



SOUTH
KESTEVEN
DISTRICT
COUNCIL

Housing Strategy Consultation August 2025



Table of Contents

	Page
Purpose, Scope and Objectives	2
Methodology	3
Details	3
Results	4
Conclusion	20

Purpose

1. The purpose of this report is to update the Cabinet Member for Housing Cllr Virginia Moran and SKDC's Cabinet on the results of the online consultation undertaken to inform the content and direction of South Kesteven District Council's Housing Strategy.
2. Initially consulted on in October 2023 for a 4-week period to scope out the strategy, identify challenges and provisional priorities to assist with formulating the content of the new strategy, the content of the Council's Housing Strategy has now been drafted. It has five priorities, each with their own ambitions and outcomes. As part of the consultation process, specific stakeholders were contacted and asked to comment on each of these areas.

Scope

3. The purpose of this consultation was to obtain feedback on the principles of SKDC's Housing Strategy. Its scope was focused. Specific stakeholders were identified, contacted directly and asked for their views on a vision for the strategy, five priorities as well as ambitions and outcomes for each of the areas.

Objectives

4. The objectives of the consultation were identified as follows. To:
 - Inform the decision that will be taken by the Council in respect of the introduction of a new Housing Strategy
 - Ascertain support for the priorities, ambitions and outcomes of the strategy

Timescales

5. Preparatory work was undertaken during the summer. The consultation ran for 3 weeks, from 9TH July to 31st July 2025. Analysis of results took place during August, with the results being used to inform the content of the Housing Strategy.

Stakeholders

6. The stakeholders were identified as follows:
 - South Kesteven DC staff – particularly Housing and Planning
 - Ward, Town and Parish Councillors
 - Neighbourhood Plan Groups
 - Affordable housing registered providers
 - Developers/housebuilders
 - Planning and land agents
 - Lincolnshire County Council
 - Homes England
 - Ministry of Housing, Communities and Local Government
 - Emergency services

- Health Services

Methodology

7. The table below identifies the method(s) that were used to contact each of the stakeholder types:

Stakeholders	Method(s)
Ward and parish councillors and neighbourhood plan groups	Emailed directly
Affordable Housing Register Providers	Emailed directly
Developers/ Housebuilders	Emailed directly
Lincolnshire County Council	Emailed directly
Homes England	Emailed directly
Ministry of Housing, Communities and Local Government	Emailed directly
Other organisations	Emailed directly

Details

8. A number of actions were identified. These included:

- The preparation and approval of content for the survey
- Setting up the survey
- Drafting an email to stakeholders
- Analysing responses
- Writing the report

9. Respondents were asked for their opinions on the priorities, ambitions and outcomes outlined in the strategy.

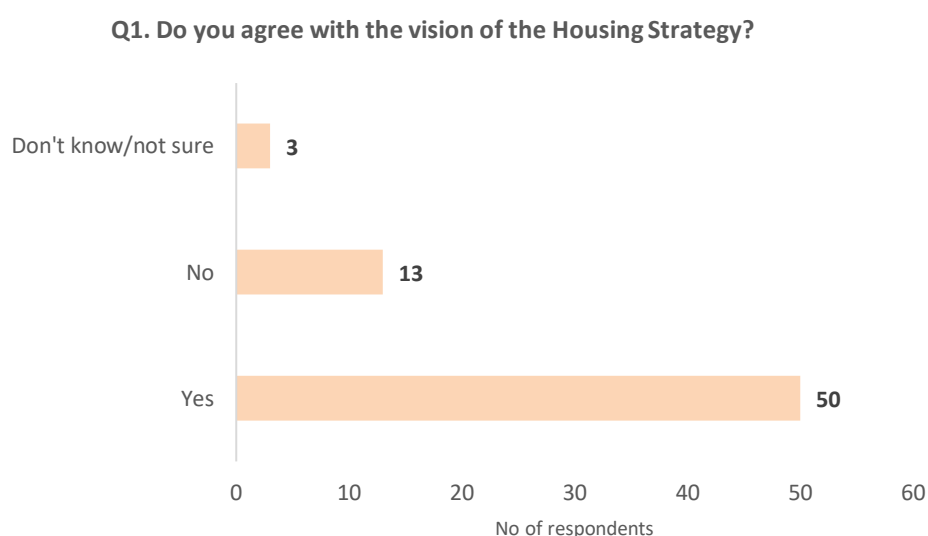
10. 67 responses were received – an overall response rate of 39.4 %. Responses were received from parish and ward councillors, Lincolnshire County Council, the NHS and the Emergency Services.

The results

11. Respondents were asked if they agreed with the vision of SKDC’s Housing Strategy. The vision for housing across South Kesteven was:

To have a range of secure and safe good quality sustainable housing of all tenures of market; affordable; social and specialist housing. We will support people to live healthy and independent lives in their homes, which meet changing needs now and, in the future, in sustainable communities.

12. Three quarters of those who responded (50 or 75.8%) agreed with the vision outlined in the strategy, as illustrated below:



13. When those who chose to answer either no or don’t know/not sure were then asked what they thought the vision for the strategy should include, their responses could be grouped into the following themes:

Prioritizing Infrastructure and Essential Services: Many responses emphasized the need to improve existing infrastructure—such as roads, doctors, dentists, schools, and policing—before adding new housing developments. Concerns expressed included overstretched services, increased traffic, lack of leisure facilities, and inadequate public amenities.

“It should focus on the infrastructure of all new sites first.”

Sustainable and Appropriate Housing Development: There is a strong desire to focus on redeveloping derelict or underused urban areas rather than expanding villages. Respondents highlighted the negative impact of large housing allocations in small villages and placing new residents in areas with sufficient infrastructure and accessibility.

“More focus required on redeveloping derelict or under used urban areas to revitalise towns rather than focus on building in villages.”

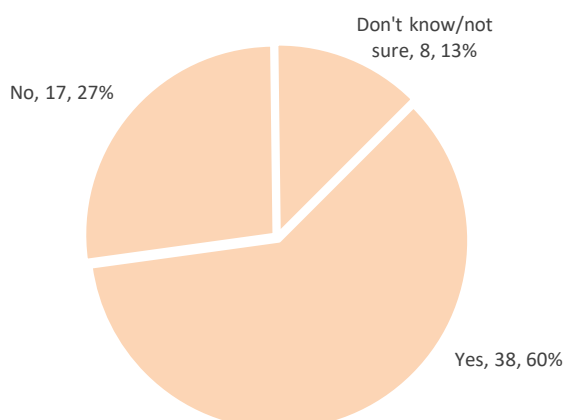
Community and Environmental Considerations: Feedback stressed the importance of considering the impact on existing communities and the environment. Suggestions included fostering integration, addressing anti-social behaviour, and encouraging innovative housing models that reflect modern lifestyles and diverse needs.

“Please do not dump problem tenants in villages that cannot handle their ASB - with virtually no Police or SK support...”

Priority One - To deliver new affordable and specialist housing in partnership

14. Respondents were then asked for their opinions on each of the priorities in the strategy. The first priority contained in the strategy was the commitment to deliver new affordable and specialist housing in partnership. Those taking part in the consultation were told that there is currently a nationally recognised housing crisis and that housing supply does not match housing demand, for both affordable and specialist housing. The mission of this priority is to “ensure there is a pipeline of new affordable and specialist housing across the district, which meets different housing needs”.
15. When asked for their opinion on this mission, two thirds of respondents (38 or 60.3%) agreed. Just over a quarter disagreed (17 or 27%). This is shown below:

Q3. Do you agree with the mission of this priority?



16. The purpose of the fourth question on the survey was to encourage respondents to suggest any alternative aims they would like to see. However, an analysis of their responses revealed that rather than supply alternatives, they used the opportunity to voice their concerns. These could be grouped into three themes:
- **Concerns About Infrastructure and Community Resources:** Many responses highlighted the strain that additional housing places on existing infrastructure, such as schools, healthcare, and public transport. There is a strong sentiment that infrastructure improvements and sustainable community planning should precede or accompany new housing developments.

“Additional housing, especially in this sector, places increasing and unsustainable demands on other services within the area.”

- **Criticism of Current Housing Policies and Market Dynamics:** Several comments questioned the effectiveness of current affordable housing schemes, noting issues like inflated prices, limited social housing, and the existence of empty homes that could be refurbished. There appears to be scepticism about whether new builds truly address local needs.

“There are very many empty houses that could be refurbished to help meet government housing targets.”

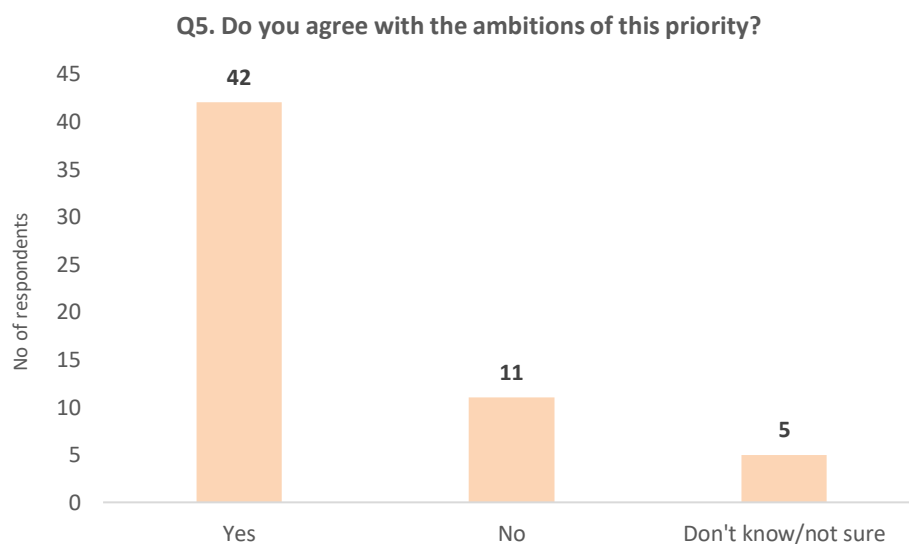
- **Impact on Local Communities and Land Use:** Respondents expressed concerns about the impact of new housing on rural areas, farmland, and property values. There are worries about forced development, the effect on local businesses, and the integration of new residents.

“Not more housing in villages taking up farmers land”

17. The ambitions of this priority are to increase supply both directly by the Council, and also by working with partner agencies. They include:

- Increasing the supply of sustainable and high-quality Council-provided housing, both through new build development, acquisitions and conversions.
- Working with developers, affordable housing registered providers and private landlords to ensure high quality, sustainable affordable housing is facilitated.
- Working with the county council and specialist housing registered providers and developers to facilitate delivery.
- Ensuring the correct planning policies are in place and applied effectively, to enable the delivery of affordable and specialist housing.
- Bringing empty homes back into use, including for the delivery of affordable housing.

18. Just over seven out of ten respondents (42 or 72.4%) agreed with the ambitions outlined above. This is illustrated in the graph below:



19. The purpose of question six was to enable respondents to suggest alternative ambitions. Their comments can be grouped into the following themes:

- **Infrastructure and Service Capacity:** Many responses emphasized the need for improved infrastructure and public services, such as schools and healthcare, to support new housing developments. Concerns were raised about existing services being at capacity and the lack of additional facilities when new homes are built.

“At least add some infrastructure with these allocations. Another 70 houses have been built in my village and all the Services are at capacity....”

- **Strategic Housing Allocation and Use of Existing Stock:** There is a strong preference for placing affordable and specialist housing in towns with accessible facilities and transport links, rather than in villages. Respondents advocated prioritizing the use of empty or neglected properties in towns and cautioned against selling off existing housing stock at low prices.

“Mission is secure but affordable and specialist homes should be in towns with accessible facilities and close to transport routes. Not villages.”

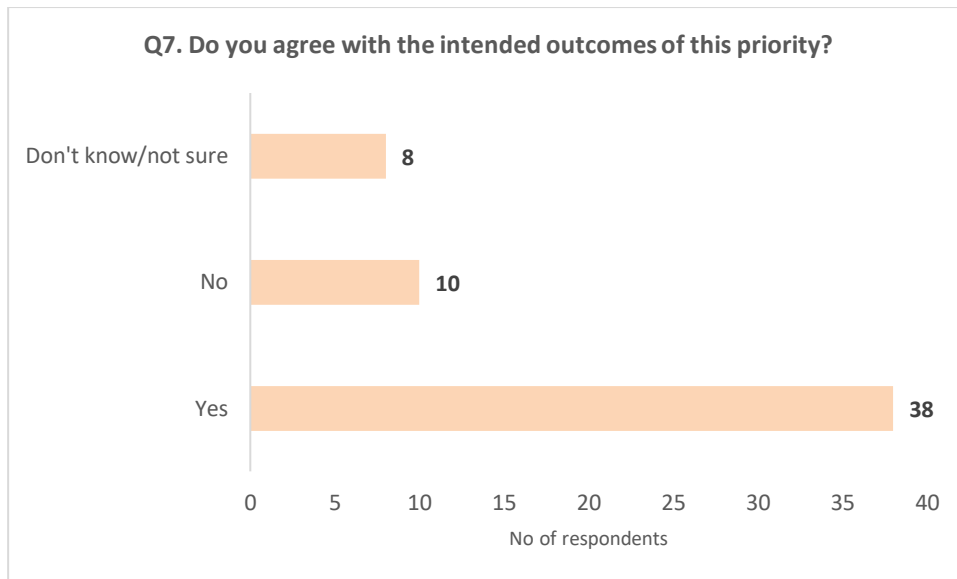
- **Community Engagement and Sustainable Development:** Suggestions included working closely with communities and small businesses, encouraging innovation, and ensuring developments are fit for purpose and sustainable. Concerns were also expressed about the balance between developer profit and council objectives, as well as the social impact of housing allocations.

“Developers need to achieve profit - this is at direct odds with a not-for-profit council - costs will be prohibitive.”

20. Respondents were then asked if they agreed with the outcomes the Council would like to achieve for this priority by 2030. They included:

- The net supply of all types and sizes of affordable housing has increased, both within our own housing stock and across the district
- A 3-year pipeline of new Council housing and a 1-year pipeline of new partner registered provider affordable housing, as a minimum.
- An increase in various types of new specialist housing across the district.
- New build affordable ground floor apartments and bungalows provided by the Council will be adapted to suit the needs of our residents, where feasible.
- Policies and procedures will be in place both within housing and planning services which enable the delivery of new affordable and specialist housing now and in the future.

21. As illustrated in the chart overleaf, around two thirds of respondents (38 or 67.9%) agreed with these outcomes. Just under one in five (10 or 17.9%) disagreed.



22. The eighth question on the survey asked respondents if they wanted to suggest any alternative outcomes. Their feedback can be summarised into three themes:

- **Infrastructure and Service Provision:** Many responses emphasized the need for adequate infrastructure and essential services to be established before new housing developments proceed. Concerns raised included the lack of health centres, accessibility to local amenities, and the risk of overburdening existing infrastructure.

“You can't keep building properties, whoever they are for, before getting the basics right in the areas you want to put them.”

- **Strategic Planning and Location:** There was a strong call for refining policies to ensure housing is built in appropriate locations, with priority given to areas where residents can access necessary facilities. Respondents stressed the importance of not negatively impacting existing communities and avoiding indiscriminate development.

“Agree in principle but priority for affordable housing needs to be positioned where residents can access facilities and have infrastructure that will not impede or cost them to live”

- **Measurable Outcomes and Realistic Goals:** Several comments highlighted the absence of clear metrics and realistic timelines in current plans. Respondents requested specific targets, achievable outcomes by 2030, and referenced previous planning documents as potential resources for improvement.

“There are no metrics in these outcomes. Actual numbers need including...”

23. Question 9 on the survey provided respondents with the opportunity to mention any other changes, additions or deletions they would like to see to this section of the draft strategy document. 14 respondents commented.

- **Infrastructure and Service Capacity:** Many responses highlighted concerns about the strain additional housing places on local infrastructure and essential services, such as medical facilities, schools,

policing, and roads. There was a strong call for improvements to infrastructure and public services before further housing development, with worries that current systems are already stretched and may collapse under increased demand.

“If there is no thought towards providing the local services, these additional homes will cause the local GP's, hospitals and other similar services, to collapse under the stress”

- **Housing Needs and Community Suitability:** Respondents emphasized the importance of aligning new housing with the needs of specific populations, particularly the ageing community. Suggestions included building homes close to towns and amenities, prioritizing vacant housing refurbishment, and ensuring developments do not overtake village character. There were also calls for more measurable targets and data-driven approaches to address diverse accommodation needs.

“Ageing population need homes close to towns, public transport and shops you can walk to. Not building in villages!”

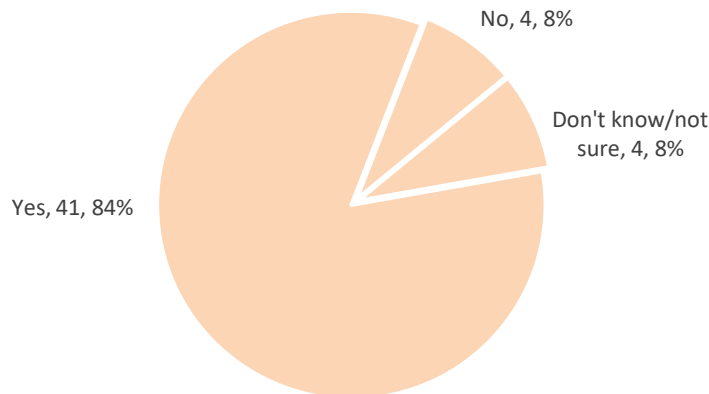
- **Community Impact and Sustainability:** Concerns were raised about the broader impact of housing development on community identity, green spaces, and sustainability. Respondents stressed the need for partnership working, prevention of homelessness, and strategies that support health, wellbeing, and independence. The importance of maintaining village character and preventing overdevelopment was also noted.

“.... Use of housing data to understand need of the community, not just property type but additional information such as self-contained or shared accommodation, support needs etc....”

Priority Two - To continually improve the quality, standard and safety of homes

24. The second priority in SKDC's Housing Strategy was to continually improve the quality, standard and safety of homes. Those taking part in the consultation were told that South Kesteven District Council is required to meet legal duties on the health, safety and quality of both Council housing stock and all other housing across the district. This includes meeting Building Safety Regulations; the Regulator of Social Housing standards of safety and quality and using the Housing Health and Safety Rating System to check for any hazards, particularly in private rented properties. The mission of this priority is “to ensure housing meets legislative requirements of high quality, standard and safety.”
25. More than eight out of ten respondents (41 or 83.7%) agreed with this statement. Only 4 respondents (8.2%) disagreed. This is illustrated overleaf:

Q10. Do you agree with the mission of this priority?



26. The reasons for disagreement varied. One suggested that it should include an emphasis on energy efficiency and renewable energy, another that it was too focused as shown in the quotes below:

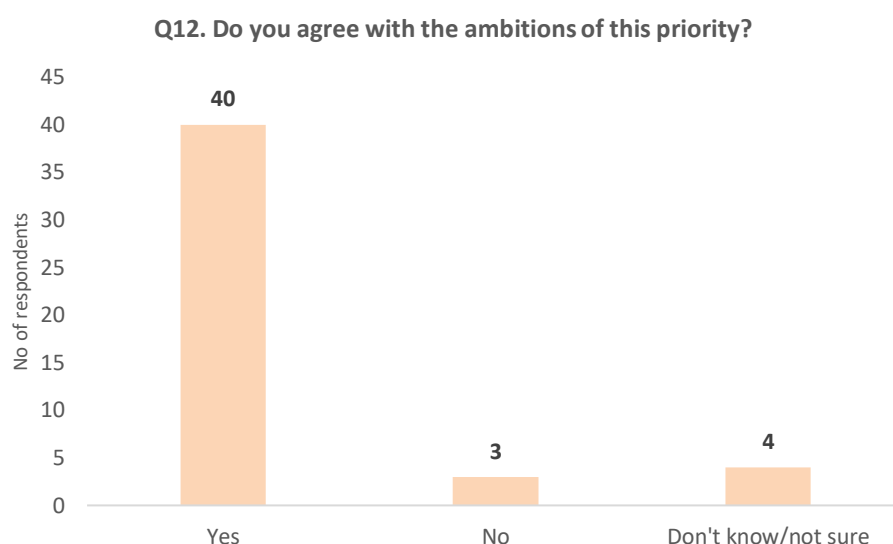
“Should include energy efficiency and use of renewable energy”

“That is too narrow”

27. The ambitions of this priority are to improve the Council housing stock and ensure that private housing is safe and of good quality. They include:

- Improving the quality, standard and safety of our Council housing stock to the Decent Homes Standard as a minimum and carrying out timely repairs and regular maintenance.
- Listening to our customers and responding to any concerns regarding the quality, standard or safety of their Council home.
- Ensuring the private rented housing stock meets legislative requirements and the use of enforcement where they do not.
- Ensuring that, through the planning and building control functions, housing across the district is of a high-quality standard and safe.

28. Most respondents (40 or 85.1%) agreed with the ambitions associated with this priority, as illustrated in the graph overleaf:



29. When asked to describe why they didn't agree, the reasons were varied. One respondent said that the ambitions needed to reflect the changes that have taken place in wider society, another that there should be a focus on energy efficiency and renewable energy as shown below:

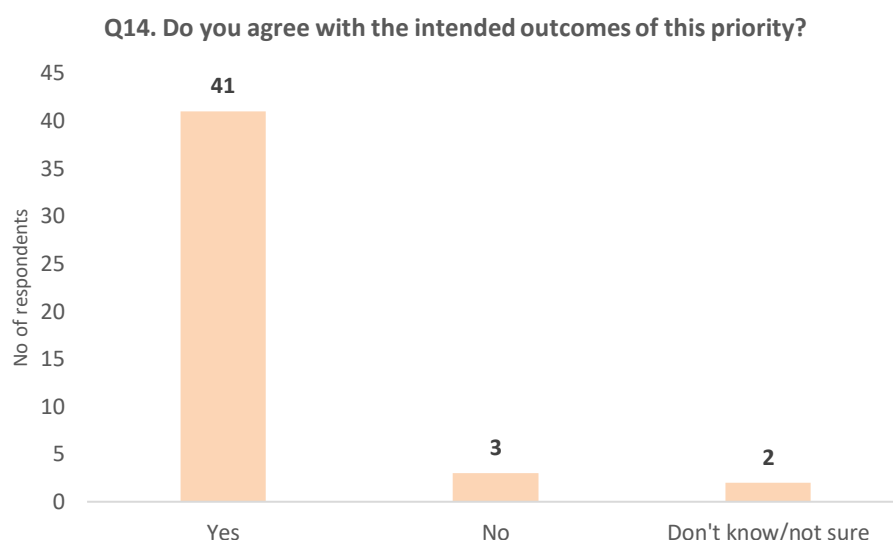
"Need to be much more ambitious and sensitive to societal changes."

"safe, good quality, energy efficient and use of renewables"

30. Respondents were then asked if they agreed with the outcomes the Council would like to achieve for this priority by 2030. They included:

- All Council housing stock to meet the Decent Homes Standard as a minimum and we are compliant with all required health and safety checks.
- Provision of an effective repairs and maintenance service and improvements to housing stock.
- We routinely and actively listen to our customers about any repairs or maintenance issues of Council properties, take timely action and provide feedback regularly.
- Private rented housing is of a good quality and standard and meets legislative requirements.

31. Most respondents (41 or 89.1%) agreed with the intended outcomes as illustrated overleaf:



32. When asked to qualify why they didn't agree with the intended outcomes, only one respondent provided an explanation which was that they didn't know.
33. Question 16 on the survey provided respondents with the opportunity to mention any other changes, additions or deletions they would like to see to this section of the draft strategy document. Five respondents commented. One asked the Council to concentrate on vacant properties, another asked about regulation of the private rented sector. Another asked for more information about engagement with tenants. These are illustrated below:

As previously stated, concentrate on vacant houses"

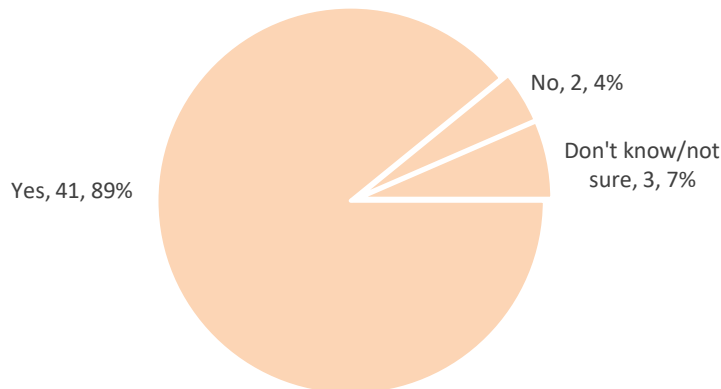
"Are the council thinking of bringing in regulation of the private rented sector either through a selective or additional licencing scheme?

"....there is limited detail on how community input will shape delivery. A more robust engagement framework could improve buy-in...."

Priority Three - To support people to live healthy and independent lives in their homes

34. The third priority identified in the strategy was to support people to live healthy and independent lives in their homes. Free from damp and mould, easy to heat and keep cool, their home should also be accessible and suitable for their needs, providing somewhere to live free from any harm or abuse. The mission for this priority was "to support people to be independent and healthy, within both private and social housing, with timely and effective interventions by SKDC."
35. When asked for their opinion on this mission, nine out of ten respondents (41 or 89.1%) agreed with it. Two respondents didn't agree and three weren't sure or didn't know. This is illustrated in the pie chart overleaf:

Q17. Do you agree with the mission of this priority?



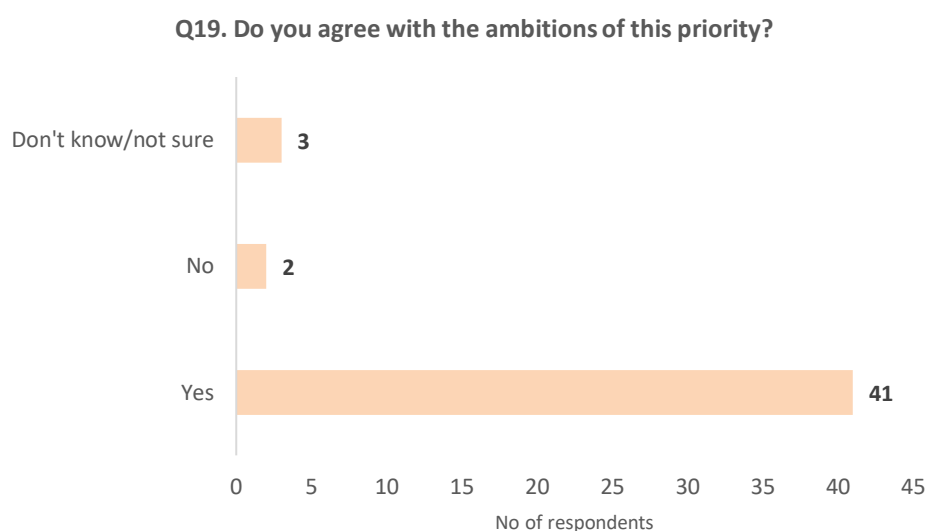
36. The comments received were generally in favour of this ideal, but were concerned about how hard it might be to deliver, and at what cost to the taxpayer as illustrated below:

“Good aims but at what cost to tax payers?”

37. The ambitions of this priority are centred around people receiving the support they need to live independently and include:

- Working in partnership with other relevant professional agencies to improve residents standard of living and quality of life.
- Proactively ensuring the housing needs of our most vulnerable residents are met.
- Providing housing advice to those who require it.
- Preventing homelessness where possible and addressing the underlying causes so that it becomes rare, brief and non-recurring.
- Enabling people to stay in their home and receive care and support, where required, possible and when they wish this.
- Ensuring residents' homes are free from damp, mould and condensation and that they are not living in fuel poverty.

38. Question 19 asked those taking part in the survey if they agreed with these ambitions. Most (41 or 89.1%) did. Five respondents chose to answer either no or don't know/not sure as shown on the graph overleaf:



39. One respondent expressed concern about how these ambitions might be achieved, given the current demands on infrastructure as shown below:

“Not sure how this will be achieved considering lack of social care, doctors”

40. Respondents were then asked if they agreed with the outcomes the Council would like to achieve for this priority by 2030. They included:

- Meeting the housing needs of vulnerable residents
- Providing housing advice to all who require it. Rehousing eligible households in the highest housing need within a reasonable timeframe
- Reducing the number of homeless households from the current level
- Increasing the range of housing options, to minimise the number of residents moving into care homes, where it is possible for someone to stay in their current home with care.
- Anti-social behaviour the Council is responsible for tackling is dealt with effectively.
- Reducing the number of households in cost-of-living crisis difficulties (including fuel poverty).

41. Most of those participating (38 or 86.4%) agreed with the outcomes stated. Only a handful of respondents disagreed or didn’t know. They answered in this way because they weren’t hopeful that the outcomes were achievable, rather than disagreeing with them per se. This is illustrated in the quote below:

“...People can’t afford care homes and not enough social caters to cope, good luck achieving this. Great on paper but just words.”

42. Question 23 on the survey provided respondents with the opportunity to mention any other changes, additions or deletions they would like to see to this section of the draft strategy document. Seven respondents commented. One respondent stressed the need for a quicker response, to enable an earlier discharge from hospital, another asked that the most vulnerable should be nearer amenities, not isolated in rural areas:

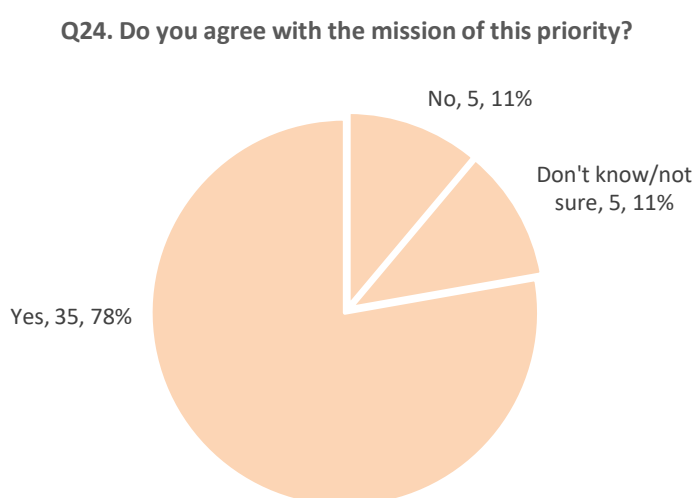
“SKDC needs to respond quicker to requests to adapt homes, so that people are able to be discharged from hospital sooner”

“Again, the most vulnerable need to be housed in towns near services and amenities, not isolated in rural villages”

Priority Four - To facilitate sustainable housing

43. The fourth priority in SKDC’s Housing Strategy is to facilitate sustainable housing. Committed to reducing carbon emissions and becoming net zero by 2050, the mission of this priority is to “facilitate the development and retrofitting of both private and social housing to be more sustainable to reduce carbon emissions”.

Just over three quarters of respondents (35 or 77.8%) agreed with this mission, with the remaining ten respondents choosing to answer either no or don’t know/not sure, as illustrated below:



44. No alternative suggestions were made. One respondent had concerns about how much it would cost, and a couple of others did not think net zero was achievable, as shown in the quotes below:

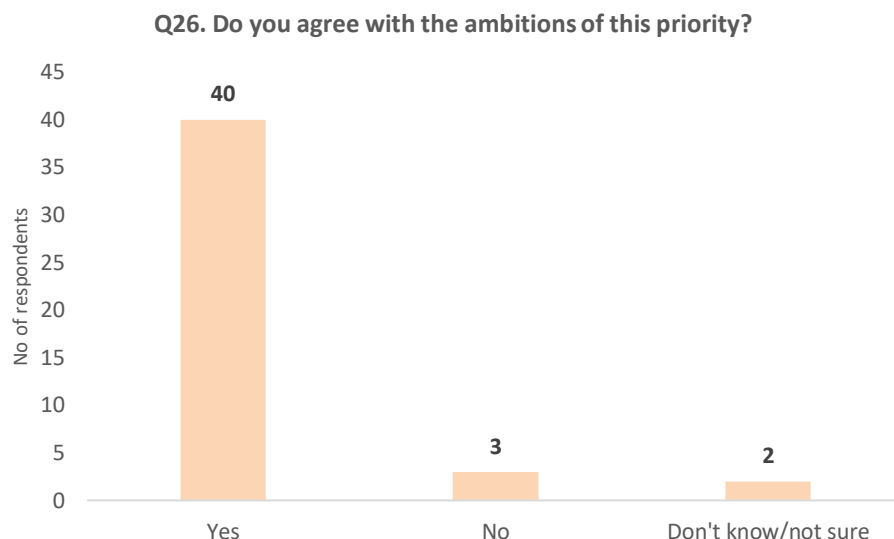
“I don't think net zero is achievable.”

“Too much focus on this at additional costs to build, implement and maintain....”

45. Respondents were then asked for their opinion on the ambitions for this priority. They included:
- Ensuring our own Council housing stock is energy efficient and cost effective to maintain.
 - Encouraging the take up of grants for the installation of decarbonisation measures in market sale and private rented properties.
46. Most supported the ambitions. Nearly nine out of ten respondents (40 or 88.9%) agreed with them. An analysis of those responses from respondents who didn’t agree, revealed concerns about how much it might cost as shown here:

“At what cost to the tax payer? Net zero will bankrupt this country.”

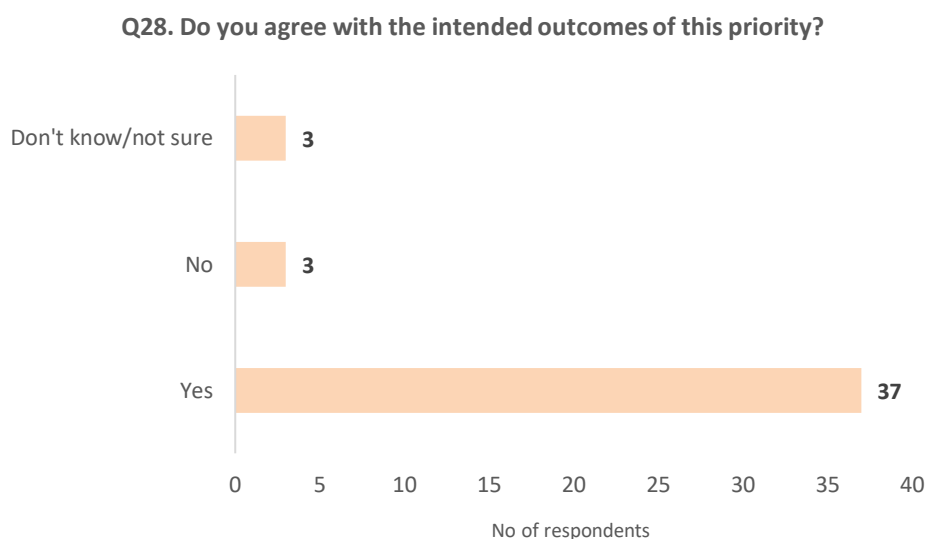
47. The number of respondents choosing each of the options is shown overleaf:



48. Respondents were then asked if they agreed with the outcomes the Council would like to achieve for this priority by 2030. They included:

- The number of homes across the district with EPC rating C or above significantly increased.
- Housing across the district is energy efficient and inexpensive on fuel, including our own Council housing stock.
- Households are living free from damp, mould and condensation.

49. Most consultees (37 or 86%) agreed with the intended outcomes as illustrated below:



50. Three respondents raised concerns - one about the challenging timescale, one about the ability of landlords to pay for these outcomes. The third was about the lack of a target to measure progress.

“What does significantly increased mean? Should be a figure/target”

51. Question 30 on the survey provided respondents with the opportunity to mention any other changes, additions or deletions they would like to see to this section of the draft strategy document. Five

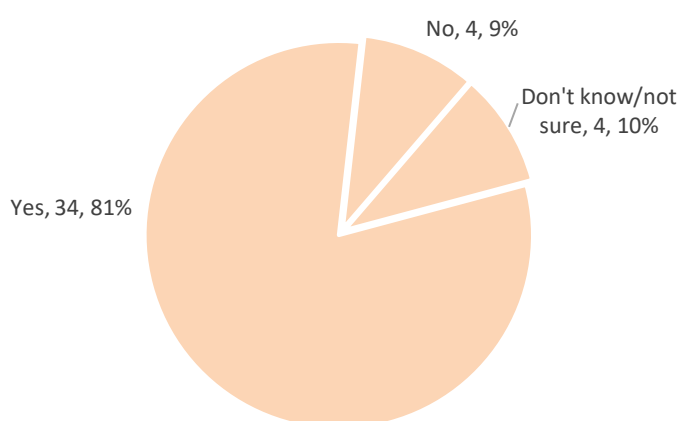
respondents commented. A lack of targets in the document was mentioned again, as well as the costs of some of the initiatives. This is illustrated in the quote below:

“A lot can be achieved without installation of very expensive heating alternative (heat pumps). Insulation, better windows etc.”

Priority Five – To support communities in South Kesteven to be sustainable

52. The fifth and final priority included in SKDC’s Housing Strategy was to support communities in South Kesteven to be sustainable. The mission of this priority is to “ensure the district has the right housing in the right places for both market and affordable housing, so that the district’s communities are more sustainable.”
53. When asked if they supported this mission, eight out of ten (34 or 80.9%) agreed with this aim, as shown below:

Q31. Do you agree with the mission of this priority?



54. When asked if they would prefer another focus, those who commented were keen to emphasize the importance of infrastructure to support additional housing. This is illustrated in two of the comments received:

“You need to consult extensively to determine where the right places are - you cannot disrupt established communities without providing additional resources”

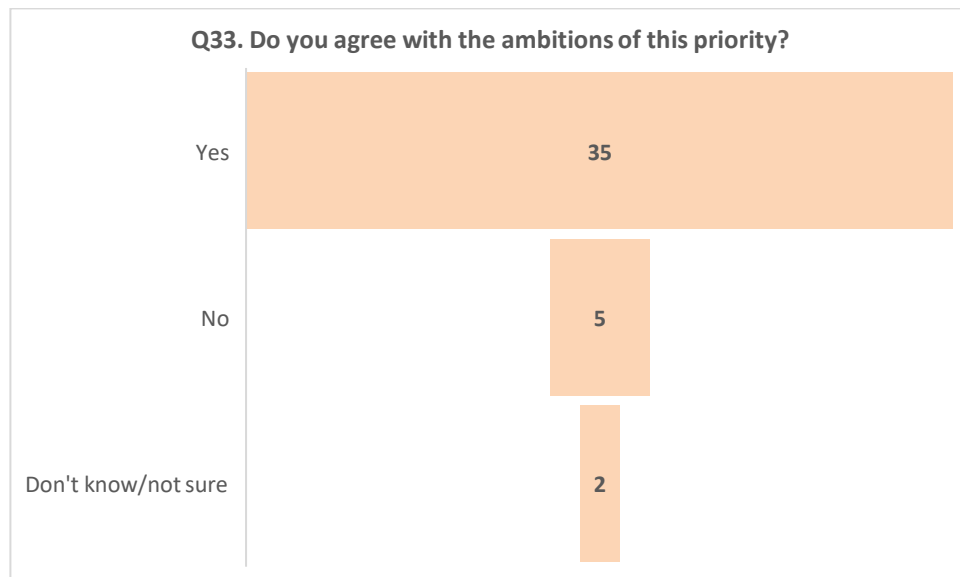
“The right housing in the right places must take into consideration the infrastructure- roads, access to doctor appointments and schools. All currently under pressure.”

55. Respondents were then asked for their opinion on the ambitions for this priority. They included:
- Planning for, enabling, building and acquiring housing (market and social housing) of the right type and sizes in sustainable locations
 - Sustaining and maximizing the housing stock to make best use of it.
 - Allocating and nominating households to social housing properties effectively and fairly

- Sustaining households in their homes.

56. Around eight out of ten respondents (35 or 83.3%) agreed with these ambitions, as illustrated below. Those who didn't answer in this way did so because they had concerns about sustainability and how it is assessed, as illustrated here:

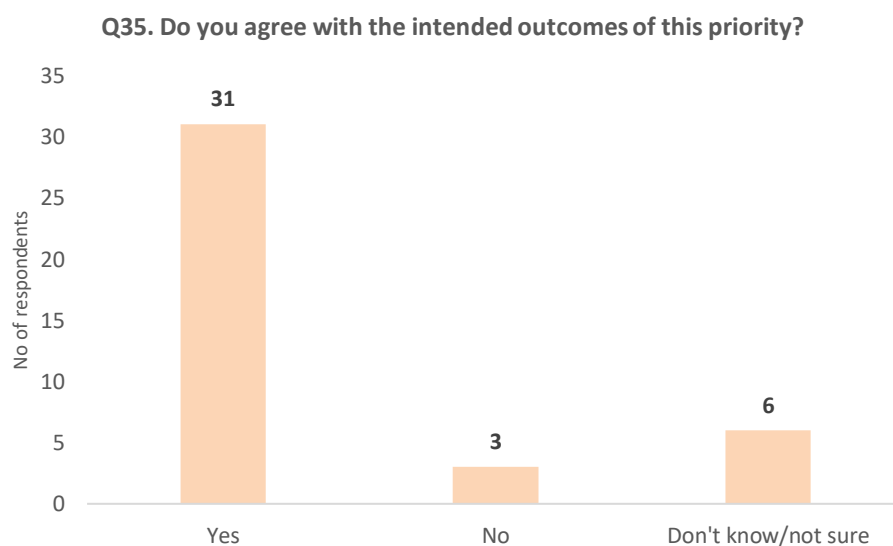
“Nothing said on how *being* sustainable is assessed.”



57. Respondents were then asked if they agreed with the outcomes the Council would like to achieve for this priority by 2030. They included:

- Housing across the district which matches housing needs.
- An up-to-date Local Plan and Housing Allocations Policy in place.
- Nominations Agreements are in place with all affordable housing registered providers that are partners.

58. Just over three quarters of respondents (31 or 77.5%) agreed with the intended outcomes, as illustrated in the graph below:



59. Those who didn't agree, did not suggest alternative outcomes. They used the opportunity to voice concerns about development in rural areas and the lack of infrastructure, as illustrated in the quote below:

".... villages should remain small; we don't have the infrastructure to accommodate this"

60. Question 37 on the survey provided respondents with the opportunity to mention any other changes, additions or deletions they would like to see to this section of the draft strategy document. Five respondents commented. One referred to the importance of partnership working to house the most vulnerable, as shown below:

"Joint risk assessments to be developed with partners to mitigate where risks are identified for individuals and not act as a barrier to accessing accommodation"

61. The next question on the survey asked respondents if they had any other comments they would like to make on the draft strategy document. Their responses can be summarised into three themes:

- **Infrastructure and Local Services:** Many responses emphasize the need for adequate infrastructure—such as doctors, dentists, schools, roads, and public transport—prior to or alongside new housing developments. Concerns include overburdened services, insufficient planning for health and education, and the importance of integrating these facilities to support both existing and new residents.

"Infrastructure ie doctors, dentists, police, schools should be built into plans prior to building work taking place"

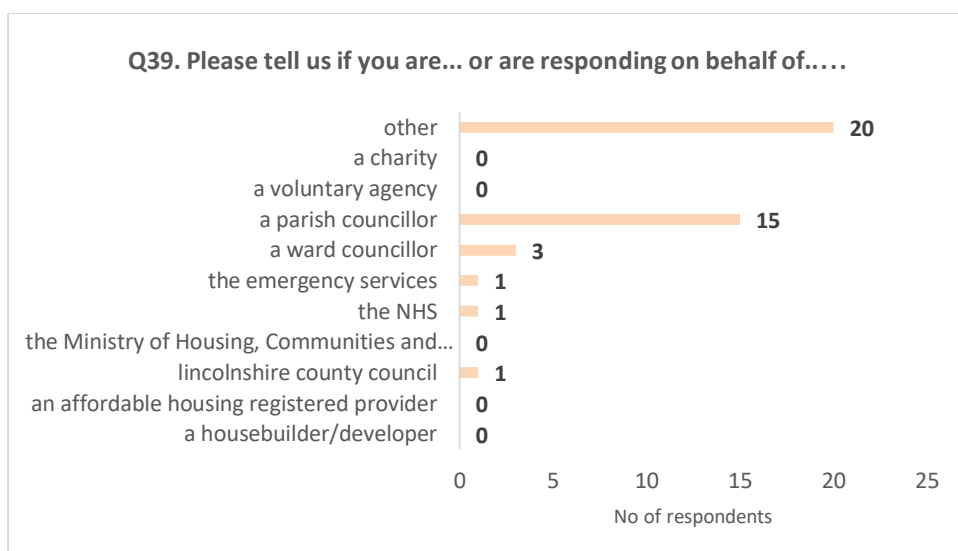
- **Location and Suitability of Housing:** Feedback highlights the importance of building affordable and specialist housing in locations with easy access to essential facilities. There is criticism of large developments in villages that lack the necessary infrastructure, with suggestions to focus new housing near towns and cities where services are more robust.

"Affordable housing needs to be in locations where there is easy access to facilities e.g. shops, schools, medical services"

- **Community Impact and Planning Concerns:** Respondents express worries about the social impact of new developments, including potential divides between existing and new communities, the need for better enforcement of planning laws, and the importance of realistic housing allocations. Innovative construction methods and environmental considerations, such as solar panels and flood prevention, are also mentioned.

"Don't leave local services to the last minute, or indeed to disregard their importance to the existing and new communities as this will create a resentment by existing communities, leading to a divide between the old and new"

62. Responses were received from several different organisations including town and parish councils, Lincolnshire County Council and the NHS. The distribution of responses is shown in the chart overleaf:



Conclusion

63. The Cabinet member for Housing Cllr Virginia Moran and other members of the Cabinet are asked to note the results of this consultation. 67 responses were received from individuals representing organisations in both the public and private sector – an overall response rate of 39.4%.
64. The feedback received was generally positive. When respondents chose to disagree with something, it wasn't because they had an alternative but rather that they had concerns about infrastructure or how easy it might be to implement.
65. Whilst the number of responses received is small it should be noted that the consultation was targeted towards a finite number of people, groups and organisations, as its aim was to gather feedback about the component parts of the strategy - its priorities, ambitions and outcomes – from specific stakeholders at a formative stage in its development. The feedback gathered will then be used to inform the content and direction of SKDC's Housing Strategy for the next 5 years.
66. The feedback from the consultation should now be considered in depth with a view to incorporating suggestions where appropriate and feasible into the final draft of South Kesteven District Council's Housing Strategy for 2025- 2030. A final quote from one of the consultees:

"The draft Housing Strategy is a well-structured, evidence-based, and forward-looking document that addresses the key housing challenges in South Kesteven. It demonstrates a strong commitment to sustainability, inclusivity, and partnership working. However, to ensure successful implementation, the Council should refine its targets, strengthen delivery mechanisms, and prepare for financial and operational uncertainties."

Prepared by Deb Wyles
Communications and Consultation
August 2025