

Stronger Co-op, Stronger Communities means a great deal to me, it's actually a great plan that really brings our purpose to life. I think it's about time we've had this strong plan that really brings things together - the work that we do and the good that we can do as a result of doing great work.

And it's all about making our business a little bit stronger than it is today because we've got a really competitive set of competitors in whatever part of the Co-op that we operate in - be that insurance, in Funeralcare, in Food and if we can strengthen those businesses and make them really strong we can do more in the communities to make life better for the communities that we serve and those customers that come into our stores or into our insurance business can really understand what the co-op is all about.

The work we've been doing in Food in recent months and we've got on our plan is all ladderred up to improving the organisation and improving the Food business so the fact we've got our deal through now with NISA and the Costcutter deal means that we can grow our reach, get more Co-op products into more people's hands and strengthen our business because we've got more scale.

The price investment will help us have more customers trading in our stores and technology that we're starting to see in our stores, be that the headsets and the tablets that are on the way this year, and the new HHT or guns as we like to call them in stores, is all as a result of running our businesses more efficiently so we can run our business well, optimise it and then invest in new things to grow our reach. So all of the Food plan is ladderred up to building a stronger Co-op for the future.

So one of the ways that we're building a stronger Co-op is by making the organisation a bit leaner - we've got to move a little bit faster. We know we want to make our business safer, we want to connect our colleagues.

We've got a number of initiatives - one of the things you'll all have heard about, one of the programmes is Fuel for Growth and that's all about making our organisation a bit leaner, a bit slicker, so we can actually invest in more technology, invest in price, look at the life planning, or even invest in academies and grow the Co-op difference in that way.

So all these things are connected - it's important to understand that Fuel for Growth is a programme of works, One Co-op is how we organise ourselves to get the best of the brains in the Co-op working on all the most important pieces of change we've got.