Proposed Council Plan 2019-2023 Consultation Results – Final Report

1.0   Introduction

Since the local elections in May of this year, the Council has been working with key stakeholders (both internal and external) to produce a set of aspirations and outcomes that aims to have a positive impact for residents, communities and businesses in the district.

These actions will complement the wider vision for the Council and Stratford-on-Avon District as a place by 2030. The areas which have been identified have been grouped into the following themes:

- Working on regional, national and international stages
- Enhancing the quality of place
- Responding to the climate emergency
- Putting residents, businesses and communities centre stage
- In order to deliver this we will become a more agile and resilient Council

The first four areas were put out for consultation to a wide audience. As the fifth area was Council specific, staff were involved in workshops to draw up a list of possible actions to deliver the priorities underpinning the themes.

A consultation process was agreed and this report outlines how it was undertaken and shows the results.

2.0   Methodology

The methods of consultation on the draft Council Plan were:

- Citizens' Panel questionnaire to 983 residents via email or post;

- On-line questionnaire to

  - Stakeholders/Partners (132);
  - Businesses who are part of the Council's Business Sounding Board (377 businesses);
  - Community/Voluntary Sector via CAVA newsletter (342 organisations);
  - All parish and town councils clerks to circulate on to their councillors;
  - The on-line questionnaire was available for the wider community from the front page of the Stratford District Council website.

Promotion was via a press release via the normal outlets including Facebook and twitter.

669 responses to the consultation from Thursday 1st August to Tuesday 17th August 2019. A breakdown of responses is shown below. Clearly those ticking the District Councillor box was erroneous.

Responses received from: (More than one response allowed)	
As a Resident of Stratford District Council area	574 (86%)
As a Parish or Town Councillor	72 (11%)
As a Stratford-on-Avon District Councillor	57 (9%)
As a Stakeholder...	122 (18%)
On behalf of a Parish or Town Council	65 (10%)
On behalf of a business in Stratford District...................................	40 (6%)
On behalf of a voluntary or community group..................................	10 (2%)
Other	10 (2%)

3.0 Results from General Consultation

Vision for Stratford-on-Avon District

Within section, highest "agreeable" priority shown first.

Average: 1 = Strongly Agree to 5 = Strongly Disagree	Q1: In 2030 we want Stratford-on-Avon District <u>as an area</u> to be the following. How much do you agree or disagree with the following for the proposed Vision?	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1.33	Enable all its residents to live safe and healthy lives, work, raise children and grow old in a premier district for leisure, education and sport.	479 (72%)	158 (24%)	20 (3%)	5 (1%)	2 (0%)
1.58	Be well-known internationally for the culture, heritage and countryside across the district, and for the quality of its visitor experience, as well as for being Shakespeare's birthplace.	382 (57%)	207 (31%)	57 (9%)	12 (2%)	7 (1%)
1.65	Benefit from the most advanced connectivity and accessibility across the district (including the best possible communications infrastructure) and an integrated transport system with links to Birmingham, Oxford and London.	359 (54%)	214 (32%)	64 (10%)	18 (3%)	9 (1%)
1.86	Have high quality, appropriate and affordable housing across the district for both its residents and those wanting to move into the area.	306 (46%)	213 (32%)	93 (14%)	34 (5%)	17 (3%)
1.88	Have used its international reputation to support and sustain the development of future technologies and innovative businesses of all sizes.	264 (40%)	251 (38%)	128 (19%)	12 (2%)	10 (2%)
1.94	Be one of the UK's first carbon-neutral districts supporting zero-carbon innovation, technology and construction.	277 (42%)	205 (31%)	138 (21%)	29 (4%)	14 (2%)

Q2: Please write in the box below any alternative elements for the Vision above for the area or make any comments.

A total of 238 responses were received on the above statement. These were analysed by theme: the table below shows the themes which emerged, and the number of comments relating to this theme.

Transport/Pollution

This theme was a feature in the majority of comments. The main issues for comments were:

- the congestion in Stratford-upon-Avon;
- a need for more/safe cycle lanes;
- better rail links to major conurbations and also within the district to link smaller settlements with Stratford;
- lack of local bus services.

Many comments worried that future housing developed without tackling these issues would exacerbate the problem. Tourism was also felt to be a driver of these issues, and many comments expressed worry that tourism was high on the agenda within the Vision, which felt at odds with serving residents.

Housing Development/growth/green belt

Often mentioned alongside transport issues. Most comments did not want to see future development without infrastructure also being addressed, particularly transport, but also including schools and doctors.

Environmental issues – zero carbon/renewable energy

Most comments were positive towards the need to become a zero-carbon district. However, many comments felt that this was at odds with both tourism and housing development being promoted. A need to take decisive and firm action was generally felt, for example looking at planning requirements for new homes. A need to go further with environmental proposals was felt by a number of comments. There was an amount of wariness by some towards being zero-carbon in that they felt there was a risk that SDC could back poor policies; waiting to see what other councils found successful would be potentially expedient.

Substance/priorities

Many comments felt that, while the sentiment of the statements was attractive, what they would prefer was addressing of 'the basics'. A number of comments pointed out that the statements, as they are, were perhaps too vague to allow true scrutiny and more tangible goals would be helpful. Some comments felt the prioritisation was not necessarily ideal.

Affordable Housing

Generally, the availability of affordable and social housing was seen as a priority. There were some comments unsure as to the meaning of 'affordable'.

Tourism

This was a divisive topic. While some comments saw tourism as having a negative impact on residents, and would like to see residents needs being prioritised over tourists, others wanted tourism to be better promoted within the wider district.

Topic	Number of comments relating to theme	% of total comments made
Transport/pollution	72	30%
Housing development/growth/green belt	40	17%
Environmental issues - zero carbon/renewable energy	29	12%
Substance/priorities of Vision	24	10%
Affordable housing	23	10%
Tourism	17	7%
Broadening focus beyond Stratford	13	5%
Retail	12	5%
Focus on local people	11	5%
Stratford atmosphere	10	4%
Agree with vision	9	4%
Business development	9	4%
Stratford 'brand'	9	4%
Leisure facilities/community amenities	8	3%
Happiness/quality of life/healthy living	8	3%
Parking/pavements	8	3%
Young people	8	3%

Environmental issues - green spaces/woodland etc	7	3%
Other	7	3%
Homelessness	6	3%
Rural character	6	3%
Ageing population needs	5	2%
Crime	5	2%

Vision for local government in Stratford-on-Avon

Q3: In 2030 we want <u>local government</u> in Stratford-on-Avon to be the following. How much do you agree or disagree with the following for the proposed Vision?

Average: 1 = Strongly Agree to 5 = Strongly Disagree		*Strongly Agree*	*Agree*	*Neither Agree Nor Disagree*	*Disagree*	*Strongly Disagree*
1.90	Put residents and communities across the district at the heart of what it does: providing high quality services in innovative ways, seizing opportunities and addressing challenges facing the district.	431 (65%)	196 (30%)	31 (5%)	2 (0%)	1 (0%)
1.91	Make better use of technology to underpin new ways of working and new relationships with residents, businesses and local institutions.	265 (40%)	292 (44%)	93 (14%)	9 (1%)	1 (0%)
1.91	Have achieved long-term financial sustainability.	339 (51%)	267 (40%)	49 (7%)	5 (1%)	1 (0%)
1.98	Drive partnerships across all sectors and deliver seamless services with its local government partners.	263 (40%)	270 (41%)	117 (18%)	5 (1%)	2 (0%)

Q4: Please write in the box below any alternative elements for the Vision above for local government or make any comments.

A total of 121 responses were received on the above statement.

Substance/priorities

The statements in this aspect of the Vision were not well received. Comments overwhelmingly felt that they were vague and meaningless, with little of substance to enable proper scrutiny. The language was felt to be too corporate, full of 'buzzwords' and lacking in clarity or focus.

Local Govt/partnerships

The general feeling was that partnership working should be driven by need – to be goal-orientated and not just done for its own sake. This would need further clarification in order to be fully understood. The role of Parish Councils was seen as positive.

Communication/Technology

A number of comments expressed concern that older residents would not be able to access services/help if technology was the only medium for communication. There was some feeling that technology was not always the answer, and that face-to-face communication was still valued highly.

SDC service provision

Comments under this theme related to a wide range of issues. Some comments wanted residents to be valued more than tourists; some wanted SDC to listen to concerns and comments from residents better; some wanted service provision to be enhanced but also cost effective/efficient rather than 'seamless'.

Resident consultation/participation

Many comments felt that SDC did not listen to residents or place them at the heart of decision making. There was also a feeling that this statement was unclear as to its true meaning – more clarity is needed.

Topic	Number of comments relating to theme	% of total comments made
Substance/priorities	41	34%
Local govt/partnerships	20	17%
Communication/technology	18	15%
SDC service provision	14	12%
Resident consultation/participation	11	9%
Health & Wellbeing	9	7%
Business needs	4	3%
Communities	3	2%
Environmental issues	3	2%
Transport	3	2%
Innovation in government	2	2%
Tourism	2	2%
Other	2	2%

The Council Plan: delivering our ambitions for 2023

Working on regional, national and international stages.

We will promote Stratford-on-Avon externally and use our relationships and reputation to help deliver our vision for 2030 and our ambitions for 2023.

Q5: For 2023 in respect of working on regional, national and international stages, how much do you agree or disagree with the following priorities?						
Average: 1 = Strongly Agree to 5 = Strongly Disagree		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1.67	Working closely with Warwickshire County Council on shared priorities.	309 (47%)	277 (42%)	65 (10%)	9 (1%)	3 (0%)
1.74	Working with regional partners (West Midlands Combined Authority, Coventry and Warwickshire Local Enterprise Partnership, Midlands Connect and the NHS) to raise the district's profile and deliver benefits for its residents.	286 (43%)	279 (42%)	82 (12%)	11 (2%)	3 (0%)
1.90	Working with regional Tourism bodies to promote the cultural assets of the district through more effective collaboration with regional tourism bodies.	233 (35%)	301 (45%)	104 (16%)	19 (3%)	7 (1%)
1.91	Being a key player in the proposed West Midlands or South Warwickshire Tourism Hub.	242 (37%)	270 (41%)	128 (19%)	15 (2%)	7 (1%)
1.91	Ensuring that the district benefits from Coventry City of Culture (2021) and the Birmingham Commonwealth Games (2022).	261 (39%)	243 (37%)	121 (18%)	31 (5%)	7 (1%)
1.98	Developing an international investment prospectus and website to support a programme of activity to attract investment to the district.	226 (34%)	264 (40%)	138 (21%)	23 (3%)	9 (1%)
2.09	Being more engaged nationally with the Local Government Association and District Councils Network.	173 (26%)	276 (42%)	195 (30%)	11 (2%)	4 (1%)

Q6: Please write in the box below any comments you may have on the priorities above or suggest any alternatives.
A total of 112 responses were received on the above statement.

Tourism

While some comments wanted to see a tourism focus encompassing the wider district/Cotswolds AONB, many more comments wanted the Vision to prioritise residents over tourists. Some comments felt that the focus on tourism was disproportionate compared to the focus on other business areas.

Partnership working

This was a divisive theme. While some comments welcomed a partnership approach, some were sceptical of the benefits outweighing the costs, or of its eventual success. Working with Town and Parish councils was generally viewed positively.

Substance/priorities

Again, the main feeling across the comments was that the statements were too vague to be judged adequately. Comments included some concern about the prioritisation of each aspect, and also at the

sheer number of priorities being embraced. Generally there was a feeling that actions speak louder than words, and that more clarity on what each priority meant would be necessary.

Investment

While many comments saw bringing in outside investment as a positive, this could perhaps be compromised by the poor transport connections within the district. Some comments saw a focus on bringing in investment as not being as high a priority as providing services to residents.

Prioritise locals

Following on from this, a number of comments wanted to see more of a focus on the needs of residents – a focus on the local rather than national or international.

Topic	Number of comments relating to theme	% of total comments made
Tourism	31	28%
Partnership working	25	22%
Substance/priorities	23	21%
Investment	10	9%
Prioritise locals	10	9%
Transport	7	6%
Business	6	5%
Wellbeing	6	5%
Service provision	5	4%
Broadening to wider district	4	4%
Environment	3	3%
Other	3	3%

Enhancing the quality of place

We will use our roles and powers through a new agreement with Warwickshire County Council and effective collaboration with other partners to enable us to ensure that Stratford-on-Avon is a good place to live, work, visit and invest.

Q7: For 2023 in respect of enhancing the quality of place, how much do you agree or disagree with the following priorities?						
Average: 1 = Strongly Agree to 5 = Strongly Disagree		*Strongly Agree*	*Agree*	*Neither Agree Nor Disagree*	*Disagree*	*Strongly Disagree*
1.56	Working closely with Warwickshire County Council to pursue our ambitions for education, health and care and local transport.	356 (54%)	240 (37%)	51 (8%)	8 (1%)	1 (0%)
1.67	Developing and delivering our health and wellbeing strategy in conjunction with our health partners.	315 (48%)	255 (39%)	73 (11%)	9 (1%)	2 (0%)
1.69	Increasing the level of broadband coverage.	320 (49%)	241 (37%)	83 (13%)	13 (2%)	2 (0%)
1.70	Increasing our contribution to crime prevention through closer working with the Police and Crime Commissioner and the creation of a wider CCTV network.	353 (53%)	201 (30%)	70 (11%)	28 (4%)	9 (1%)
1.91	Working with the Coventry and Warwickshire Local Enterprise Partnership, West Midlands Combined Authority, and the energy sector to ensure that power supply is not a constraint on industry or the use of electric vehicles.	232 (35%)	288 (44%)	115 (17%)	20 (3%)	5 (1%)
1.95	Securing the adoption of a new Core Strategy for the district which will help deliver our ambitions in relation to economic development, housing, environment and infrastructure.	235 (36%)	263 (40%)	126 (19%)	19 (3%)	12 (2%)
2.11	Facilitating the creation of three Enterprise Clusters across the district in automotive, transport, agricultural technologies, and medical sectors.	181 (28%)	249 (38%)	195 (30%)	25 (4%)	3 (0%)
2.67	Identifying locations and sources of funding for a new cultural and conference centre.	95 (14%)	198 (30%)	230 (35%)	109 (16%)	31 (5%)

Q8: Please write in the box below any comments you may have on the priorities above or suggest any alternatives.
A total of 151 responses were received on the above statement.

Policing/crime

Crime was felt to be a significant issue to be addressed. However, most comments felt that CCTV was not the answer, and that more police presence on the street was needed.

Substance/priorities

Again, many comments felt that the priorities were worded in a vague way, lacking in the sort of clarity needed to be able to judge effectively or using inaccessible language.

Infrastructure/transport

Comments generally wanted to see a commitment to providing infrastructure – particularly sustainable transport.

Core strategy

Whilst many comments could not see the point in developing a new Core Strategy, some saw it as necessary in light of the climate emergency and a need to become carbon-neutral.

Cultural centre/developing culture

A new conference centre was generally not popular.

Topic	Number of comments relating to theme	% of total comments made
Policing/crime	32	21%
Substance/priorities	27	18%
Infrastructure/transport	22	15%
Core strategy	18	12%
Cultural centre/developing culture	17	11%
Business	14	9%
Environment	12	8%
Wellbeing/health	12	8%
Affordable homes/homelessness	8	5%
Broadband	8	5%
Priorities/ locals	7	5%
Local govt/partnership/status	6	4%
Other	4	3%
Power supply	3	2%
Resident consultation	2	1%

Responding to the climate emergency

We will do all we can locally to contribute to national carbon reduction targets and fulfil our aim to becoming a carbon-neutral district by 2030.

Q9: For 2023 in respect of responding to the climate emergency, how much do you agree or disagree with the following priorities?						
Average: 1 = Strongly Agree to 5 = Strongly Disagree		*Strongly Agree*	*Agree*	*Neither Agree Nor Disagree*	*Disagree*	*Strongly Disagree*
1.45	Developing an environmentally focused waste strategy, i.e. more recycling options.	426 (65%)	181 (27%)	40 (6%)	11 (2%)	1 (0%)
1.70	Developing and implementing a plan to reduce our carbon footprint.	335 (51%)	227 (34%)	73 (11%)	17 (3%)	10 (2%)
1.73	Lobbying government for planning policies to support environmentally sustainable development.	325 (50%)	209 (32%)	100 (15%)	16 (2%)	6 (1%)
1.75	Implementing an investment strategy that underpins environmental sustainability.	298 (46%)	244 (37%)	93 (14%)	14 (2%)	4 (1%)
1.79	Delivering an increased number of electric vehicle charging points across the district.	308 (47%)	221 (33%)	101 (15%)	22 (3%)	8 (1%)

Q10: Please write in the box below any comments you may have on the priorities above or suggest any alternatives.
A total of 145 responses were received on the above statement.

Environment – climate, sustainability, renewable energy

Overwhelmingly, comments wanted to see firm action and commitment from SDC to addressing environmental concerns across the board, and that it should underpin SDC's functioning.

Comments wanted to see action such as:

- Ensuring new builds had renewable energy systems
- No new power generation based on non-renewables
- Improvements to recycling

There was also a feeling that these priorities did not go far enough and did not address further environmental issues such as:

- Plastics
- Tree planting
- Pedestrianisation of town centre
- Sustainable transport

Waste and recycling

Alongside environmental concerns, many comments wanted to see action on improving waste management and recycling. Comments suggested this should be done through means such as:

- Improving education of residents on recycling
- Reducing the use of plastics within the district
- Reducing waste/reducing consumption

Cycling and sustainable transport

Many comments wanted to see a range of actions including:

- improved public transport

- safer bike lanes
- rail links
- pedestrianisation

Substance/priorities

There was a mixture of concerns regarding this aspect of the Vision. Some comments felt it did not go far enough to address environmental concerns; some felt the priorities were not clearly understandable; and some felt that they did not say anything new – that they were stating the obvious.

Topic	Number of responses relating to theme	% of total comments made
Environment - climate, sustainability renewable energy	51	35%
Waste & recycling	35	24%
Cycling/sustainable transport	21	14%
Substance	21	14%
Electric car charging	18	12%
Housing development	13	9%
Pollution	13	9%
Transport	7	5%
Other	6	4%
Homelessness	3	2%
Communities/projects	2	1%

Putting residents, businesses and communities centre stage

We will listen to residents, business and communities, use what we hear to shape what we do, and communicate the results.

Q11: For 2023 in respect of putting residents, business and communities centre stage, how much do you agree or disagree with the following priorities?						
Average: 1 = Strongly Agree to 5= Strongly Disagree		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1.56	Communicating proactively with residents and responding quickly to customers.	352 (54%)	244 (37%)	50 (8%)	5 (1%)	1 (0%)
1.66	Developing a Community Infrastructure Levy strategy. This is to ensure that developer contributions arising from new housing benefit the local community.	355 (54%)	194 (30%)	80 (12%)	16 (2%)	7 (1%)
1.86	Establishing a forum to hold ourselves and partners to account.	257 (39%)	255 (39%)	123 (19%)	17 (3%)	3 (0%)
1.91	Working effectively with partners and stakeholders to review the council's strategy and priorities.	203 (31%)	315 (48%)	127 (19%)	7 (1%)	2 (0%)
2.02	Implementing a proactive media and PR strategy to promote the district, communicating effectively with and listening to the residents of the district.	211 (32%)	260 (40%)	146 (22%)	26 (4%)	9 (1%)
2.04	Refreshing our relationship with town and parish councils through a new charter.	207 (32%)	245 (37%)	176 (27%)	24 (4%)	2 (0%)

Q12: Please write in the box below any comments you may have on the priorities above or suggest any alternatives.
A total of 140 responses were received on the above statement.

Participation/listening to residents/communication

There was some scepticism regarding this aspect of the Vision. Some comments alluded to these priorities as amounting to a 'talking shop'; some comments wanted to see SDC really taking on board residents' views rather than pay them lip-service. Concerning accountability, a number of comments felt that this already existed through the democratic process.

Substance/priorities

It was generally felt that the priorities did not really address how residents, business and communities were going to be placed at the heart of decision-making.

Housing development/infrastructure

A rather disparate set of comments relating to this area of the Vision, but in the main a general plea to limit or prevent future housing development unless infrastructure was also prioritised.

CIL

Many comments wanted to see CIL being used well and sought after from developers. They also wanted to see it being used across the district to benefit the local communities. There was some concern that taking CIL from developers would increase the cost of new homes.

New charter/partnerships

There was a split within the comments regarding this aspect of the Vision. Some saw a new charter as a positive step, and welcomed opportunities for partnership working between the different tiers of local government; some were sceptical about a new charter being necessary and would prefer to see action on the ground. Building positive relationships was seen as a good idea.

Topics	Number of comments relating to theme	% of total comments made
Participation /listening to residents/communication	38	27%
Substance	30	21%
Housing development/infrastructure	28	20%
CIL	25	18%
New charter with town/parish councils/relationships	24	17%
Business needs - rates etc	6	4%
Broadening focus to district not just Stratford	5	4%
Other	4	3%
Money	3	2%
Monitoring performance	2	1%

<u>Profile</u>

If completing the questionnaire as an individual and not on behalf of an organisation/business, what age group do you belong to?	
Up to 29 years old	6 (1%)
30-44	62 (10%)
45-59	180 (29%)
60-74	270 (44%)
75 plus	99 (16%)

4.0   Results from Staff Consultation

Three hour-long staff engagement sessions were held on Tuesday 3rd September with a view to gaining staff ideas for the Council Plan Priorities (those relating to Stratford-on-Avon District Council and its future functioning.) 38 staff attended these sessions in total, from across SDC services. 34 written responses to the priorities were received following the staff engagement sessions.

These responses have been analysed, with a number of themes emerging from the responses to each priority. These have been summarised below.

"Creating a working environment and culture which enables responsive and agile working."

28 responses to this priority were received.

Two main themes arose from responses to this priority: Firstly, the need for huge ICT investment in order to achieve the aims of the current WOW project/future aims to develop a more flexible working environment; and secondly, a lack of understanding around the terms 'responsive and agile'. Comments on what was needed included:

- ICT upgrades in both hardware and software: infrastructure investment i.e. mobile phones, laptops, single platform interface, telephony systems.
- Ways to improve 'responsivity' – testing out IT systems/electronic forms before giving public access to them
- Make elements of website self-service /transactional
- Need for public and members to have their expectations of availability of staff managed.
- Still provide face-to-face interaction – maintain a visible presence within District
- Potential sell off Elizabeth house – purpose built office for SDC
- A fair and open working environment
- Care for privacy issues when using public Wi-Fi etc.

"Delivering and monitoring our Organisational Development Strategy and our Digital Strategy"

22 responses to this priority were received.

The main theme arising from this priority was a lack of awareness as to what these strategies were. In general, responses included a need to:

- Communicate these Strategies to staff
- Promote these Strategies – better communication needed
- Make them meaningful to staff – perhaps reason not widely known?
- Set targets and engage in joint actions to achieve these, involving wider staff
- Digital Strategy to be linked in with WOW or successor
- Ensure member and senior management buy-in

"Being recognised as a champion of diversity"

25 responses to this priority were received.

A number of comments were not quite sure what this priority meant. Need to clarify the context for this – diversity within the workforce? Within service provision? (i.e. who our residents are) And what is meant by a 'champion'? This is too vague.

Common themes included need to:

- Address issues of diversity through HR processes and specifying targets/take positive discrimination action e.g. reduce gender pay-gap

- Look at recruitment practices e.g. job adverts/descriptions which can lead to applicant self-selection; make SDC more interesting to work for
- Invest in staff – training to fill gaps
- Member training – accountability, standards agreed for behaviour etc. Develop an agreed code of conduct with SDC staff
- Signposting within systems and awareness of diversity of population (particularly age-related) and specialist training in how to best support particular sections of society e.g. elderly, young people
- Promote involvement in diversity already existing – shadow other teams, collaborate across services in project-style working
- Some form of award?
- Relate this to being 'responsive and agile'
- Offer diversity training to other organisations
- Review how e.g. being homeless, health inequalities, disability, childhood trauma impact on resident needs and access to services/success of services

"Implementing a financial strategy to provide a sustainable medium-term financial plan by 2023."

"Ensure that we are less dependent on central government financing."

"Developing a comprehensive charging strategy (means tested where appropriate.)"

(These three priorities have been treated together as they all relate to financing and have overlapping concerns.)

32 responses to these priorities were received.

Themes to emerge from the responses to these priorities were:

- Need to charge maximum for all services possible e.g. green waste, with reductions as necessary following
- Funding of large projects/money tied up in property/land assets such as Wellesbourne Airfield is not sensible
- Reduce costs particularly in areas such as staffing (agency costs, middle management etc.)
- Tourist tax?
- Look at value for money of projects such as WOW/CCTV
- Use of Business Intelligence within organisation to allow for better decision making, reduce inefficiency and highlight areas for growth
- More use of voluntary help with e.g. grass cutting
- More social housing
- Officers more involved in financial decision-making/more awareness of budgets, costs etc.
- Monetising empty space within buildings and lamp-posts (advertising space)
- Parking – change to pay as you leave
- Develop the 'World-class Stratford' trademark to generate income from merchandising etc.
- Develop a low-emissions zone

"Developing a Community Infrastructure Levy strategy to deliver benefits for our residents."

16 responses to this priority were received.

The main theme emerging from this priority was:

- A need for transparency over CIL and Section 106 and further education of residents and officers as to what these are.

Other comments included need to:

- not become a 'political football'
- ensure that communities also fund provision such as homeless shelters etc. which may not be as attractive but are necessary
- Consultation – huge requirement
- Consult with communities early on to agree on areas for funding
- Ensure a balanced division of funds

"Ensuring that there is more joined up working and networking between officers and members as well as effective mechanisms for reporting back."

25 responses to this priority were received.

Ideas on this priority included need to:

- Establish expectations between members and officers – on behaviour, accessibility, and overall relationships between the two
- Member/officer surgeries
- Facilitating working together between members and officers – information sharing through workshops, info sheets, team meetings, drop-in sessions, member shadowing
- Breaking down a 'them and us' attitude
- Social gatherings – good for breaking down barriers and encouraging team
- Working across areas – reduce silo working and avoid duplication
- Encourage officers to understand other aspects of SDC – shadowing crossover services etc.
- Tie this in with 'responsive and agile' working and Organisational Development Strategy