



Council Plan

2024 – 2030

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Foreword

We are delighted to introduce our new Council Plan, which sets out the differences we will make for our residents, businesses and communities over the next six years.

The plan introduces our new priorities and focus areas, which are all underpinned by our new vision:

‘Supporting people, strengthening communities.’



Photo: Councillor Richard Stanley, Leader of the Council and Councillor Sarah Hands, Deputy Leader.

Our three priority areas are:



Caring for **people**



Caring for the **environment**



Caring for **place**

We are launching this new plan with a strong sense of purpose and determination. We intend to listen to our residents and businesses more and we plan on providing more opportunities for proper engagement on important issues – using feedback to inform our decisions.

Work is already underway to reshape how the council better meets the needs of our different communities, by introducing a new Place Programme. Our new approach will use local insight, feedback and improve our data on important issues so that we can provide support that's really needed in the different areas of our borough. We look forward to sharing more about this over the next 12 months.

Alongside our three priority areas, our plan identifies focus areas including the climate and ecological emergency, young people, the economy and flood resilience. Within this plan we set out our aspirations for these areas of focus with clear actions on what we want to do to make a difference and have a positive impact.

We clearly cannot ignore the challenges we face. The rising cost of living places unprecedented demands on our services, and the economic uncertainties, environmental concerns and financial challenges will no doubt continue to grow. We will keep adapting and innovating as a council to meet these challenges; this plan can evolve and will be reviewed on an annual basis.

Complementing this Council Plan, we also have an ambition to become a high performing organisation. This will ensure that we have the culture, systems and processes in place to deliver the outcomes set out in this plan. You can read more about this on page 19.

The next six years promises to be an exciting time for our borough, and we look forward to making a meaningful difference with you.

Richard Stanley
Leader of the Council

Sarah Hands
Deputy Leader of the Council

A message from our Chief Executive

Becoming high performing to deliver the best outcomes for our residents, businesses and communities.

Our new Council Plan introduces new priorities with eight areas of focus where we want to make a meaningful difference across our communities.

As one of the fastest growing areas in the country (source: ONS), we continue to face increasing demand on our services in a difficult financial environment.

The launch of this new plan coincides with a fundamental review of how we deliver our services, to ensure we are effective within the reduced financial circumstances we face.

We have begun work on the development of a new corporate culture and change management programme to meet our ambition to become a high performing organisation. We are doing this to make sure that we deliver the outcomes set out in this plan, and provide targeted support to those who need it, particularly our most vulnerable residents.

Our programme is about transforming the council into one that has clear goals and objectives aligned to performance, shaping services using data and insight, and embracing innovation and agility.

Through proper engagement we will listen, respond to and work with our residents, businesses and communities to address the challenges faced by each of the focus areas within this plan.



Alistair Cunningham OBE
Chief Executive



Photo: Alistair Cunningham OBE, Chief Executive

Photo: Tewkesbury Borough Council - The Public Services Centre

About our borough

Situated in Gloucestershire, Tewkesbury Borough stands as the northernmost gateway to the southwest region, offering a unique blend of strategic accessibility and scenic beauty.

Our borough's environment is one of its greatest strengths. It is why so many people enjoy living, working and visiting Tewkesbury Borough.

To the east, our district lies within the Cotswolds Area of Outstanding Natural Beauty. To the northwest, the River Avon joins with the River Severn.

The borough has a lot of options for travelling to, from and around it. The busy M5 corridor, Gloucestershire Airport and Ashchurch Railway make up an active travel network. Along with the expanding cycling and walking path networks, our borough is accessible for all.

As well as having a mix of traditional industries and modern businesses making up our diverse economy, we are fortunate to have numerous villages and hamlets, each with their own unique character and history.

Our borough has vibrant communities, with local events, festivals and cultural activities taking place throughout the year. This includes the Medieval Festival in Tewkesbury, regarded as the largest free medieval gathering of its kind in Europe.



It's no wonder our borough has one of the fastest-growing populations in the country!*

*(source: ONS 2021).



"The borough has a
vibrant community life"

Photo: Tewkesbury Borough Council - Walkers near Winchcombe.

Our vision and values

How we achieve our vision is as important to us as the vision itself. We are defined by how we behave and what we do, so we must be driven by clear values. They play a vital role in shaping our culture, actions and decision making.

We must challenge ourselves and each other to demonstrate these in our work and acknowledge and learn if we fall short.

Our vision:

'Supporting people, strengthening communities.'

Our values:



Open and honest:

We are committed to fostering trust, clarity, and accountability in everything we do. We will be transparent and honest in our work and communications, and ensure decisions are made in the best interests of our communities.



Respectful:

Being respectful to others is fundamental to building strong, trusting relationships with our communities and with our colleagues. We will treat others with courtesy, listen to different points of view and acknowledge diversity of opinions.



Inclusive:

We want everyone to feel valued and heard. We are committed to fostering an inclusive environment where individuals, regardless of their backgrounds, disabilities, identities or perspectives are welcomed and represented.



Photo: Jack Boskett Ltd - Stoke Orchard Community Centre and The Orchard Stores.

Our priorities

Our Council Plan focuses on three distinct priorities.

Placing communities at the heart of everything we do, each of our three priorities interlink and influence our strategic planning and decision making, ultimately becoming the foundations upon which our Council Plan is built. This means we can effectively manage resources and address the most pressing issues facing our communities.



“Placing **communities** at the **heart** of everything we do”

Photo: Tewkesbury Borough Council - Garden Communities engagement event.



Caring for **people**

We will keep people at the heart of everything we do. Whether it's providing essential services such as waste management, co-ordinating our emergency response to events such as flooding, or ensuring access to affordable housing, we prioritise people's needs and wellbeing.

We understand how important it is to provide the right support, resources and opportunities for the people of our borough to thrive. We are committed to supporting the vitality of the communities we serve, from improving health to economic prosperity. In doing so, we listen to the voices of those who are marginalised and disadvantaged, and work towards building a fairer and more inclusive borough.



About our borough

Our borough's population increased by 15.8% between the 2011 and 2021 census (ONS 2021).

Photo: Tewkesbury Borough Council - flood surgery at Longford Village Hall.



Caring for **place**

Our goal is to create positive change that enhances the quality of life and opportunities for people across our borough. We understand that the challenges are different depending on the local area's characteristics. This can include issues such as flooding, health inequalities, infrastructure and housing demands. To succeed we will need to work together and use our resources wisely to handle growth, deliver good quality housing and support communities to become more resilient.

Our new Place Programme aims to develop local place plans for different areas within the borough to address local needs. We have an ambition to work with all who care about their place to support and strengthen our communities, through effective and local community leadership and governance. This will be based on effective partnerships and a shared understanding of what needs to improve. Our emphasis will be on prevention and early intervention, targeting the underlying causes of inequalities and disadvantages.

We will seek to better integrate our services, and those provided by partners, around the needs of our communities. These are linked with our other two priorities 'caring for people' and 'caring for the environment' and all of the focus areas set out in this plan.



About our borough

Our borough covers 160.2 square miles.

Photo: Jack Boskett Ltd - Open space at Bishop's Cleeve.



Caring for the **environment**

The issues caused by climate change are having a profound effect on our environment, wildlife and our lives. In recognition of this, we declared a Climate Emergency in 2019 and set a target for council services to be carbon neutral by 2030. In May 2023, the scope of the declaration was extended to include a borough-wide Climate and Ecological Emergency. This commits us to take urgent action to address the causes of climate change across the borough and to do all in our power to make Tewkesbury Borough carbon neutral by 2030.

Our commitment to this is reflected in the appointment of a carbon reduction programme officer and a climate change officer. These positions enable the delivery of our carbon reduction programme and increased focus on ecology and biodiversity. This is supplemented by significant investment already made by the council in reducing emissions as well as an acknowledgement of the future investment required, despite the challenging financial position for local government. A good example of this is our Public Services Centre solar car park canopy - which was recognised nationally and helped contribute to us winning Council of the Year in 2023 at the Southwest Energy Efficiency Regional Awards.



About our borough

The electricity produced from our new car park solar canopy is used at our public services centre and Tewkesbury Leisure Centre.

Photo: Tewkesbury Borough Council - solar car park canopy at the Public Services Centre.

Our areas of focus

To guide our work over the next six years, we have established eight areas of focus. These are specific areas that require our attention, each having deliverable actions, against which we will monitor and report progress. More information on how we will do this can be found on page 18.

The diagram below shows our areas of focus (without any order of priority), many of which are connected. An action in one focus area may affect the progress of actions in another focus area. For instance, by increasing the availability of affordable housing, this will help improve health and wellbeing outcomes for our communities.





Climate and ecological emergency

Why is this an area of focus?

To help us become a carbon neutral borough by 2030, we intend to develop a comprehensive Climate and Ecological Emergency Strategy and Action Plan. This will detail our approach, what we expect to deliver and how we can provide leadership in our communities.

This is a significant undertaking and will take time. In the meantime, our current action plan sets out the activities, early wins and partnership engagement that underpins our service delivery and performance.

Ultimately, we want to be proud of our greener and environmentally sustainable borough. By supporting nature recovery, we will look to restore habitats, protect wildlife and combat climate change. The projects we lead on, and those delivered with our partners, will enrich our landscapes for wildlife, develop resilience to climate change, reduce carbon emissions and help to clean up air and water.

Our built and natural environment will significantly contribute towards people's quality of life, making our borough a more attractive and sustainable place to live. During the life of this plan, we will work with residents, businesses and other organisations to further protect and enhance our borough.

What are we going to do?

- Gather baseline data to inform a borough-wide Climate and Ecological Emergency Strategy.
- Improve our performance on the national Council Climate Action Scorecard position.
- Review our Procurement Strategy to ensure climate action and waste reduction principles are embedded within it.
- Evaluate all council land holdings for opportunities to support nature recovery and biodiversity, including developing a new Tree Strategy.
- Roll out smaller bins for new housing developments to reduce the amount of waste per household and explore options to further reduce waste.
- Install vehicle charging points in our car parks and work with partners to provide secure cycle storage across our Borough.
- Deliver grant schemes to support nature recovery projects.
- Develop an evidence base on climate and ecological sustainability to inform the development of future planning policy.
- Work with Gloucestershire Nature and Climate Fund (GNCF) to explore options for bio-diversity net gain on sites within the borough.

About our borough

Around 763,900 tonnes of greenhouse gas emissions was generated by the whole borough in 2021. (Latest figure from Defra & BEIS via naei.beis.gov.uk)

Photo: Tewkesbury Borough Council - charging point at the Public Services Centre.



Flood resilience

Why is this an area of focus?

Our borough's geographical setting makes it prone to flooding. The most widespread floods were those of July 2007 and more recently in January 2024. Communities can face considerable disruption, with damage to homes and businesses having not only a significant financial cost but also impacting the emotional wellbeing of those affected.

To support residents and businesses, we work closely with the flood wardens, the Environment Agency, Gloucestershire County Council, town and parish councils, emergency services and community groups to undertake mitigation work, coordinate efforts, and share data and expertise.

We want to continue to improve our emergency preparedness and response, so we can respond to flood events quickly and efficiently. As well as supporting our communities to recover, we will work with them to build their resilience so they can be more prepared for future flooding events.

What are we going to do?

- Work with partners to improve our shared flooding response and recovery approach.
- Working with external agencies, support the delivery of small scheme flood protection measures and watercourse management.
- Work with the Local Resilience Forum to develop community resilience plans including those related to flooding.
- Commission a new Strategic Flood Risk Assessment to inform the development of future planning policy.



About our borough

Last winter (2024) more than 200 properties were affected by flooding, and we distributed £247,500 in flood recovery grants.

Photo: Jack Boskett Ltd - Ashleworth Tithe Barn



Place

Why is this an area of focus?

Our new Place Programme, informed by local data and insights, will recognise and value the distinctiveness of the different communities that make up our borough.

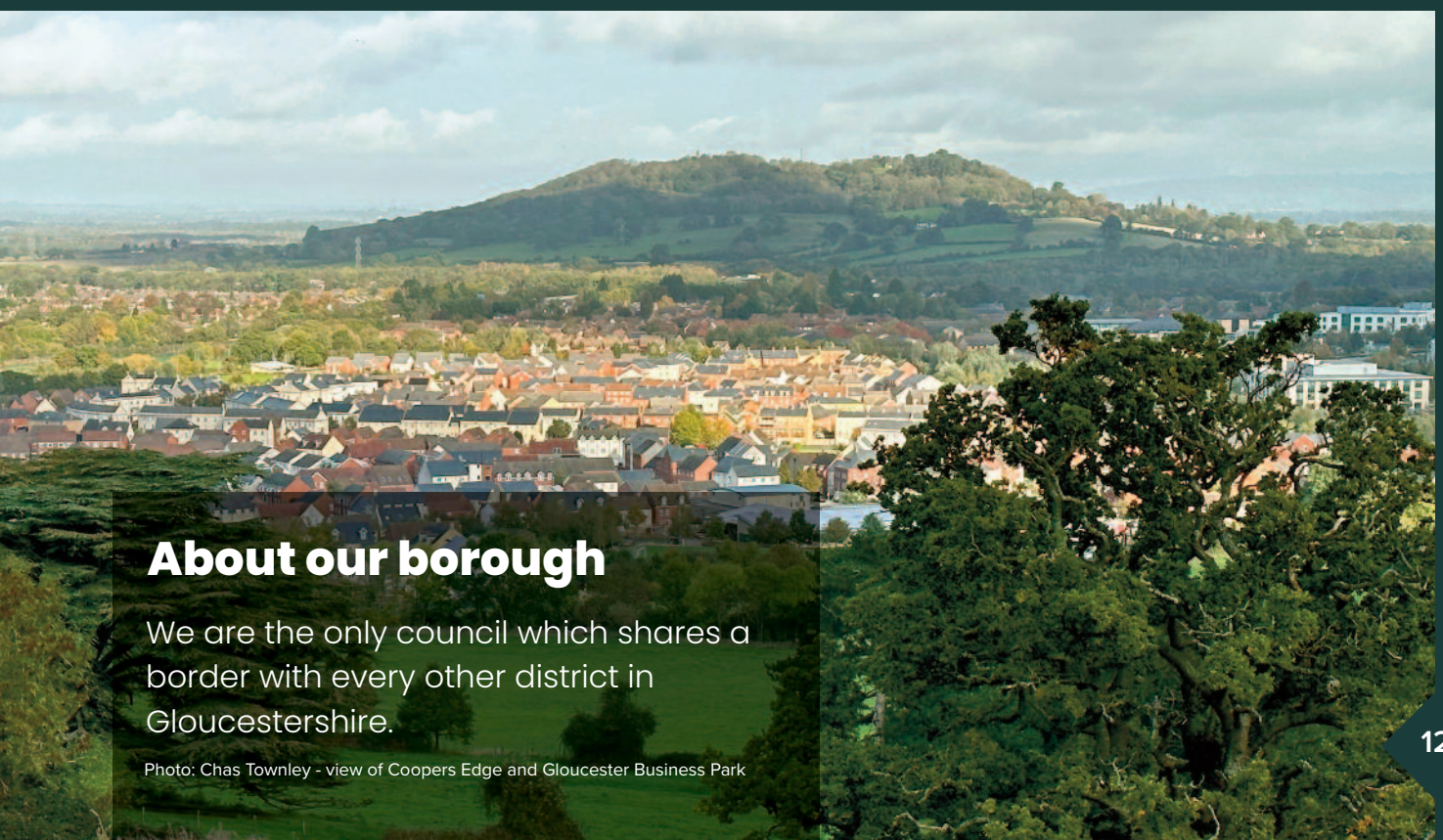
Working with parish councils and local communities, we will create 'place plans'. These will highlight key issues and projects such as community safety initiatives and flooding response needs that affect specific areas – making sure discussions and decisions are locally focused.

Having 'place' as an area of focus will help us to support communities to understand their issues and develop local solutions, including securing support and resources from partners.

By engaging with the local communities on their infrastructure needs (such as community halls or play areas), we will make sure they are connected to any planned growth. This will feed into the Strategic and Local Plan which is the supporting policy framework to ensure that any housing growth is accompanied by the appropriate infrastructure.

What are we going to do?

- Develop a Place Programme, with parish councils and local communities, to produce place plans for distinct areas of the borough (e.g. larger settlements and surrounding parishes or the more rural areas).
- Adopt the Tewkesbury Masterplan and develop an action list of the priorities for regenerating Tewkesbury town centre.
- Work with partners in developing a Community Safety Strategy and an associated action plan to deliver the arising priorities, such as reducing antisocial behaviour.
- Work with local communities and health partners to develop and deliver a programme of activity aimed at preventing the development of long-term illnesses and encourage community wellbeing.



About our borough

We are the only council which shares a border with every other district in Gloucestershire.

Photo: Chas Townley - view of Coopers Edge and Gloucester Business Park



Managing growth

Why is this an area of focus?

According to the Office of National Statistics (ONS), Tewkesbury Borough has seen the most rapid population growth of any area outside London, with a population increase of 15.8% between the 2011 and 2021 census.

We have a vital role to play to ensure that we manage this growth in the best possible way. This includes planning for the building of new homes, through our Strategic and Local Plan, rather than letting development take place in an ad hoc manner. Another area of focus in our plan is the economy; supporting businesses so they can flourish and continue to provide employment and prosperity for our communities.

Hand-in-hand with development, we need to make sure planning obligations (also known as Section 106 agreements) and the Community Infrastructure Levy, which is a charge that local authorities can set on new developments, are secured to fund additional public benefits. These include infrastructure such as open spaces, sports and play facilities, affordable housing, provision of healthcare, education and other community facilities.

It is paramount that we work with others to achieve this through our Strategic and Local Plan and our Garden Communities Programme; the focus being ensuring sustainable new development meets the needs of the borough. We will put our communities at the heart of our decisions, ensuring the infrastructure that is required to support the delivery of jobs and housing is provided, whilst maintaining an environmentally sustainable approach to development.

What are we going to do?

- Work with providers to prepare an Infrastructure Delivery Plan, as part of the evidence base that informs the preparation of the Strategic and Local Plan.
- Deliver improvements to maximise planning obligations (Section 106) and the Community Infrastructure Levy (CIL); providing infrastructure to support new developments.
- Continue to promote the Garden Communities Charter and share to all stakeholders via the Garden Communities governance structure.
- Complete a stewardship strategy, with landowners' agreement, for the Garden Communities and establish a stewardship body to receive and manage all community infrastructure resources.
- Support the development of a southern Garden Communities (phase 2) masterplan, including an employment strategy.

About our borough

Our borough has one of the fastest growing populations in the country (source: ONS 2021).

Photo: Jack Boskett Ltd - Coopers Edge in Tewkesbury Borough.



Housing and homelessness

Why is this an area of focus?

Preventing and resolving homelessness and the threat of homelessness is a key part of this focus area. Being homeless can have a devastating, long term impact on individuals and their families, especially children. It can affect physical and mental wellbeing, leaving people isolated from their communities and support networks. Reducing homelessness will improve outcomes for households but also reduce the wider impact on society.

We seek to support our local communities, whether they are new or existing, to thrive and to be as resilient as possible. We recognise the importance of affordable, high-quality housing and understand that this is fundamental to the wellbeing of our residents. We will identify housing needs across the borough through the Strategic and Local Plan, and work with communities to meet these needs. A community-led approach will help identify potential sites and ensure local people and groups are at the heart of our work.

By supporting new affordable housing delivery, we will seek to increase numbers of properties, improve accessibility and energy efficiency standards and provide options in areas less likely to see wider development. Not only is housing important, but it is linked strongly with a number of our focus areas such as health and wellbeing, economy and growth. It is an important part of building and maintaining strong communities and supporting the economic prosperity of the borough.

What are we going to do?

- Ensure instances of rough sleeping are rare, brief and non-recurrent by reacting quickly to individuals in need.
- Maximise the supply of appropriate affordable housing, giving priority to social rented homes and other tenures that meet our community's needs.
- Find alternative options to reduce the use of bed and breakfasts and hotels for temporary accommodation.
- Complete individual action plans for every property that has been empty for over two years, identifying the options available to the council to bring each property back into use.
- Ensure appropriate interventions are carried out to ensure that properties are safe and free from significant health risks, for example damp and mould.
- Explore possible development sites, working with communities and registered providers to develop a community-led approach to delivering affordable housing in rural areas.
- Explore options for the council to begin to deliver affordable housing on our brownfield land.

About our borough

There are 44,862 residential properties in our borough (source: ONS Census 2021)

Photo: Adobe Stock



Economy

Why is this an area of focus?

We are committed to supporting businesses in the borough to grow and encouraging investment in the local economy. Our new Economic Development and Tourism Strategy will detail how we plan to achieve this and is closely aligned to our other areas of focus, particularly place and managing growth.

Our borough boasts a wide range of economic activity, from world-leading multinationals to micro-businesses. It is an established centre for high-quality manufacturing, home to some world-class, high-tech aero engineering firms and small independent businesses. Supporting key sectors will be fundamental to business growth and innovation. These include advanced engineering and manufacturing, agri-tech, aerospace, the visitor economy, green businesses, and creative industries.

The vibrancy of the retail centres in our borough, including two market towns, plays an important role in supporting the economic success of the area and it is crucial we help them plan for the future. We also recognise that recruiting and developing local talent are vital to our business community, and that it's important we work with partners and businesses to develop initiatives that increase skills and reduce barriers to employment.

We are also committed to ensuring that together with employment land and housing, we have the right infrastructure and skills to attract new investment and retain and strengthen existing businesses. The Strategic Local Plan, will help facilitate this and ensure the needs of local businesses are met, aiding economic growth and sustainability.

What are we going to do?

- Deliver the Employment and Skills Hub Outreach project to reduce barriers to employment.
- Extend the support provided to businesses through the Growth Hub by creating a proactive business voice network.
- Provide support to ensure that businesses and communities benefit from national funding schemes (e.g. UK Shared Prosperity Fund and the Rural England Prosperity Fund). This will include net zero and start up business support, as well as a business grant scheme.
- Work with partners to promote the growth of key sectors, including: advanced engineering and manufacturing, agri-tech and aerospace.
- Commission an Employment Land Use Study to inform the development of future planning policy.

About our borough

There are 4,285 registered businesses within our borough (source: inter department business register- 2023)

Photo: Jack Boskett Ltd – The Growth Hub at the Public Services Centre.



Young people

Why is this an area of focus?

Young people are essential to local communities and the future of our borough – they help shape the culture and have extensive social connections. Allowing young people to have a voice can provide valuable insights, perspectives and recommendations on issues that affect them. Enabling them to make contributions to their local area can have many benefits for generations to come and help foster a sense of belonging within the community.

While we are not responsible for children's services, such as education or care, we recognise the importance of engaging with young people. To help us achieve this, we are appointing a young people's engagement officer, who will actively seek their input, and ensure their views are heard on local issues. We will work with our partners, including the Integrated Locality Partnership (ILP), to address health inequalities and support young people to live healthier lifestyles. We are also mindful of the impact that Covid19 and the cost of living has had on young people's lives.

It is important that we support young people who are new to the work environment. We recognise that this can be daunting, so we will continue to offer work experience and apprenticeship programmes to help them gain experience or a qualification.

What are we going to do?

- Engage with young people to understand their role in contributing to council decision making.
- Work with partners including the Integrated Locality Partnership (ILP) and Young Gloucestershire to support young people with their mental health.
- Review and enhance our Care Leavers' Covenant throughout our services.
- Work with Young Gloucestershire to develop a panel for young people as part of the Garden Communities Programme.
- Map and link in with the existing provision of youth councils, action groups and networks within the borough.

About our borough

26.5% of the borough's population is aged 0 to 24 years old (25,184 people) (source: ONS Census 2021)

Photo: James Evans Photography – Children playing at Winchcombe skate park.



Health and wellbeing

Why is this an area of focus?

Health and wellbeing are essential parts of everyday life. We play a huge role in ensuring our communities are robust, healthy and thriving places to live, by working with partners to reduce health inequalities. We want to support people to live in good physical and mental health for as long as possible, particularly those who have poorer health outcomes and face challenging times.

We have a direct impact on the physical wellbeing of our communities, through the Tewkesbury Leisure Centre and other facilities such as playing pitches, parks and play areas. We also operate a small grant scheme for health and wellbeing, and outline community and sporting infrastructure needs for new housing developments.

By working with partners such as the Integrated Locality Partnership (ILP) and promoting physical and mental health, communities can help to enhance social connections, foster a sense of belonging and reduce the pressure on healthcare services. Additionally, this can create a more vibrant and engaged borough, and support economic growth by attracting businesses and residents to the area, leading to more prosperous and inclusive communities.

For the last few years, we have been supporting refugees that have moved to our borough, including those who have joined us through the Homes for Ukraine scheme, and from Syria and Afghanistan. We will continue to work closely with our residents and partners across the county and wider area to support these people – many of whom are fleeing wars and have experienced very difficult circumstances.

What are we going to do?

- Develop a health and wellbeing strategy and action plan to address health inequalities such as accessibility and inclusion.
- Work with partners to refresh our support measures for those impacted by the increase in the cost of living.
- Work with the Integrated Care Board (ICB), Integrated Locality Partnership (ILP) and local communities to ensure that health and wellbeing strategies inform the development of future planning policies.
- Review and enhance our offer to our armed forces community through the Armed Forces Covenant.
- Work with the Gloucestershire Strategic Migration Partnership to continue to support asylum seekers and refugees, helping them to live a safe and settled life with their living and welfare needs met.

About our borough

71.8% of people in the borough are reported as physically active, higher than the national average of 67.3%.
(source: ONS Census 2021)

Photo: Jack Boskett Ltd – Brockworth Badgers Hockey Team.

Delivering our Council Plan

It is essential that monitoring the delivery of our plan is transparent and subject to rigorous challenge. A performance tracker will be developed and presented to the council's Overview and Scrutiny Committee on a quarterly basis. Actions and supporting performance indicators will be measurable and outcome-focused. For accountability, all actions will be allocated to a responsible officer and lead member.

The Council Plan is an overarching strategic document and is refreshed annually to ensure it remains a live document. The plan will be supported by a suite of strategies to deliver our priorities and areas of focus. These are:

- Place Programme
- Climate Change and Ecological Strategy
- Housing and Homelessness Strategy
- Waste and Recycling Strategy
- Health and Wellbeing Strategy
- Economic Development and Tourism Strategy
- Strategic and Local Plan
- Flood Response and Resilience Action Plan
- Communications Strategy
- Community Safety Strategy
- Tree Strategy

A number of these will be developed over the next 12 months, for example the Place Programme, and Health and Wellbeing Strategy. Strategies currently in place will need to be reviewed to ensure they remain fit-for-purpose, such as the Housing and Homelessness Strategy and Waste and Recycling Strategy. Our Overview and Scrutiny Committee will play a pivotal role in this review and provide ongoing monitoring to ensure they deliver what they are supposed to.

None of this will be achievable without financial resources and sound financial management. After more than a decade of austerity in local government and with the borough expanding rapidly in recent years, our services are under more pressure than ever to meet the demands placed upon them. The Council Plan enables us to retain our focus on our agreed priorities and ensure that there is a clear alignment between the Council Plan and the Medium-term Financial Strategy.

Alongside this, we recognise the need to continue our journey of award-winning digital transformation, embracing technologies to deliver services more efficiently and effectively. Adopting agile approaches to our ways of working will be key to allowing us to remain flexible and responsive to evolving needs, while enhancing accessibility.

Not all of our services can be represented within the Council Plan, and some will be carried out as business-as-usual through departmental service plans. These will be monitored as part of our dedication to becoming a High Performing Organisation (HPO). More information on our HPO programme, including how it aligns with our Council Plan, can be found on page 19.



Photo: Tewkesbury Borough Council - Snowhill Lavender fields.

High Performing Organisation

The launch of the new plan is an opportune time for us to review how we deliver our services, particularly as we continue to face increasing demand in a difficult financial environment.

For us to continue to meet demand in a way that our residents, businesses and users expect, we need to fundamentally review the way we organise and deliver our services. Our approach to resident and customer engagement, our processes (which are often overcomplicated), and data management should give us the confidence that our service delivery meets our residents' needs or responds to demand in the most effective way.

Reflecting this, we have developed an internal High Performing Organisation Programme, which will help us to ensure we:

- Shift from being output to outcome focused.
- Listen to our residents, businesses, and communities through meaningful engagement.
- Use data and insights to inform decisions and be more proactive.
- Put experience at the centre of our service design.
- Have simple processes that are digital by default.
- Have an internal culture that is performance focused.

To ensure our High Performing Organisation approach is trackable and manageable, we have created a programme which covers the following themes:



Supporting the delivery of this plan, our High Performing Organisation Programme will help shape us into a council that is responsive, accountable, innovative, and focused on delivering our services in a way that improves the lives of our residents and communities.



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