



Report to Policy Committee

Author/Lead Officer of Report:
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Report of: Chief Executive
Report to: Strategy and Resources Policy Committee
Date of Decision: 30th May 2024
Subject: **Together we get things done: forward agenda for 2024/25**

Type of Equality Impact Assessment (EIA) undertaken	Initial	<input type="checkbox"/>	Full	<input type="checkbox"/>
Insert EIA reference number and attach EIA:				
Has appropriate consultation/engagement taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:- <i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>				

Purpose of Report:

In 2023/24, the Council made significant progress, working with communities and partners to agree long-term City Goals for Sheffield and a four-year Council Plan aligned to our Medium-Term Financial Strategy. Our progress was recognised by the LGA in our Corporate Peer Challenge Progress Review (Dec 23) and demonstrated by the delivery of real impact for citizens – from our ‘good’ OFSTED rating for children’s services to the transformation of our city centre and creating the UK’s first Investment Zone.

This paper outlines a forward agenda for the 2024/25 year, setting out the key steps we need to take to build on the progress made last year to deliver our Council Plan. This includes the need to prioritise our resources on our Council Plan outcomes and become a community and customer focused organisation to deliver high quality services for the people of Sheffield and address the financial pressure facing the Council.

Recommendations:

That Strategy and Resources Committee:

1. Note the progress made in 2023/24, recognising the work of Members, officers and partners to establish strong strategic foundations for the organisation.
2. Consider the key issues identified in section 3 of the report as part of our forward agenda for 2024/25.
3. Agree to work across Policy Committees to ensure the opportunities and issues identified in section 3 are taken forward as part of Committee workplans in 2024/25.

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed.	Finance: Matthew Arden, Senior Finance Manager
		Legal: David Hollis, General Council
		Equalities & Consultation: Ed Sexton, Senior Equalities and Engagement Officer
		Climate: Victoria Penman, Sustainability Programme Officer
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	Kate Josephs, Chief Executive
3	Committee Chair consulted:	Cllr. Tom Hunt, Chair of Strategy & Resources Committee
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Laurie Brennan	Job Title: Head of Policy and Partnerships
	Date: 20 th May 2024	

Together we get things done

forward agenda for 2024/25

1. **Forward agenda for 2024/25**

- 1.1 This paper sets out a forward agenda for the Council for the 2024/25 municipal year. We made significant progress as an organisation and as a city in the last 12 months, creating positive and collaborative foundations with partners and communities upon which to build a successful, prosperous future for Sheffield.
- 1.2 The local elections have resulted in no one party having overall control. As such, working through our Committee System, a cross-party administration of the Labour, Liberal Democrat and Green groups has been formed to lead the delivery of the Council Plan outcomes for the people of Sheffield
- 1.3 With the City Goals and Council Plan now firmly in place, we have clear strategic direction for the medium-to-long term. Developing the City Goals with communities and partners and agreeing a Council Plan that was unanimously endorsed on a cross-party basis demonstrates the collective sense of shared purpose and commitment to ensure that our amazing city can achieve its potential.
- 1.4 However, we have significant steps to take if we are to deliver our Council Plan strategic outcomes for the city and contribute to the city achieving its Goals.
- 1.5 This paper sets out some of the key issues that the administration will need to consider over the coming year and beyond. It is not intended to be an exhaustive list of all the issues facing the organisation or all the things that will need to be done over the coming years, but it provides a high-level overview progress we need to make to deliver for the city.

2. **A city on the up: we have created the strategic foundations for long-term prosperity and success**

- 2.1 A year ago, Strategy and Resources Committee set out a 'strategic framework' for the 2023/24 year¹ which recognised the major work we

¹ Strategic Framework 2023/24,
<https://democracy.sheffield.gov.uk/documents/s59470/Strategic%20Framework%20202324.pdf>

needed to undertake as a Council. This included the need to put in place important components to enable medium and long term improvement and to address significant financial and delivery issues facing the organisation, reflecting the feedback and recommendations that we received from our Local Government Association Corporate Peer Challenge (Nov 2022)². Much of that work has been taken forward over the last twelve months and the Council is now in a different position to the one it was facing a year ago.

2.2 Most importantly, we now have a long-term vision for Sheffield. Working alongside communities in Sheffield and partner organisations, we have agreed a shared set of City Goals. The Goals are designed to reflect the shared hopes and ambitions people have for Sheffield, articulating a set of a set of ambitions that we can all stand so that we know and can describe the sort of city we want to be over the coming decades. The City Goals provide a long-term shared direction for the city so that partners and communities can work together with purpose to unlock opportunities, leverage funding, make the most of our shared expertise and resources and build a more collaborative approach to decision making.

2.3 Aligned to the new City Goals, we have agreed a medium-term Council Plan. The Council Plan sets the high-level policy direction for the whole organisation which will be delivered through our key strategies, service plans and the huge contributions that our staff make to the city every day. Having a robust plan for the coming four years ensures that citizens, Members, our employees, partners and investors have a clear statement of who we are as a council, what we stand for and what we want to achieve. It is our set of commitments to the city and our contribution to helping Sheffield achieve our new, shared [City Goals](#).



2.4 The Council Plan is a strategic cornerstone for Council's future. We have started to build around it by developing new key strategies which provide more detail on what we want to achieve – for example, our new [Transport Vision](#); our [Growth Framework](#); our draft Housing Strategy and developing [Belonging Framework](#) for children and young people. We have agreed a new [Outcomes and Performance Framework](#) which will help us demonstrate progress, celebrate success, and enable Members and citizens to hold us to account and challenge where we need to improve.


² LGA (2022) Sheffield City Council Corporate Peer Challenge Report, <https://www.local.gov.uk/sheffield-city-council-lga-corporate-peer-challenge-report>

2.5 The LGA Peer team returned to Sheffield in December 2023 to review progress since our Peer Challenge in November 2022 and reported that they were impressed by the progress we have made. In particular, the Peer Team recognised the significant progress we have made in establishing clear strategic direction with the Council Plan “*providing good foundations for a more cohesive vision for the city and the organisation*”.³

2.6 With the Council Plan as our strategic guide, we demonstrated how we are focused on delivering better outcomes for the city:

 People	<ul style="list-style-type: none"> • Achieved a ‘good’ OFSTED rating for our Children’s Services, with ‘outstanding’ rating for our services for children in care. • Continued to collaborate with our VCF and communities to tackle the cost-of-living-crisis • Delivered vital family services to parents and children across Sheffield through our Family Hubs • Working on a plan to end homelessness in Sheffield with Prince William and the Royal Foundation through the Homewards Programme • Launched our new Equality Framework to make equality diversity and inclusion everyone’s business and agreed our new Equality Objectives for the coming 4 years • Ensured that equality remains a key consideration in our decision making and introduced ‘care experienced’ as a further characteristic • Extending the Changing Futures programme with a further £1.1m from Government to improve outcomes for adults facing multiple disadvantages • Worked with communities and partners to launch the new Race Equality Partnership for Sheffield and agreed our plan to deliver Race Equality in our Council.
 Prosperity	<ul style="list-style-type: none"> • Showcasing our amazing city’s ‘rich cultural tapestry’ to a global audience by hosting the MOBO Awards • Continuing to invest in and support the transformation of our city centre with the Heart of the City taking shape and commencement of work on Fargate and Castlegate

³ LGA (2024) LGA Corporate Peer Challenge – Progress Review, <https://democracy.sheffield.gov.uk/documents/s66621/APPENDIX%201%20-%20Sheffield%20City%20Council%20-%20CPC%20Progress%20Review%20Report%20FINAL.pdf>

	<ul style="list-style-type: none"> • Announced a world-leading operator for the Utilita Arena as part of our £117m investment in Sheffield's leisure and entertainment venues. • Agreed the UK's first Investment Zone with Government • Launched our plan to transform the former Cole Brother's building with Urban Splash • Kickstarted work on our new Growth Plan for the city to set out a plan for the Sheffield's economy • Published our new Transport Vision to transform travel across the city • Agreed a new draft Local Plan for Sheffield, setting out our plan for how we will grow with 35,000 new homes and 43,000 new jobs by 2039, while protecting our natural environment.
	<ul style="list-style-type: none"> • Launched plans for one of the largest zero carbon communities in the country at Attercliffe Waterside • Improving the air that we breathe through the Clean Air Zone (CAZ) which has led to a two-thirds reduction of non-compliant vehicle traffic in its first year of operation • Continued to develop our decarbonisation route maps to deliver our net zero 2030 commitment • Adopted a leading approach to our advertising and sponsorship policy, aligned to our Council Plan to improve public health and tackle climate change. • Launched four electric Sheffield Connect buses to help people get around the city centre • Created our first 'net zero in operation' Council homes in Woodseats • Completed the first phase of the Upper Don Valley Flood Alleviation scheme to protect homes and businesses from flooding.

Making it happen

2.7

Underpinning all the achievements above is an ongoing transformation of Sheffield City Council to ensure that we are connected to our communities and have a relentless focus on improving services to offer great customer experiences to all Sheffield's people, communities and businesses. Critical to that is ensuring that we make the best use of our financial resources and empower our staff with the skills they need to deliver the best outcomes for our city.

2.8 We have maintained our strong track record of prudently managing our finances and again set a balanced budget for 2024/25 in a context where councils across the country are experiencing significant financial challenges. However, as projected in our Medium-Term Financial Analysis⁴, we are facing substantial pressures for 2025/26 which demonstrates the need to ensure that our services are efficient and effective at delivering the right solutions for citizens, to spot risks early and prevent problems getting worse and to align our resources to deliver the outcomes in the Council Plan.

2.9 Future Sheffield is our whole-council transformation programme that will undertake the changes we need to deliver for citizens. Future Sheffield's programmes and projects will help us to modernise, improve the way we work, and deliver a balanced budget over the next 3-5 years. Future Sheffield is focused on four themes:

- Communities and Customer Experience
- Improving Service Delivery
- Better Enabling and Support Services
- Partnerships, Commissioning and Suppliers

The Future Sheffield programme strategic political oversight from a cross-party Member working group, chaired by the Deputy Leader, and officer leadership from the Future Sheffield board, made up of representatives from across each of the Council's directorates.

3. Forward agenda for 2024/25 – embedding and delivering our Council Plan priorities

3.1 The section below sets out some of the key issues that the administration will focus on in the year ahead. Aligned to our Council Plan outcomes, it is not intended to be an exhaustive list but sets out the most immediate issues and seeks to reflect the scale and significance of the work we will undertake over the coming 12 months.

3.2 Strategy and Resources Committee has a unique role in our committee system, providing strategic direction for the Council and ensuring the co-ordination of crosscutting issues between different policy areas. While the issues below are of strategic importance to the administration, they will be led by the appropriate Policy Committee with S&R Committee focused on the key strategic items, crosscutting issues and corporate functions of the Council.

⁴ Sheffield City Council, *Medium Term Financial Analysis*, <https://democracy.sheffield.gov.uk/documents/s62804/10%20-%20Medium%20Term%20Financial%20Analysis%20Committee%20Budget%20Targets%2023-24%20Q1%20Budget%20Monitoring.pdf>

- 3.3 Policy Committees will develop their own workplans for the coming year and these will be discussed in the initial committee meetings of the municipal year.

A place where all children belong and all young people can build a successful future

	Activity / Area of Focus	Lead Policy Committee	Timescale
1.	SEND – take a holistic approach to the transformation of the city’s approach to children and young people with SEND including funding, provision – with young people educated in their local school wherever possible - transport, neurodiversity, SEMH and speech, preparation for adulthood, language and communication.	ECF	By 2026
2.	Belonging Framework embedded in the city for children and young people – work with our children and young people, schools and VCF partners to develop a Belonging Framework that ensures that that everything we do is focused on developing or deepening children and young people’s sense and experience of belonging.	ECF CPL	Draft – Spring 2024
3.	Children in a family and good quality home – improving our kinship carers approach and increasing children’s home provision and placements.	ECF	2025

Great neighbourhoods that people are happy to call home

	Activity / Area of Focus	Lead Policy Committee	Timescale
1.	Housing Strategy – consult on the draft Housing Strategy (from May 24) and consider the final draft which will articulate our housing ambitions for new and existing homes for the coming 10yrs, including on supported housing. The Housing Strategy will be underpinned by second tier enabling strategies and delivery plans which detail how we will deliver our ambitions. The first of which (and a vital step to drive delivery) is the Housing Growth Delivery Plan (expected June 2024).	S&R Housing	Housing Strategy – draft by May 24, final by Sept 24.

	Activity / Area of Focus	Lead Policy Committee	Timescale
2.	Delivering better housing services - ensure that our housing service and the wider approach to Neighbourhoods is designed and resourced to achieve our Council Plan outcomes, is sustainable for the years ahead, connected to partners and can deliver for communities across the city.	Housing	By 2025
3.	Leisure and entertainment strategy and procurement - investing £117m to improve our leisure and entertainment facilities as part of our Leisure Strategy ambitions for the city. Contact Awards following procurement and capital development and major opportunity to drive health and wellbeing (including prevention) outcomes for citizens. Sheffield Sport and Leisure Strategy launched in Nov 2023	S&R	Contract awards and capital development – July 24
4.	Maintaining and enhancing a strong Amey partnership - ensure partnership continues to be fit for purpose, that it delivers for the needs of the city, delivers sustainable highways infrastructure underpinning our transport ambitions, and meets citizen expectations whilst delivering efficiencies.	W&SS	Autumn – Jan 2024/25

People live in caring, engaged communities that value diversity and support wellbeing

	Activity / Area of Focus	Lead Policy Committee	Timescale
1.	Joint Health and Wellbeing Strategy - with partners, endorsement and support the new JHWS and ensure new health and wellbeing priorities are embedded in our policy agenda.	H&WBB	Summer 2024
2.	Embedding Living the Life you want to live – continuing to deliver our vision for enabling Adults to live independently, safely and well; enhancing care sector integration and collaboration by reshaping the Adult Care Partnership Board; focusing commissioning activity to maximise outcomes for adults; continuing to develop our joint working with the ICB, care sector, VCFSE, Police, Probation Service and wider partners to maximise health and care outcomes for the people of Sheffield.	AH&SC	Summer 2025

3.	High quality adult care services – ensure that our adult health and social care services are high performing and meet the high standards set in the CQC inspection regime.	AH&SC	2024/25
4.	Community engagement – we need to deliver a step-change in our approach to community engagement with the development of an ambitious and coherent Community Engagement Strategy, clear leadership for community engagement within SCC and a consistent approach across the organisation. Member working group established (March 2024)	S&R / Governance Committee	Future Sheffield Paper to S&R committee in Sept 2024
5.	Local Area Committees – work with Members and citizens on the future development of our Local Area Committees (LACs) in line with our overall approaches to neighbourhoods, community engagement and governance. This was a recommendation from the LGA Peer Challenge.	S&R	2024/25
6.	Demonstrate that it is possible to end homelessness in our city and prevent people from becoming homeless – maximise the opportunity of the profile and investment from the Homewards project by mobilising focus and resources across Directorates to end homelessness in our city, reduce the pressure on temporary accommodation and support delivery of our Homeless Prevention and Rough Sleeper Strategy and Action Plan 2023 – 2028.	Housing	Summer 2025
7.	VCF relationships - continuing work to reset and enhance our relationship with VCF partners in line with our commitments in the Council Plan and the underpins City Goals. Links to multiple strategies.	S&R	Ongoing
8.	Community Safety – renewal of the Community Safety Strategy (expires 2025) creates an opportunity to work with our communities and PCC to deliver better community safety outcomes for the city. This needs to include child exploitation and youth violence. Work on strategy renewal starts in 2024. Expect that PSPO decision will be presented to committee in Sept 24.	CPL	PSPO proposal back to Committee in Sept 24.

A creative and prosperous city full of culture, learning, and innovation

	Activity / Area of Focus	Lead Policy Committee	Timescale
1.	<p>Growth Plan for the city's prosperity – develop high level Growth Plan for the city which articulates our ambitions and priorities to drive Sheffield as a growing, green and global core city.</p> <p>The Growth Plan will provide the strategic direction for our suite of specific economic strategies and delivery plans.</p>	S&R	<p>Draft – Summer 24</p> <p>Final – Autumn 24</p>
2.	<p>Cultural Strategy - roadmap for the development of the city's cultural sector, and address some of the long-standing obstacles faced by creatives living and working in the city.</p> <p>Consultation draft expected in June 24.</p>	EDS	Autumn 24 – final draft
3.	<p>Employment & Skills Strategy – Member-led Task and Finish Group directing the development of Sheffield's new Employment & Skills Strategy to set out our ambitions to help drive our long-term prosperity and align to the SYMCA Skills Strategy.</p>	EDS	Sept 24
4.	<p>Continue to lead the transformation of our city centre and economic prosperity – including:</p> <ul style="list-style-type: none"> • completing Heart of the City 2 and West Bar Phase 1 developments; • developing ambitious business cases for our catalyst sites (eg. Moorfoot, Furnace Hill & Neepsend); • transforming the historic Castlegate area of the city; • agreeing a strategic outline business case for the Station Quarter; • continuing the development of the Innovation Spine; • Working with SYMCA and partners on our Investment Zone to leverage £1.2bn of investment and support 8,000 jobs by 2030; • International Strategy – articulating our strategic international relations ambitions. 	<p>S&R</p> <p>TRC</p> <p>EDS</p>	2024/25

	Activity / Area of Focus	Lead Policy Committee	Timescale
5.	Major Events Strategy – we need to develop our Major Events Strategy for the coming two years and beyond, building on the significant progress made in recent years and the Leisure and Entertainment facility contracts.	EDS	Autumn 2024 draft

A city on the move – growing, connected and sustainable

	Activity / Area of Focus	Lead Policy Committee	Timescale
1.	Completion of Climate Change Routemaps and delivery of action – continue the development and delivery of our climate routemaps, including plans on housing, business and how we use our land. The Energy Generation and Storage Decarbonisation Routemap was agreed in March 2024.	TRC	March 2025
2.	Local Plan – continuing to support the draft Plan through inspectorate phase. Stage 1 hearings to take place over the last week of June and first week of July 24 through to October 2024.	S&R TRC	Final version expected early 2025.
3.	Delivering our Transport Vision – leading the delivery of our Transport Vision which will include developing the City Centre Access and Movement Strategy, Parking Delivery Plan and new active travel infrastructure. We will also work closely with SYMCA to develop our strategic infrastructure ambitions, including Tram Vision (summer 2024), Rail Strategy and Bus Service Improvement Plan, Bus Franchising Assessment, Key Routes.	TRC	2024/25

Making it happen – how we deliver for Sheffield

	Activity / Area of Focus	Lead Policy Committee	Timescale
1.	<p>Embedding the Council Plan, strengthening accountability and driving performance – the Council Plan sets our direction for the next 4 years. We need to embed the Plan with the necessary corporate architecture to ensure that our whole organisation is focused on delivering the Plan.</p> <p>We need to engage Members in establishing a clear strategy framework underpinned by service plans; building a culture of performance and delivery with rigorous, Member-led outcome and performance monitoring to drive our improvement.</p>	S&R Finance	Ongoing work for 2024/25
2.	<p>Developing a balanced, priority-based budget – continue our rigorous approach to managing the Council’s budget. We are likely to face significant budget pressure in 2025/26 which will bring challenging decisions. To maximise the use of our resources, we will develop a priority-based approach to our budget in 2025/26, firmly aligning our resources to the outcomes in the Council Plan. The transformation programme (Future Sheffield) will directly contribute to delivery of planned savings in line with priorities.</p>	Finance (All Policy Committees)	Work underway ready for 2025/26 budget
3.	<p>Delivering the digital transformation and customer experience elements of Future Sheffield already agreed by S&R to become a community and citizen-focused organisation – develop and implement a community and citizen-focused way of working, with a one council approach through consistent adoption, transforming our digital offer and redesigning services where needed to ensure we have a relentless approach to high quality services that deliver for our citizens.</p>	S&R	S&R agreed models for digital and customer in April 2024.
4.	<p>Continue to improve and develop our officer and political governance - streamlining and improving the Council’s overall approach to governance, including officer governance; review our Policy Committee remit to ensure we are fully focused on delivering our Council Plan and ensuring there is a more appropriate balance between policy development, decisions and review in our committees.</p>	Governance Committee	2024-25

	Activity / Area of Focus	Lead Policy Committee	Timescale
5.	<p>Accommodation Strategy and the strategic management of SCC assets – this includes:</p> <ul style="list-style-type: none"> • Community buildings - working closely with communities and VCF partners to progress a review and rationalise the 4,000 properties owned and maintained by SCC across the city. • Town Hall – undertake visioning work for the future of the Town Hall and identifying resources • Depots consolidation – rationalising our depot assets • Graves Gallery & Central Library Building – agreeing a plan for the building and identifying resource. 	S&R	Ongoing (update in July 24)

City leadership

	Activity / Area of Focus	Lead Policy Committee	Timescale
1.	<p>Collaborate with partners to redesign our partnership infrastructure and support the wider city activity to deliver our City Goals – working with partners and stakeholders across the city to develop new partnership infrastructure which establishes renewed, collective leadership for the city and drives the delivery of our City Goals.</p>	S&R	Summer 24
2.	<p>Delivering the Equality Action Plan – delivering against our new Equality Framework, including supporting the development of the Race Equality Partnership for Sheffield and the actions agreed in our Race Equality Commission response.</p>	All	2024/25
3.	<p>Strategic positioning for Sheffield – ensuring Sheffield has a strong, positive voice and influence in the Government post-General Election, making ambitious policy propositions which support the achievement of our city's priorities.</p>	S&R / All	2024/25

	We will play a leading role in our key strategic networks including – Core Cities; collaboration with South Yorkshire Mayoral Combined Authority (SYMCA) and playing role of core city in South Yorkshire; demonstrating our ambitions to new Government		
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4. How does this decision contribute?

- 4.1 This paper sets out some of the key issues that the administration will focus on in the year ahead. Aligned to our Council Plan outcomes, it is not intended to be an exhaustive list but sets out the most immediate issues and seeks to reflect the scale and significance of the work we will undertake over the coming 12 months.

5. Has there been any consultation?

- 5.1 The forward agenda is framed by the City Goals and our Council Plan which were both informed and shaped by the views of the people of Sheffield and our partners.
- 5.2 As emphasised in our Council Plan, putting people at the heart of what we do is one of our three policy drivers and developing our approach to community engagement and our focus on customers is a critical part of our work programme for the year ahead.

6. Risk analysis and implications of the decision

6.1 Equality Implications

- 6.1.1 The Council has legal requirements under the Equality Act 2010, including the Public Sector Equality Duty. This requires that public authorities must, in the exercise of their functions, have due regard to the need to:

- (1) eliminate discrimination, harassment, victimisation and any other conduct that is connected to protected characteristics and prohibited by or under this Act;
- (2) advance equality of opportunity between those who share a relevant protected characteristic and those who do not;
- (3) foster good relations between those who share a relevant protected characteristic and those who do not.

- 6.1.2 Each of the Council Plan's areas of focus highlighted above will include an Equality Impact Assessment to inform Strategy and Resources Committee's decision making.

6.2 Financial and Commercial Implications

- 6.2.1 There are no direct financial implications arising from this report. There will be financial implications associated with some of the

actions which will be considered at the appropriate time as they progress.

6.3 Legal Implications

6.3.1 There are no direct legal implications arising from this report. Legal implications for the delivery of the matters outlined in this report will be addressed at the appropriate time as they progress.

6.4 Climate Implications

6.4.1 There are no direct climate implications arising from this report. The report highlights the criticality of a climate change plan to our wider ambitions about creating an inclusive economy for the city.

7. **Alternative options considered**

7.1 **Not set out a forward agenda for 2024/25** – this was rejected because having agreed a new Council Plan, we need to set out for citizens the things we want to achieve in 2024/25

8. **Reasons for recommendations**

8.1 The recommendations support the continued strategic development of the organisation and will enable the delivery of our Council Plan by agreeing the key issues that we need to address in the 2024/25 year.

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