demographic for the whole district there were more female respondents proportionately than the District has (based on the 2021 ONS Census statistics).
- When compared with the age profile of the whole district, there were more individuals aged 55 and over than the District has (based on the 2021 ONS Census statistics).
- There was a good match proportionately between respondents from the various main post code (i.e. COXX) blocks to addresses in the district in those blocks (based on the Electoral Register Street Index).

Notwithstanding the age and gender positions identified, the consultation findings are considered to be robust based on the methodology deployed and the lack of divergence stated by the research agency between the responses received from on-street surveys, general public online/paper surveys and those specifically invited to participate from the Electoral Register.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation a Key Decision (see the criteria stated here)	YES/NO	If Yes, indicate which by which criteria it is a Key Decision	<input checked="" type="checkbox"/> Significant effect on two or more wards <input type="checkbox"/> Involves £100,000 expenditure/income <input type="checkbox"/> Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	28 June 2023

The Corporate Plan forms part of the Council's Policy Framework which means it must be approved by Full Council following a process involving both Cabinet and Overview and Scrutiny.

Section 3 of the Local Government Act 1999 is the general duty of a best value authority to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. For the purposes of deciding how to fulfil the best value duty, an authority must consult a range of representatives, as set out in Sub-Section 3(2) of the Act.

The legal implications of individual projects will be assessed when they are brought forward for formal decisions to be made.

The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:

Best value authorities must demonstrate good governance, including a positive organisational culture across all of their functions and effective risk management. They are also required, pursuant to section 3 of the Local Government Act 1999, to consult on the purpose of deciding how to fulfil the Best Value Duty. The annual process of setting the authority's budget, the

corporate plan and the medium-term financial plan provides an opportunity to conduct such consultation. This is the stage at which consultation will best assist the authority in deciding how to make arrangements to secure continuous improvement.

The Government have recently consulted on a draft Best Value Standards and Intervention Statutory Guidance for local authorities, which sets out its current expectations in achieving best value. One of the characteristics identified for a well-functioning authority is to ensure corporate and improvement plans are reviewed and updated. In addition, the authority's corporate plan is evidence based, current, realistic and enables the whole organisation's performance to be measured and held account. Strategic priorities are aligned with the authority's financial strategy and delivery arrangements, and respond appropriately to local need, including the plans of partners and stakeholders.

Local authorities must take account of the outcomes of consultation in their decision making although, are not required to agree with everything suggested. This is particularly relevant with regards to the Council maintaining financial sustainability over the coming years.

FINANCE AND OTHER RESOURCE IMPLICATIONS

There are no financial implications in setting out the Council's aspirations in a Corporate Plan. Individual projects still need to be fully and properly assessed and formally approved prior to commencing. One of the priorities from the LGA Peer Challenge carried out in 2018 was that an enhanced approach to project management, project delivery and performance reporting be brought into use. This will encompass a full assessment of resources and risk.

Following the undertaking of the consultation referenced in this report, the finalised account with the Research Agency concerned will be developed. Cabinet on 21 July 2023 authorised expenditure up to £25,000.

The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:

It is important to highlight the best value duty mentioned earlier in this report, which is also now echoed within the regular Financial Performance reports presented to Members.

Although the best value duty covers a number of themes, from a financial perspective the primarily elements relate to setting a balanced budget and securing value for money. This latter point is also a key feature of the work undertaken by the Council's External Auditor and in itself covers a number of further themes.

The Government are also developing revised guidance relating to how Local Authorities should be demonstrating best value, with a detailed description of one of those themes that relates to using resources and the characteristics of a well-functioning body being as follows:

The financial strategy and budgets are clearly aligned with strategic priorities and there is a robust process for reviewing and setting the budget. There is also collective accountability for the budget and medium-term financial plan, rather than a siloed approach to management.

The guidance also highlights the importance of having the appropriate level of capacity within the organisation.

Balancing the above in the context of the significant financial challenges faced by the Council

will therefore need to be a key feature within the Council's financial planning processes looking ahead to 2024/25 and beyond.

USE OF RESOURCES AND VALUE FOR MONEY

The following are submitted in respect of the indicated use of resources and value for money indicators:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	By committing to the theme "Financial Sustainability and openness" and, in due course, key actions to deliver this theme will be critical to good financial management across the lifetime of the Corporate Plan 2024-28.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	The consultation undertaken as part of the development of the Corporate Plan 2024-28 is specifically designed to ensure that the Cabinet has the necessary information to make good decisions for the purpose of this report and future strategies, plans and policies.
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	The consultation findings will also support the assessment of challenging financial position of the Council over the next four years.

MILESTONES AND DELIVERY

The agreed timetable for this Corporate Plan identifies that it would be submitted to Council on 28 November for approval. This would mean it is in place for the start of 2024 and thereby assist the Cabinet to develop medium term

ASSOCIATED RISKS AND MITIGATION

The primary risks around the development of the Corporate Plan is that it does not address the needs of the District or otherwise unduly raises expectations that are not achievable by the District Council directly or in partnership with others who have the legal powers necessary. The District Council has a capacity built around the day to day functioning of services and there are a number of significant major projects already in the process of being delivered. Recognising these capacity issues and financial resources will be a feature across the lifetime of the Corporate Plan 2024-28.

EQUALITY IMPLICATIONS

Consideration has been given to the Public Sector Equality Duty in relation to the emerging Corporate Plan themes and, now, to the revised proposals now submitted for the Corporate Plan 2024-28. The proposals do not conflict with the Public Sector Equality Duty.

SOCIAL VALUE CONSIDERATIONS

The outcome of consultation will assist the Council in its development of a Social Value Policy and identifies the areas where residents have stated the key issues that will improve their local area. These can then be directed to suppliers the Council does business with going forward to deliver some of those improvements.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030	
<p>The Climate Change Action Plan, underpinned by the ambition to be net carbon zero by 2030, remains a part of the Corporate Budget and Policy Framework of the Council. The consultation results informs the Council on the views of residents on Carbon Neutral measures and will inform the next Action Plan.</p>	
OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS	
<p>Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.</p> <p>The implications of individual projects will need to be fully and properly assessed and approved prior to commencing. As with resources and risk assessment of other implications will be included as part of enhanced project delivery arrangements.</p>	
Crime and Disorder	<p>The proposed Corporate Plan themes around shared responsibility for the environment locally and the desired improvement in quality of life for residents seeks to recognise the role that anti-crime and disorder activities can and should play. This subject was highlighted within the Key Findings of the consultation outcomes.</p>
Health Inequalities	<p>The views of local residents around accessing health services locally will be a feature of the work with partners to support improved access. Likewise, addressing a range of elements that manifest themselves through health inequalities are identified in the strategic proposals in the Corporate Plan 2024-28.</p>
Area or Ward affected	<p>The whole District.</p>

PART 3 – SUPPORTING INFORMATION

BACKGROUND
<p>Corporate Plan 2024/28</p> <p>The Council's Corporate Plan sets out the Council's vision (Our Vision) in terms of strategic aims and priorities to set the direction of the Council over the four years 2024-28. Once adopted by Full Council, it is part of the Council's Budget and Policy framework and thus sets the direction and context for the Council's work for the period of the Plan.</p> <p>Initial proposals for a Corporate Plan were prepared and agreed by Cabinet on 21 July 2023; they were then reported to the Resources and Services Overview and Scrutiny Committees (<i>for consideration and comment back to Cabinet</i>) and consultation was undertaken with residents, key partners of the Council and other stakeholders.</p> <p>The consultation process is now concluded and the outcome of the consultation broadly endorses those initial proposals. This was particularly the case for the three themes around 'Championing the Local Environment', 'Pride in our Area' and 'Financial Sustainability and</p>

Openness'. This is emphasised in the table below:

Relevance of the following themes and descriptions to respondents and their life at this moment:	Percentage of respondents stating - 'A great deal'/'A lot'
Pride in our Area and Services to Residents	82.2%
Championing our local environment	79.9%
Financial Sustainability and Openness	74.3%

While the relevance to residents, businesses and partners in respect of “**Working with partners to improve quality of life**” was less than for the above mentioned three themes, strong messaging was received from residents around services provided by partner organisations (including the condition of pavements and roads and access to health services). This demonstrates there is a key and continuing need for the Council to express the needs and wishes of residents to partners. As such, the need for “**Working with partners to improve quality of life**” will be critical to the Council in its community leadership role with those partner organisations. The comparable figure from the consultation findings to those shown above for this theme is:

Relevance of the following themes and descriptions to respondents and their life at this moment:	Percentage of respondents stating - 'A great deal'/'A lot'
Working with Partners to Improve Quality of Life	61.7%

The last of the five themes set out in the emerging corporate plan that was subject to consultation was ‘**Raising Aspirations and creating opportunities**’. The relevant comparable figure from the consultation findings for this theme is:

Relevance of the following themes and descriptions to respondents and their life at this moment:	Percentage of respondents stating - 'A great deal'/'A lot'
Raising Aspirations and creating opportunities	44.6%

However, when we just look at the views of respondents in the age groups 18-54, rather than all age groups, the comparable figure is:

Relevance of the following themes and descriptions to respondents and their life at this moment:	Percentage of respondents AGED 18-54 ONLY stating - 'A great deal'/'A lot'
Raising Aspirations and creating opportunities	56.9%

The subset in the table immediately above was 109 respondents. As such, the likely measurement error is greater for the subset than for the quoted figure for all respondents (based on 585 respondents). Notwithstanding that, it is noticeable that this subset has a significantly higher level of resonance with this theme than all respondents with a higher mean average age. In addition, and recognising the long term socio-economic necessities around a skilled workforce, both now and in the future, to sustain and enhance the vibrancy of the District and the consequential needs to promote actions designed to “**Raise aspirations**”

and create opportunities” (and the adoption of a Corporate Plan theme around this).

Almost one third of respondents wishing to see more tourism to further promote our area and boost economic opportunities and almost half of respondents supporting the current levels of tourism to the District which, combined, suggest that there should be a new theme in the Corporate Plan around “**Attracting visitors to our district and encouraging them to stay longer**” (which itself accords with the Council’s existing Tourism Strategy.

The following table reflects the findings quoted above:

Considering the current level of tourism in your area, please indicate your preference for its future:	Percentage responses (out of 647)
I would like to see more tourism, to further promote our area and boost economic opportunities.	32.0%
I am content with the current level of tourism, and believe it strikes a balance between benefits and challenges.	46.8%
I would prefer reduced tourism, to protect the local environment and preserve our community's unique identity.	7.4%
I am not impacted by tourism / I have no view on local tourists	5.9%
Other	3.1%

Looking at Partner and business respondents specifically, there was strong support for the five themes included in the consultation. There was also strong support from Councillors for those themes (and the submission from the Conservative Group specifically endorsed the adoption of the themes). In addition, the Group proposed that the Corporate Plan themes and supporting text should include (in summary):

- Reference to working to secure schools offer the best possible learning opportunities.
- Savings opportunities through procurement processes,(particularly through an ‘all-Essex alliance’).
- The contribution Artificial Intelligence can plan in achieving savings for the Council.
- Expanding the stock of Council housing – including through recycling monies from the disposal of unnecessary land assets.
- Climate Change – to deliver against the Climate Emergency declaration by the Council.
- The opportunity of a joint venture in relation to the Tendring-Colchester Garden Community to provide employment and skills opportunities.
- Being clear on the capacity available and not de-railing existing commitments through taking on new ones.

The submission above has been reviewed against the proposed Corporate Plan Themes and supporting text and it is recognised that not everything can be the priority of the Council. However, it is considered by Cabinet that the revised proposed themes do encapsulate key elements of the submissions from the Conservative Group. The Group is specifically thanked for its detailed submission. The Group also identified priority actions for the individual four years of the Corporate Plan and these will be reviewed as the Cabinet considers those highlight actions for those years.

In relation to Council Housing, it is clear that alongside a desire to increase the stock, we have significant challenges, alongside many social landlords, to address concerns around its current stock management. With the new Social Housing Regulator a great deal of effort is being applied to ensuring that procedures, practices and investment decisions in the current stock are reviewed and adjusted to meet the concerns previously mentioned.

The work through the Tendring Education Strategic Board demonstrably supports the Corporate Plan themes around aspiration, opportunity and working with partners through the work of that Board.

Within the proposed theme of Financial Sustainability, there will be a drive to look at doing more for less and this will encapsulate working with others on joint initiatives such as that underway in respect of procurement and sound project management to avoid over-stretching the Council's capacity to deliver.

The revised wording of the Corporate Plan Themes and supporting text recognises the role that digital can and should play in providing access to services. However, this will need to be tempered by the need to carry those with us who currently do not or cannot use that digital solution.

Climate Change measures were specifically addressed in the consultation and the responses from the public will assist the Council address this; through its own services, with partners and supporting behaviours that can reduce CO₂ footprints of residents and businesses in the District.

Finally, the suggestion around a joint venture as part of the Tendring Colchester Border Garden Community is something that can be taken away and looked at to determine its feasibility.

As the Corporate Plan is finalised, there will need to be further communication with the public, key stakeholders and businesses to thank all those who took part in the consultation and outline the positive contribution these responses have had on the Corporate Plan themes and, more generally, will support decision making over the coming period. The Council will review its Communication Strategy following adoption of the Corporate Plan and reflect upon the consultation feedback with regards to community engagement across the District and age profiles.

Once approved, officers will finalise the graphic representation of the approved Corporate Plan to reflect the intention for it to be 'a plan on a page'.

The Council's performance management arrangements seek to establish a clear linkage, sometimes referred to as a "golden thread", between the strategic aims of the Corporate Plan, the medium term priorities and projects, the deliverables identified for those priorities and projects and the more detailed service aims set out in Departmental Plans and ultimately in the individual performance aims set for individual officers.

Underpinning the 2024-28 Corporate Plan is the Council's values expected of all Members and staff.

PREVIOUS RELEVANT DECISIONS

Cabinet on 21 July 2023 – Minute 23 refers

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

The research findings report in full from the Consultation referenced in this report as provided to the Council by Mackman Research Agency.

APPENDICES

A – Draft version issued for Consultation

B – Revised version submitted for consideration at this meeting

C – Key Findings and Executive Summary of the Consultation

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Initial version issued for consultation

‘Our Vision’

(Corporate Plan 2024-28)

[Community Leadership to be recognised as a cross cutting element of the Plan]

Pride in our area and services to residents

We want to put residents' first, providing and promoting clean and tidy communities, decent housing that everyone deserves, and tackling the things that make a big difference to you. This means getting the basics right on our services. We also want to promote pride in our communities, encouraging everyone to take responsibility for keeping their area a pleasant place in which to live and work.

Raising aspirations and creating opportunities

Tending is ambitious and our residents will be supported to reach their potential and realise their opportunities. To do this we want to, working with partners, improve access to skills learning so residents can get jobs and to allow businesses to thrive in our district; particularly taking the opportunities afforded by Freeport East. We want to maximise the opportunities for young people; to inspire those dreams we will celebrate business success, encourage responsible tourism, develop our cultural sector and economic growth.

Championing our local environment

We believe our environment is special, it is the space where we live and work, and therefore deserves protection. We will be tough on those who do not respect our environment. We want to create and maintain spaces for leisure, wellbeing and active lifestyles, and deliver access to open spaces to achieve this.

Working with partners to improve quality of life

It is our aim to build on joint working with our partners across government, public, private and third sectors to improve the quality of life for our residents. We want to promote safer, connected and inclusive communities; and we recognise the vital role volunteers play in caring for others and our environment, and we want to support, encourage and facilitate those opportunities.

Financial Sustainability and openness

To continue to deliver effective services and get things done we must look after the public purse; that means carefully planning what we do, managing capacity, and prioritising what we focus our time, money and assets on. Tough decisions will not be shied away from, but will be taken transparently, be well-informed, and based upon engagement with our residents.

“Listening to and delivering for our residents and businesses”

Version developed following consultation

‘Our Vision’

(Corporate Plan 2024-28)

[Community Leadership to be recognised as a cross cutting element of the Plan]

Pride in our area and services to residents

We want to put residents’ first, **by** promoting clean and tidy communities, **providing** decent housing that everyone deserves, and tackling the things that make a big difference to you. This means getting the basics right on our services. **The Council will look to harness the power of digital delivery of services while ensuring that no resident is left behind.** We also want to promote pride in our communities **by** encouraging everyone to take responsibility for keeping their area a pleasant place in which to live and work.

Raising aspirations and creating opportunities

Tending is ambitious and our residents will be supported to reach their potential and realise their opportunities. To do this, working with **businesses and** partners, **we want to** improve access to skills learning **and training** so **that** residents can **find employment** and **enable** businesses to thrive; particularly taking the opportunities afforded by Freeport East **and the Garden Community**. We want to maximise the opportunities for young people **and see them enthused with purpose.** **To** inspire those dreams we will celebrate business success, encourage cultural, **tourism** and economic growth.

Championing our local environment

We believe our environment is special, it is the space where we live and work, and therefore deserves protection. We will be tough on those who do not respect our environment. We want to create and maintain spaces for leisure, wellbeing and **healthy** lifestyles, and deliver access to open spaces **and community resources**.

Working with partners to improve quality of life

We want to promote safer, **healthier, well** connected and inclusive communities **by** working with our partners across government, public, private and third sectors. **We will strive to build on the firm foundations, developed over time, with those partners to meet the identified needs of our communities.** We recognise the vital role volunteers play in caring for others and our environment, and we **will** support, encourage and facilitate those opportunities.

Promoting our heritage offer, attracting visitors and encouraging them to stay longer

We want to boost our tourism by attracting more visitors to the 36 miles of sunshine coast and to our rural towns and villages. We will support our unique heritage, work with our partners, run events and promote the district for the benefit of our residents and to encourage visitors to come and to stay for longer.

Financial Sustainability and openness

To continue to deliver effective services and get things done we must look after the public purse; that means carefully planning what we do, managing capacity, and prioritising what we focus our time, money and assets on. Tough decisions will not be shied away from, but will be taken transparently, be well-informed, and based upon engagement with our residents. **We will give clarity on where the Council spends the money it is provided with.**

“Listening to and delivering for our residents and businesses”