



Ashfield

DISTRICT COUNCIL

Corporate Plan 2019-2023



Ashfield District Council has delivered successfully against its previous Corporate Plan and is on a positive flight path. Significant challenges remain but these are balanced against our excellent track record and our ambition for the future.

The Council remains clear on its purpose and wishes to sustain its valued services, while helping to shape a better future for the district by working in partnership with other public agencies, residents and local businesses. During the last four years significant improvements in the Councils partnership working have been achieved with a much greater focus on Ashfield as a place and how the Council can support communities and businesses. This will be maintained and developed through this Corporate Plan.

A major feature of this Corporate Plan will be the drive to improve customer experience and satisfaction through increased use of digital technologies thereby allowing customers to access services when and where they want to.

To help meet the significant financial challenges we face, we will continue with our successful commercial property acquisitions. We will also explore the opportunities to develop further commercial income whilst maintaining a focus on the needs of our communities.

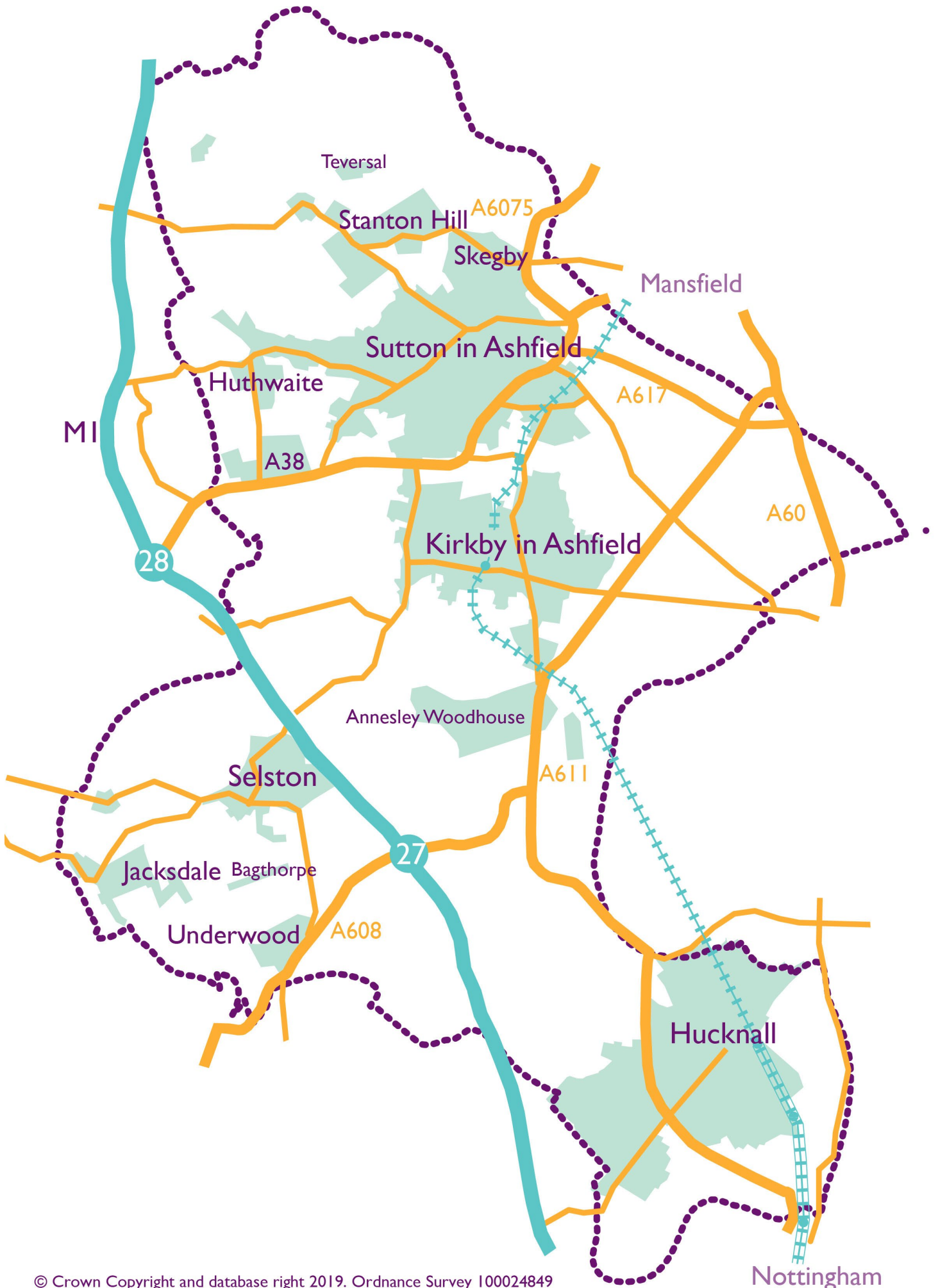
A key element of this plan is to concentrate on the many positive characteristics of Ashfield as a place and to support individuals and communities to achieve a better quality of life.



Carol Cooper-Smith
Interim Chief Executive Officer

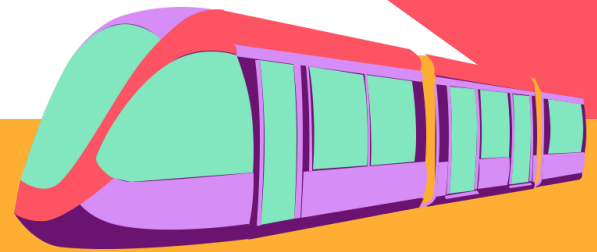
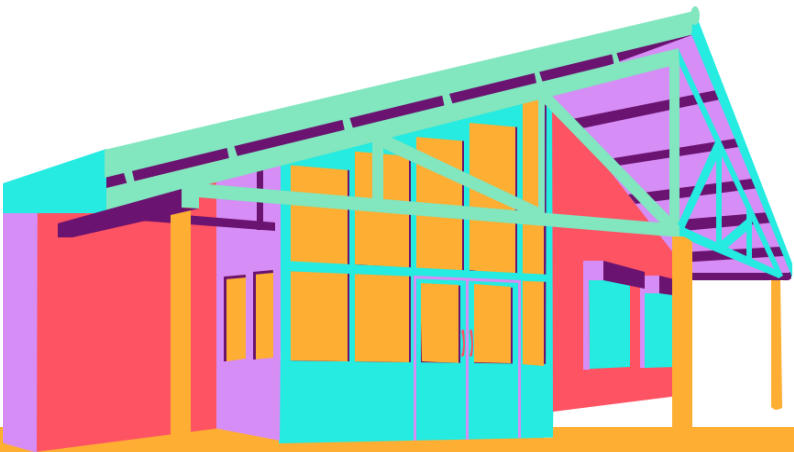


Cllr Jason Zadrozny
Leader of Ashfield District Council



Ashfield -The Place

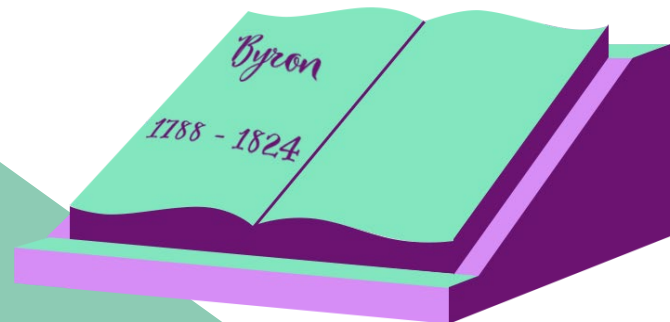
Ashfield is ideally situated in the heart of the country, situated on the M1 directly between the cities of Nottingham, Derby and Sheffield. Nestled on the edge of beautiful countryside, with three towns and a number of rural villages it is renowned for its welcoming, supportive and passionate communities. The area is complemented by a wide variety of award winning parks and outdoor spaces, a range of sporting facilities, educational activities, cafes and natural environments to relax and enjoy.



The three town centres in Ashfield; Hucknall, Kirkby and Sutton provide a great variety of shops and services. With low cost, easy to access parking and well served by public transport links. Hucknall is on the NET Nottingham tram network and is the most northerly stop on the green line. There are three railway stations in the district, along the Robin Hood line, connecting with Worksop (to the North) and Nottingham (to the South).

Rich in natural, cultural and industrial heritage, Ashfield is the home of a number of historical and cultural/literary figures, most notably Lord Byron and his daughter Ada Lovelace, regarded as being the first ever computer programmer.

The area has miles of way-marked rural walks, cycle paths and bridleways nestled amongst wooded areas and open countryside. Areas of countryside within the district are much of what D. H. Lawrence referred to as "The country of my heart" and based many of his novels around the places and families of the area. The villages of Jacksdale, Underwood, Bagthorpe, Lower Bagthorpe, Selston, Annesley, Ravenshead, Newstead, Linby and Papplewick are set within the Hidden Valleys landscape.



We are committed to making Ashfield a location and destination of choice for business and visitors and a desirable place to live for all residents. Enhancing the identity and brand for Ashfield so it is cherished by those who live or work here, desirable to those who visit, and attractive to those who bring jobs and investment; whilst also raising the profile of Ashfield as a place where people want to visit and spend their time enjoying themselves.

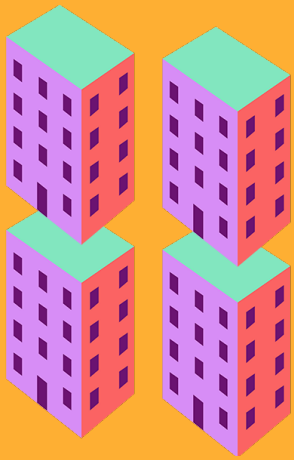
We have established an independent Ashfield Place Board to:-

- promote Ashfield in a positive manner;
- create pride and aspirations in our communities;
- improve the vibrancy of the town centres within Ashfield;
- encourage and promote inward investment;
- support tourism and the visitor economy in the Ashfield area.



A wide range of stakeholders and partners have been involved in developing our new place brand Discover Ashfield, which incorporates key activities that are focussed on the themes of; Visitors and Tourism 'More to Discover'; Residents 'Love where you live'; Fitness & Wellbeing 'Be Happy Be Healthy'; and Business and investment 'Succeed in Ashfield'.

Working in Ashfield



20 businesses that employ more than 250 people

Ashfield has the greatest number of large enterprises in the area (20) that employ in excess of 250 people and 80 medium sized businesses with between 50 and 250 employees.
(Office of National Statistics)

Gross weekly pay has risen since 2010

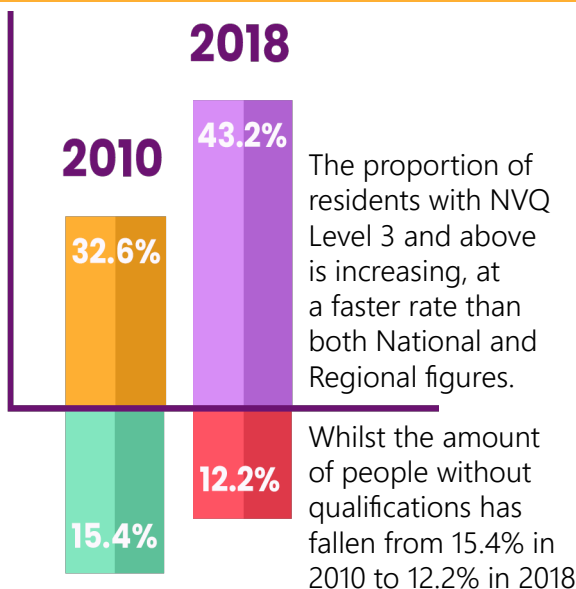
£469.90

2010

£538.30

2018

There are a number of indicators that show the economy of Ashfield is improving; wages are rising; job density is improving; all at a faster rate than both National and Regional figures.



The number of enterprises in Ashfield has risen from 2,530 in 2010 to 3,330 in 2018, including an increasing number of small and micro enterprises.



Our Purpose

One.

The Council exists to serve the communities and residents of Ashfield.

Our priority is to understand the needs and desires of Ashfield residents, communities and businesses. The Council has a unique role, leading and enabling delivery of improvements for Ashfield as a place. We are committed to engaging more effectively with our communities and working more closely together to deliver the changes we all want to see in Ashfield.

Two.

We will provide good quality, value for money services.

We want to deliver good quality council services, consistently and reliably, putting the customer at the heart of everything we do. We are focussed on delivering an improved customer experience, simplifying and standardising basic transactional processes. Enabled by digital technology we will transform the way we do things, encouraging people who can access services online to do so. This will create capacity for us to better support in person the people who need us the most.

Three.

We will act strategically and plan for the future, working with others to bring about sustainable improvements in people's lives.

Whether it's making our communities safe, our town centres more vibrant or our environment cleaner we need strong and effective partnership working to achieve our goals. We recognise that, with fewer resources, the Council, along with other public sector organisations, cannot work in isolation to effectively deliver what matters for Ashfield.

Our Values

To ensure we deliver high-quality public services we have adopted a set of corporate values which underpin the successful delivery of our priorities. How we work is as important as what we do.

People Focussed.

Putting people at the heart of what we do

Honest.

Being honest with people in an open and professional way

Proud.

Being proud that Ashfield is a positive place to live, work and visit

Ambitious.

We are ambitious about Ashfield's future

Financial Strategy

There is significant uncertainty about the level of Government funding the Council will receive beyond 2019/20 pending the outcome of the:

- 2019 Spending Review (SR19)
- Fair Funding Review
- Business Rates Reset and confirmed level of Business Rates Retention beyond 2019/20; and the
- Future of New Homes Bonus

The Council currently estimates that for 2020/21 and 2021/22 it will have funding gaps of £2.1m and £2.4m respectively. Once the outcome of the above factors has been determined this will provide greater clarity on the extent of our financial challenge.

The Council has a strong track record in both setting robust annual budgets and consistently delivering within those budgets and is working hard to address the estimated financial pressures going forward.

The Cabinet and Corporate Leadership Team meet frequently to discuss options for addressing the estimated funding gaps going forward.

The areas of focus to address the financial challenge include:

- Income generation opportunities; including acquisition of Investment Properties to deliver an income which will be spent in Ashfield to sustain services for our residents and businesses; and a review of fees and charges.
- Investment in technology through our Digital Services Transformation Programme which will bring about both cashable efficiencies and improved ways of working for our employees and also improve services to residents and businesses.
- Progress at a pace, the development and delivery, of our Local Plan clearly setting out our aspirations for the district in terms of where we want to see both business and homes growth and attract developers to help deliver that vision.
- Work with our Procurement Partner (Nottingham City Council) to review and renegotiate our contracts to reduce costs.
- Ongoing review of our services ensuring they are aligned to the delivery of our Corporate Plan priorities.

The aim of the Council is to ensure that we continue to remain financially sustainable, whilst at the same time ensuring that we continue to provide the key services on which our residents and businesses rely.

Our Priorities

Our priorities have been developed based on knowledge and understanding of the needs of Ashfield residents and businesses, using a comprehensive evidence base from various key sources such as the Community Safety Strategy, Joint Economic Masterplan and community consultation through our Citizens Panel.

**Health and
Happiness**

**Homes and
Housing**

**Economic Growth
and Place**

**Cleaner and
Greener**

**Safer and
Stronger**

**Innovate and
Improve**



Health and Happiness

Vision

Our vision for 2023 is to help people improve their health and happiness by developing pride and aspiration in our communities, developing and strengthening partnerships, focussing on prevention, and improving health service provision.

The health and happiness of our residents is a major contributing factor to ensuring:-

- That Ashfield is a vibrant and healthy place to live
- That the local workforce is skilled, productive and employable
- Children have the best chance for health throughout life.

As people live longer and have increasing expectations upon public services, there is a recognised increase in demand for health and social care related provision.

The picture of the health of Ashfield is not overall positive, but trends of life expectancy, adult obesity, children in poverty, and smoking prevalence have improved over recent years.

The District and our communities are changing and we recognise the need to build stronger, more resilient communities that can come together to provide help and support to each other. It also means focusing on some of our most deprived neighbourhoods to make sure that everyone has the same opportunities to achieve their goals and lead happy and healthy lives.

Key Projects, Programmes and Initiatives

Arts, Culture and Events

We will:-

1. Deliver an annual programme of events to maximise the use of our award winning assets including: town centres, markets, parks and open spaces
2. Facilitate community led events, including summer galas, sports events, in conjunction with Discover Ashfield

Community Engagement

We will:-

1. Develop and deliver our Community Engagement Strategy
2. Strengthen identified voluntary sector/ infrastructure organisations to deliver services and develop community resilience
3. Manage the Volunteering Policy, ensuring all volunteers enjoy a quality experience

Health and Wellbeing

We will:-

1. Engage with and influence Health and Wellbeing Partnerships to help improve health equalities through integration and system change
2. Engage with and influence Health Commissioners and Providers
3. Utilise Better Care Funding to deliver aids and adaptations to help residents remain independent in their home
4. Support local workplaces across Ashfield to improve their employee health
5. Achieve the new Workplace Health Platinum Award

Strategic Leisure

We will:-

1. Deliver the Leisure Transformation Programme, maximising the well-being benefits whilst reducing costs
2. Deliver a new leisure desination in Kirkby
3. Reprocure the leisure centre management contract

Outcomes we want to acheive

To narrow the gap between Ashfield and our comparator groups for the following health measures:-

- Increase participation in physical activity
- Reduce adult obesity
- Reduce child obesity
- Reduce children in poverty
- Reduce smoking prevalence
- Reduce economic inactivity due to long term sickness
- Reduce excess winter deaths
- Increase attendance at our key leisure centres
- Achieve the Workplace Health Platinum Award

Targeted Health Activities

We will:-

Improve health and quality of life through targeted policy and activities i.e.

- Feel Good Food
- Feel Good Families
- Free leisure centre based activities for young people and care leavers
- Air quality, alcohol and smoking interventions.

Vision

By 2023 we will have successfully delivered further improvements to housing services and housing provision for those either in need of affordable housing or living in properties which need adapting or improving, as well as for residents needing to find new accommodation and those living within our own Council housing stock.

Affordable, warm, safe housing contributes to making Ashfield a great place to live. The social rented sector is however lower than average and we strive to work with developers for the provision of additional affordable homes. Housing standards are good within the social rented sector and the Council is working with landlords to improve homes within the private rented sector as well as providing advice and support to tenants.

Homes and Housing

The majority of homes in the district are owner occupied and in good condition. The Council is proactive in supporting owners to return empty properties back to occupation and fixing signs of disrepair.

For those with additional housing needs the Council continues to improve its homelessness service and provide adaptations, efficient heating systems and lifeline services for those potentially vulnerable residents who wish to remain independent in their own homes.



Key Projects, Programmes and Initiatives

Tackling Disrepair and Poor Housing Conditions

We will:-

1. Utilise additional powers and licencing to enforce and improve housing conditions within the private rented sector
2. Continually review our Better Care Funding allocation to ensure it is fully and effectively utilised each year to support independent living through Disabled Adaptations, Warm Home improvement works and assistive technology lifeline services

Reduce and Prevent Homelessness

We will:-

Enhance Ashfield's homelessness service to meet the needs of residents within the district through delivery of the homelessness and rough sleeping strategy

Housing Development

We will:-

Identify and develop new properties for sale and for rent

Customer Focus

We will:-

1. Review and improve tenant co-regulation, engagement and scrutiny in line with the regulatory framework for social housing in England and any new regulatory standards that are introduced
2. Deliver a fully agile housing service which will enable tenants to interact with the service in a way which suits them (aligned with our digital transformation programme)
3. Redesign our Housing Repairs Service to improve customer service and save over £0.5m within 3 years

Suitable and appropriate housing

We will:-

1. Undertake a full review of the Housing Revenue Account to ensure sufficient funds are available over the next 30 years to maintain, enhance and add to our housing stock
2. Acquire and/or build over 100 new social housing properties over the next five years (affordable housing delivery strategy)

Outcomes we want to achieve

- Increase the overall supply of affordable and appropriate homes in the district
- Increase thermal comfort of properties and reduce levels of fuel poverty
- Assist tenants with welfare and monetary advice to increase tenancy sustainment (i.e. prevent evictions)
- Maintain and increase positive and preventative action, to minimise homelessness
- Support landlords and tenants in ensuring private rented properties are well maintained and in line with safety regulations
- Ensure Ashfield's share of the Government's Better Care Funding is fully utilised within the district year on year in an effective and appropriate manner
- Reduce void property turn-around times
- Maintain the Government's Decent Homes Standard in all Council owned stock
- Increase tenancy sustainment by offering appropriate tenancy support
- Maintain rent collection levels to ensure sufficient funds are available to reinvest into the housing stock and services



Economic Growth and Place

Vision

By 2023 we will have supported sustainable housing and economic growth and developed a greater sense of place maximising the areas assets to support business growth and investment.

We are committed to making Ashfield a location and destination of choice for business and visitors and a desirable place to live for all residents.

The Council will work with local communities and other public, private and voluntary organisations to enhance the perception of Ashfield as a great place; cherished by those who live here, desirable to those who visit and enabling to those who bring jobs and investment.

With Ashfield's advantageous geographical location; close to a range of strategic road, rail and airport links, the District has successfully attracted many inward investors, who now play an important part in our local and regional economy and sustain local supply chains and employment.

Ashfield District Council and its partners are committed to increasing the number of higher skilled/higher paid jobs in Ashfield. Doing this will benefit the local economy, as people spend their greater disposable income in shops and with other local services, and will also assist the reputation of Ashfield as a location of choice for investors, where all of their employment and supply chain needs can be met.

Key Projects, Programmes and Initiatives

Town Centres

We will:-

1. Re-invigorate and re-purpose town centres by bringing empty buildings back into use, enhancing our town teams and diversifying the town centre economy
2. Make the most of external funding to improve our town centres
3. Use our town centre events, including specialist markets to attract visitors to our town centres
4. Introduce car parking promotions

Physical Regeneration

We will:-

Deliver productivity and economic growth by:-

1. Facilitating our physical regeneration pipeline projects
2. Work with proprietors of dilapidated and empty buildings to help bring them back into use

Discover Ashfield

Discover Ashfield celebrates all that is best about living, visiting, working and doing business in Ashfield.

We will:-

1. Facilitate the implementation of the partnerships themed delivery plan
2. Promote and increase our Discover Ashfield Ambassadors programme

Business Support

We will:-

1. Work with new and established businesses and encourage investment in order to aid improvements in productivity, innovation and growth
2. Identify and facilitate routes to improve skills and employment

Economic Partnership

We will:-

- Increase our influence and effectiveness on key economic partnerships
- Develop an Economic Growth Prospectus

Strategic Planning

We will:-

1. Deliver our Local Plan to agreed timescales
2. Develop Hucknall and Kirkby town centre and station masterplans
3. Deliver Sutton town centre masterplan

Outcomes We Want to Achieve

- Improved resident satisfaction with the area; people enjoy living and working here
- To narrow the gap between Ashfield and our East Midlands comparator group in respect of:-
 - average workplace earnings levels
 - employment levels and employment density
 - skills levels – NVQ level 3 and above
 - apprenticeships
- Increase the number of business start ups
- Increased business survival rates
- Reduced vacancy rates of shops and commercial units, including a reduction in the number of dilapidated buildings
- Improving resident perception of our town centres, increasing footfall and spend
- Process planning applications in a timely manner
- Influence the repurposing of disused retail properties into housing
- Increase the amount of external funding received into the district for economic regeneration projects

Infrastructure – including Transport

We will:-

1. Work with other organisations eg High Speed 2, Nottingham Express Transit (NET), Nottinghamshire County Council, other LA's, Highways England, network rail, to optimise transport infrastructure, eg Maid Marion line
2. Facilitate economic growth around transport hubs

Cleaner and Greener

Vision

By 2023 we will create a cleaner and greener Ashfield, enabling communities and businesses to thrive in a clean and tidy district, minimising waste and recycling more.

Ashfield is pro-active in encouraging more recycling, tackling environmental crime and finding innovative ways of delivering services that are responsive to the needs of our residents, visitors and businesses.

By working with our communities and businesses the Council is better able to understand what matters and to shape services to help people enjoy living, visiting and working in Ashfield.



Key Projects, Programmes and Initiatives

Street Cleanliness

We will:-

1. Deliver one Big Ashfield Spring Clean initiative annually
2. Combat fly tipping through joint working and educational campaigns, enforcement and sting operations
3. Deliver a number of hard hitting campaigns to tackle littering, dog fouling and fly tipping

Environment

We will:-

1. Launch our Environmental Charter
2. Promote good sustainable behaviours with our Green Business Scheme
3. Work with and influence community volunteers and local businesses to help with the environment to encourage an increase in ownership of community open spaces
4. Contribute to a reduction of CO2 emissions by increasing tree coverage in Ashfield
5. Develop a Climate Change and Environmental Sustainability Strategy

Waste and Recycling

We will:-

1. Respond to the Government Waste Strategy and refine the Council's approach
2. Deliver a programme of waste and recycling education in schools

Parks and Open Spaces

We will:-

1. Review the standard of all parks, play areas and sports facilities ensuring they are fit for purpose, with a rolling programme of investment
2. Ensure consistent quality of public realm and street furniture
3. Retain six Green Flag award winning parks
4. Implement a rolling programme of war memorial restoration.

Outcomes we want to achieve

- Improved public perception that Ashfield is a cleaner and more attractive place
- Improved street cleanliness, reducing levels of litter, detritus, graffiti and fly-posting, district wide and also with a particular focus in our town centres
- Improved recycling rates
- Improved public satisfaction with Ashfield's parks and open spaces
- Reduce the council's carbon footprint from its operations
- Plant trees to increase tree coverage across the district, baselining levels from 2019/20

Litter and Dog Fouling and Enforcement

We will:-

1. Continue to develop effective patrol plans and priorities for the Community Protection team, targeting hotspot areas
2. Undertake targeted problem solving for dog fouling, litter and environmental issues affecting the community i.e. Fixed Penalty Notices



Vision

By 2023 we will ensure the foundations for a good quality of life are in place; reducing crime and anti-social behaviour.

This means we will ensure cleaner and attractive neighbourhoods prioritising both an effective response to issues but also working on prevention and behavioural change. We will work with our partners to ensure people feel safe and are safe by reducing levels of crime and disorder and anti-social behaviour.

Safer and Stronger

Key Projects, Programmes and Initiatives

Anti-social Behaviour

We will:-

1. Improve provision of support for victims of ASB, creating a victim support hub
2. Increase identification and active targeting of offenders and hotspot locations
3. Increase community empowerment to tackle ASB
4. Increase positive diversionary activity for those at risk of becoming involved in ASB
5. Improve understanding of how people report ASB and deliver consistent services, whilst managing expectations

Complex Cases and Safeguarding

We will:-

1. Review the methodology for referral of complex cases, exploring the potential for more targeted partnership approaches to maximise impact
2. Increase identification and support for vulnerable residents and victims

Hot Spots

We will:-

1. Continue to develop effective patrol plans and priorities for the community protection team, targeting hotspots areas
2. Influence operational tasking through more effective use of council data to determine priorities and activity

CCTV

We will:-

1. Develop and implement a CCTV strategy for the whole district
2. Implement the CCTV recommendations of scrutiny panel
3. Review the options for temporary CCTV in hotspot locations in the district

Domestic Abuse

We will:-

1. Increase support for high risk victims of domestic abuse
2. Manage the refuge accommodation funding arrangements across the county
3. Maintain and promote the White Ribbon accreditation
4. Achieve the Domestic Abuse Housing standard

Working in Partnership to Deliver Outcomes

We will:-

1. Drive forward the business of the Ashfield and Mansfield Community Safety Partnership and deliver key priorities from the partnership plan
2. Engage fully in county wide strategies, policies and working groups enabling better outcomes for the communities of Ashfield
3. Enhance the Police and Community Protection integrated hub collaborative working through our area team approach

Outcomes We Want to Achieve

- Reduce vulnerability ensuring people feel safe and are safe
- Reduction in ASB and crime incidents

Innovate and Improve

Vision

By 2023 we will be a financially sustainable, responsive, reshaped and transformed organisation; where the customer is at the heart of what we do and the services we provide.

We will deliver this as a learning organisation, with leaders at every level of the organisation, whom are highly skilled, innovative and passionate about responding effectively to local needs.

It is important that the Council has the most effective infrastructure and support to enable:-

- The delivery of the other priorities in this Corporate Plan
- Financial sustainability to continue to deliver key services
- A productive workforce that delivers services well

We will increase the pace of modernising the Council's development as an innovative, values led, pioneering organisation; one that is people centred and supported by an organisational culture that promotes creativity, quality over quantity, joined up and collaborative working with our key partners and constantly thinks in unique and different ways. We will achieve this through delivery of our People Strategy and comprehensive learning & development programmes.

It is important that the organisation continues to evolve and develop in order that we can effectively facilitate the Council's transformation vision and roadmap including maximising opportunities through developing technology, commercial enterprise ethos and different, more efficient and effective delivery models in the future.

The Council recognises that continued development of technology is an underpinning critical success factor to achieving the corporate priorities. The Council will continue to develop its ability to enable resident's greater choice in accessing the Council and obtaining key information in a method convenient to them including improving the Council's website and its functionality. The Council will equally support further productivity of its employees through provision of technology that supports mobile, flexible and responsive working and delivery of an effective training programme.



Key Projects, Programmes and Initiatives

Procurement

We will:-

Maximise efficiencies and cost avoidance through review of strategic procurement and schedule of contract renewal and commissioning

Financial Sustainability

We will:-

Assess the impact of Central Government funding decisions on our medium term financial strategy, and will ensure

- Timely delivery of the annual savings strategy
- Timely delivery of commercial enterprise and investment to generate additional income

Future Workforce and Employer of Choice

We will:-

1. Ensure timely implementation of our People Strategy, themes include: valuing people, developing our people and transforming our organisation
2. Further develop Values/Organisational Culture/Personal Development/Pay and Benefits
3. Implement and embed the Recruitment and Retention strategy, with a focus on enabling a representative workforce profile
4. Implement a strategic programme with a focus on recruitment and retention of identified critical roles and functions
5. Re-align skills of employees to changing ways of delivering services especially digital and service transformation
6. Implement Job Families to reduce time and bureaucracy around our current job evaluation approaches

Digital and Service Transformation

We will:-

1. Deliver the Digital Transformation programme which incorporates:-
 - Innovative technology investment
 - Service redesign
 - Developing modern customer services
 - Improving digital skills for residents and employees
2. Deliver the service review programme

Assets

We will:-

Reduce the net cost of the Council's operational-land and property assets through rationalisation, third party rental/income generation and operating efficiencies

Outcomes we want to achieve

- Improve employee attendance
- Increase recruitment and retention of young people
- Increase levels of online interaction, for example online payments
- Improve our availability and accessibility, answering calls faster
- Delivery of a balanced and sustainable Medium Term Financial Strategy
- Improving our workforce profile and gender pay gap

How will we deliver our priorities?

This Corporate Plan sets out our priorities for the future and the key projects and initiatives we intend to deliver.

The Corporate Plan sits above a wider strategic context which includes:



Corporate Project Management Framework



Corporate Performance Indicators



A range of strategic documents relating to the organisation and its services

Implementation of the Corporate Plan will be achieved through:-

Programme Management

Delivery of similar projects and initiatives under a priority theme

Project Management Framework

Delivery of all projects

Service Reviews

Rolling programme of reviews to inform the Savings Strategy

Service Plans

Annual review of each service in respect of added value improvement activity/projects and service performance

Performance Management Framework

Using a balanced scorecard approach

People Strategy

Embedding desired organisational culture. Providing a motivated, flexible and skilled workforce

The Corporate Plan also aligns with relevant partnership strategies, providing a structured and consolidated approach to successful delivery.

How do we know we are performing well?

Our performance framework incorporates balanced performance scorecards on three separate levels as indicated below.

Place

Ashfield's Place Scorecard aligns directly with each of our outward facing corporate priorities. With each balanced scorecard perspective represented by a corporate priority and focussed on relevant outcomes measures of Ashfield as a place.



Corporate

Our Corporate Scorecard measures organisational performance, and as such typical perspectives of a balanced scorecard have been adopted including Community and Customer, Funding the Future, Organisational Effectiveness and Our People.



Service

Each service area has a performance scorecard which measures performance for that particular service area.

Every four years we will undertake a Peer Challenge Review, engaging peers from across the sector through the Local Government Association sector led improvement offer, with an independent evaluation of the organisation focused on leadership, governance, corporate capacity and financial resilience.

