

**Corporate Strategic Action Plan
Year End: Quarter 4 (April 2015 – March 2016)**

Reference & Priorities	Year 1 (2015/16) Task	Quarter 4 Performance		
		Target	Status	Quarter 4 Update
Key Objective 1: A flourishing local economy				
CS1A - To positively embrace the Local Enterprise Partnership (LEP) to influence its plans, priorities and impact upon our District. Maximise the use of National funding opportunities such as the City Deal and Regional Growth Fund to boost business opportunities in our area.	Continue to support the LEP through the development of the Strategic Economic Plan	Mar 2016	Ongoing	No further update, still awaiting information regarding the Strategic Economic Plan refresh
	Contribute towards the success of the City Deal Clearing House Initiative	Mar 2016	ACHIEVED	At the year end, the Growth Hub has engaged with 193 businesses and assisted 69. It has generated £1,073 in grants and secured 553 pipeline jobs.
CS1B - Work with our partners to ensure that new development provides the necessary schools and transport infrastructure for local residents, especially the working population.	Ongoing work in developing the Community Infrastructure Levy arrangements	Old Target: Dec 2015 New Target of Sept 2016 proposed at Leaders Meeting on 7 th March 2016	On Target	Budget approved by Council on 29 February, Employment & Appointment Committee have approved the creation of the new post and the process for filling vacancy underway. Interviews being held on 19 April 2016.
	Contribute to the development of the County Transport Plan	Sept 2015	ACHIEVED	Transport Strategy Group to meet in May 2016 to consider a range of issues/projects which have emerged through the consultation process.
CS1C - To encourage new small businesses throughout the District through focussed initiatives such as the provision	The delivery of the Business Incubation Unit at Progress House (Venture House)	75% occupation by Mar 2016	ACHIEVED	Venture House opened on the 4 April 2016
	Undertake a review of evidence to inform potential new locations for future years	Mar 2016	ACHIEVED	List of potential sites collated. Expression of Interest submitted to CWLEP to access Growing Places/Growth Funding. Awaiting

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of business incubation units.				outcome.
CS1D - Maximise the benefit of local tourism industry including support for the local Destination Management Organisation, Shakespeare's England.	Funding for 2015/16 included within budget proposals	Mar 2016	ACHIEVED	Achieved
	Commission the Economic Impact Assessment and the Destination Management Plan for SDC area	Mar 2016	ACHIEVED	Achieved
CS1E - To support further development of the Broadband infrastructure across our District which will assist business with the connections they require.	Work with our partners to identify gaps in broadband coverage affecting small or rural businesses	Oct 2015	ACHIEVED	Areas identified. Council have agreed to provide £475,000 financial support towards contract 2 phase 2. Roll out starts once contract 1 has been completed (later in 2016/17)
	Identify proposals with our partners to address any such gaps	Mar 2016	ACHIEVED	Council have agreed to provide financial support £475,000 which should increase coverage to 98% of the district
Key Objective 2: People and their environment				
CS2A - Facilitate the delivery of housing targets including working with developers to identify suitable land and locations for developments and ensuring 35% affordable housing provision.	Adoption of the Canal Quarter Supplementary Planning Document	Old target: Adopt by February 2016. New Target of August 2017 proposed at Leaders Meeting on 7 th March 2016	On target	As Q3 update - On 19th October the Council has adopted a new Local Development Scheme (LDS) that acknowledges the additional work arising from the Core Strategy process. The updated LDS indicates that work on the Canal Quarter SPD will now start in April 2016 and the target date for adoption by the Council is August 2017. Work on SPD scheduled to commence April 2016.
	Support of the delivery of	Delivery of at least 160	ACHIEVED	Final completion figures awaited from

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	affordable housing	affordable housing units		Housing Associations. Estimated completions for the year are around 240+
CS2B - Maintain quality leisure facilities District wide, with particular emphasis on enhancing facilities in Alcester and completing the refurbishment of Stratford-upon-Avon Leisure & Visitor Centre.	Completion of the Stratford-upon-Avon Leisure & Visitor Centre improvements	Completed by September 2015	ACHIEVED	Project completed, and defects liability period commenced. Building fully open to public. Final account being agreed.
	Commence refurbishment of Alcester Lifestyles Sports Hall at the Greig Site	Mar 2016	n/a	The Trustees of the Greig Hall are no longer co-operating in the transfer of this building so this work cannot currently be achieved. These tasks are no longer being measured and will be removed from the plan after the year end.
	Facilitate the lease of the Greig Hall to Alcester Town Council for the use as a Community Hall	TBC	n/a	The Trustees of the Greig Hall are no longer co-operating in the transfer of this building so this work cannot currently be achieved. These tasks are no longer being measured and will be removed from the plan after the year end.
CS2C - Embrace the landscape and environmental protection provided by our Core Strategy when considering new development.	Undertake a review in relation to the implementation of the landscape & environmental issues included within the Core Strategy	Old Target: Subject to approval of Core Strategy in July 2015. New Target of 2018 proposed at Leaders Meeting on 7 th March 2016	On Target	Nature of the review to be determined once the Core Strategy has been adopted
	Undertake the Green Belt review following the adoption of the Core Strategy	Old Target: Subject to approval of Core Strategy in July 2015. New Target of 2018 proposed at Leaders Meeting on 7 th March	On Target	Work on the review has been undertaken. The outcome will be reported to The Cabinet during Q1 2016/17

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		2016		
	Development of design guides required to implement the Core Strategy	Old Target: Subject to approval of Core Strategy in July 2015. New Target of 2017 proposed at Leaders Meeting on 7 th March 2016	On Target	No change from Q1. There are currently no plans to do any design document updates.
CS2D - Promote Health and Wellbeing including playing an active role in the Warwickshire Health and Wellbeing Board.	Continue to participate in the Warwickshire Health and Wellbeing Board	Ongoing	ACHIEVED	Achieved and ongoing
	Securing funding for the Disabled Facilities Grants from the Better Care Fund (BCF)	November 2015	ACHIEVED	Achieved - Funds secured for 2015/16
	Implement appropriate actions identified by the OSC and approved by Cabinet in terms of being a Dementia Friendly organisation	June 2015 onwards	Ongoing	Presentation to OSC in March on work undertaken to date. Progress against the action plan is on target.
	Development of a District Health and Wellbeing Strategy, supporting the overall County Strategy	Old Target: December 2015. New Target of April 2017 proposed at Leaders Meeting on 7 th March 2016	On Target	As identified in earlier updates this will now be undertaken during 2016/17 and is included in the Corporate Strategy Action Plan 2016/17.
CS2E - Ensure the Crime and Disorder reduction Strategy	Continue to review opportunities for funding such as the Rural Crime Initiative	Mar 2016	ACHIEVED	The rural crime initiative, which is delivered through two part-time Rural Crime Coordinators, has been funded by the Police

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actions are delivered.				and Crime Commissioner. In 2015/16 £120,000 was secured for the initiative. A further £52,000 has been secured to continue the initiative into 2016/17. The Community Safety Partnership 'Going Out Staying Safe' initiative has attracted £32,000 into the District in 2015/16 and a further £32,000 for 2016/17.
	Review funding options in relation to the CCTV function	Nov 2015	ACHIEVED	The Community Safety Manager is now routinely consulted on major planning applications in order to identify opportunities for securing funds through the planning process. This funding will secure new cameras in new or extended settlements it cannot fund running costs. Funding has been secured for CCTV cameras at Meon Vale, Long Marston, Wellesbourne, Bell Court developments totalling £494,554. In addition, the following funding has been secured in to 2015/16: <ol style="list-style-type: none"> 1. Town & Parish Councils with CCTV contribution of £45,000. 2. PCC funding for peak periods £5,620; a further £7,574 has been secured for 2016/17. 3. Stratford Town Trust funding for busy nights in Stratford £9,726.
CS2F - Minimise the amount of waste going into landfill.	Support Warwickshire Waste Partnership initiatives relating to waste minimisation and recycling	Ongoing	Ongoing	Work on delivering agreed action progressing.
CS2G - Identify long	Examine the potential for a	Oct 2015	ACHIEVED	A bid for resources from the Growing Places

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term solutions to particular sites throughout the district which are detrimental to the local community.	solution to improve the Co-op site in Studley			fund has been prepared and submitted to the CWLEP for consideration. The bid will help to ensure that the site can become viable for development. The bid was subsequently "signed off" by Cabinet in 11 April 2016.
Key Objective 3: Responsible Community Leadership				
CS3A - Seek opportunities to work with our partners to achieve benefits for our residents. Expand our programme of sharing services with other Councils.	Continue to develop individual business cases in relation to shared service opportunities.	Dec 2015	Ongoing	Following decisions by Council in February notice has been served with CDC/SNC in relation current shared services i.e. Legal and ICT. The OSC at their meeting on 30 March 2016 received the review of the Task & Finish Group on the learning points from working with CDC/SNC this will inform future shared working opportunities.
	Old Task: Develop the final business case on future direction for Shared Services. New Task of Review sourcing strategy on future direction for Shared Services proposed at Leaders Meeting on 7 th March 2016.	Old target: October 2015 New target: October 2016	On Target	As agreed by the Cabinet on 11 April 2016 there will be a full review of the Council's Sourcing Strategy, taking into account the learning points identified by the OSC Task and Finish Group in relation to Shared Working.
	Harmonisation of Financial Management System (Phase 1)	April 2016	ACHIEVED	Original target amended from April 2015 to April 2016. Achieved.
	Preparation and implementation of harmonised Land and Property project	Old Target: March 2016. New Target of Sept 2017 proposed at Leaders Meeting on 7 th March 2016	On Target	18 month work plan being formulated. Supplier discussions, underway around the harmonisation of systems. Process harmonisation and improvement analysis to be arranged. Estimated start date for technical delivery

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				and activity June 2016.
	Examine opportunities for the development of an Economic Prosperity Board or a Combined Authority	Ongoing	ACHIEVED	Council actively involved in the formation of the WMCA, attending Programme Board and other relevant meetings
CS3B - Ensuring that we manage our assets to meet the needs of our communities and services and where appropriate delivering commercial returns.	Review the current Asset Management Plan	Old Target: Nov 2015. New Target of Sept 2016 proposed at Leaders Meeting on 7 th March 2016	On Target	Draft is prepared for consultation with the Portfolio Holder.
	Identify opportunities to fund Capital Programme	Nov 2015	Task Achieved as part of the 2016/17 budget agreement. New Target: ACHIEVED	Will be considered as part of the asset management plan.
CS3C - Supporting vulnerable people especially those becoming homeless, those adjusting to benefit changes and those needing supported accommodation.	Development of a draft strategy to set out a programme for improving services for homeless people and rough sleepers and aim to ensure that improved outcomes are available to the least privileged households	Old Target: Jan 2016 New Target of June 2016 proposed at Leaders Meeting on 7 th March 2016	On Target	Evidence gathering has commenced, plan of action to be formulated in first half of 2016/17.
CS3D - Work with our partners to improve the District's infrastructure including broadband, transportation, education, utilities	Identification of a programme for the development of infrastructure needs for the District	Nov 2015	ACHIEVED	Discussions have taken place with CWLEP and outline approach being formulated. Bid writer secured for EOI to access finance from the Growing Places/Growth Fund
	Implementation of the Community Infrastructure Levy (CIL), including the	Old Target: December 2015. New Target of Sept 2016 proposed at	On Target	Budget approved by Council on 29 February, Employment & Appointment Committee have approved the creation of the new post

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and emergency services.	methodology for resource allocation	Leaders Meeting on 7 th March 2016		and the process for filling vacancy underway. Interviews being held on 19 April 2016.
	Consideration of Phase II of the BDUK project	Jan 2016	ACHIEVED	Achieved, funding for Phase II approved as part of Budget on 29 February 2016
CS3E - Identify opportunities to improve access to local services, especially for those in remote communities.	Roll out 3 additional Customer Access Terminals across the District	March 2016	Not Achieved	All but 2 Customer Access Terminal installations (planned to be installed in Kineton and Long Compton) have been completed, with two additional CATs installed this year in Tysoe and Wellesbourne, bringing the total number of Customer Access Terminals installed to 9 (including one within Elizabeth House for Citizens Advice Bureau use). Delays with negotiating tenancy and location. Minor issues with voice connectivity to Customer Service Team, currently being investigated.
	Undertake a review of the UBUS community transport project	March 2016	ACHIEVED	Achieved - UBUS service review was presented to the Star Chamber as part of the budget setting process and used to inform future funding proposals.
CS3F - Speak up for residents locally and nationally so that local communities are in a better position to help themselves.	Continue to represent the Council at the Local Government Association and the District Council's Network	Ongoing	ACHIEVED	No change to last update - The Leader continues in his role on the DCN
	Participation with partner organisation activities in line with annual review	Ongoing	ACHIEVED	No change to last update - As for Q2. Agreed arrangements implemented and partnerships being attended.