



BUSINESS AND ENTERPRISE STRATEGY

2012 - 2015

Foreword

Stratford-on-Avon District Council is committed to support and promote business and enterprise within our District recognising the importance of jobs and the value of business to our local economy.

Stratford-on-Avon District has around 8,100 businesses and contains around 53,900 jobs with employment activity spread across a relatively broad range of sectors. The top four employment sectors being: accommodation and food services; professional; scientific and technical; manufacturing; and education.

Stratford-on-Avon District is also well placed to capitalise and share in the growth, of tourism holding a unique internationally renowned asset, Shakespeare and Stratford-upon-Avon, a well recognised offer attracting 4.9 million visitors a year to some hallmark attractions and experiences, and a distinct (if underutilised) rural tourism draw, with market towns and villages offering a rich tapestry of landscape, heritage and culture.

The Destination Tourism Strategy 2011 to 2015 which the Council signed up to in February this year sets out the strategic direction for tourism in the district.

The District Council's Business and Enterprise Strategy will build upon work already underway (including tasks identified in the Destination Tourism Strategy delivery plan) and re-enforce the need to support business and enterprise at a local level. The Strategy supports aim 2 of the Council's Corporate Strategy (creating a district where business and enterprise can flourish) and sets out what the District Council intends to do including its commitment to encouraging growth. This will be achieved by removing barriers, supporting skills development and creating new jobs to support and promote economic stability.

The Strategy addresses business concerns including the development of a more cohesive and responsive approach to businesses and to support business growth and development. It further supports the aspirations of the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) five year Strategy through its three objectives and actions contained in the delivery plan.

Although this is a Council led Strategy, we recognize that many of the actions included in the delivery plan cannot be delivered without the support of partners with whom the Council will actively engage.

I commend the Business and Enterprise Strategy as a document which demonstrates the Council's commitment to supporting business and enterprise by working with partners and the wider business community.



Councillor Maurice Howse
Portfolio Holder for Enterprise, Housing and Revenues

Content

| | Page No: |
|--|-----------------|
| 1. Introduction..... | 3 |
| 2. Context | |
| 2.1 National..... | 3 |
| 2.2 Portas Review 2011..... | 4 |
| 2.3 Localism Act 2011..... | 4 |
| 2.4 Regional – Coventry & Warwickshire..... | 4 |
| 2.5 Local – Stratford-on-Avon..... | 4 |
| 3. Business & Enterprise in the Stratford-on-Avon District..... | 5 |
| 4. Strategic Direction..... | 6 |
| 5. Delivering the Strategy..... | 7 |

1. Introduction

The vitality of the local economy – our cultural heritage is a huge advantage, but Stratford-upon-Avon and other market towns and larger settlements are in need of new investment. Local entrepreneurship needs to be fostered and infrastructure improved so that new businesses are established and fledgling local businesses are able to grow.

Stratford-on-Avon District is home to 119,000 people and is growing at a faster rate than the rest of Warwickshire. The District has an older age profile when compared with the national average and a lower proportion of children and young adults (aged 0 - 39 years) compared to the England and Wales average. Other characteristics include:-

- Significant growth in the real estate, renting and business activities sector over the past 10 years as well as growth in the education and health and social work sectors (15% in 1998 to 22%).
- Significant investment in sites such as Stratford Enterprise Park backed by DCS Europe as well as the Gaydon site.
- An increase in working age residents holding an NVQ4 level qualification or above.
- A rise in benefit dependence for residents in receipt of a low income.
- Consistently the lowest unemployment rate in the county (1.5%).

The Business and Enterprise Strategy supports the Coventry and Warwickshire Local Enterprise Partnership's key ambitions and takes account of the following range of existing and emerging Strategies:-

- Coventry and Warwickshire Local Enterprise Partnership 5-Year Strategy (2011 - 2016)
- Stratford-on-Avon District Council's Corporate Strategy (2011 - 2015)
- Stratford-on-Avon District Local Development Framework Draft Core Strategy 2012 (covering the period to 2028)
- Stratford-on-Avon Destination Tourism Strategy 2011 - 2015
- Stratford-on-Avon District Housing Strategy 2009 - 2014
- Localism Act 2011.

2. Context - National, Regional and Local

2.1 National

The Government's economic policy objective is to achieve strong, sustainable and balanced growth that is more evenly shared across the country and between industries. The Growth Review which took place in 2010 aimed to ensure all Government Departments were doing everything they could to help the country grow and recover from recession. The Plan for Growth is based on four overarching ambitions for the British economy:

- (1) Create the most competitive tax system in the G20.
- (2) Make the UK the best place in Europe to start, finance and grow a business.
- (3) Encourage investment and exports as a route to a more balanced economy.
- (4) Create a more educated workforce that is the most flexible in Europe.

As already stated, there are a number of emerging strategies and agendas that will help to shape the wider economy, in particular the recent Portas Review and the Localism Act 2011.

2.2 Portas Review 2011

Now formally supported by the Government, the Portas Review looked into the state of high streets and town centres. The review presents a range of challenges to public bodies in helping to re-generate high streets and town centres. They include:-

- Put in place a '**Town Teams**' approach;
- Establish a new '**National Markets Day**';
- Make it easier for people to become market traders by **removing unnecessary regulations**;
- Use discretionary powers to **give business rate concessions to new local businesses**;
- Implement **free controlled parking schemes**;
- Explore further disincentives to prevent landlords from leaving **units vacant**; and
- Run a high profile campaign to get people involved in **Neighbourhood Plans**.

2.3 Localism Act 2011

The Localism Act received Royal Assent on the 15 November 2011. The main thrust in the act is the shift in power back to local people. The Localism Act is intended to transfer power to Councils and Communities giving greater control over business rates which is a key component of the act which could help attract firms, investment and jobs.

The act provides an impetus to support the local economy. The Council has the ability to offer business rate discounts but would need to meet the cost from local resources. The balance is evaluating the cost of a discount against the long term benefit of attracting growth and jobs.

In addition, there are key measures to increase the power of local communities and they include, a new 'Right to Bid' which will give residents the opportunity to take over local assets, a 'Right to Challenge' which will enable local groups with good ideas to put them forward to help improve local services and a right to 'Veto excess council tax rises.

2.4 Regional - Coventry & Warwickshire

The Coventry and Warwickshire Local Enterprise Partnership has set out its five year Strategy which is driven by its vision for the Coventry and Warwickshire Economy in three key ways:-

- (1) Developing new ways of working through a strong private-public sector partnership;
- (2) Focusing on a limited number of set priorities that can make a real difference to local economic growth over the next five years; and
- (3) Play a national influencing role with central Government to promote and support the growth of the low carbon mobility sector.

2.5 Local – Stratford-on-Avon

The G L Hearn Employment Land Study 2011 which was received as evidence by the Council's Cabinet (5 September 2011) to support the development of the Local Development Framework Core Strategy identified the need for additional employment land and covered a number of contextual issues relating to the district's economic circumstances using various scenarios. The scenarios drew on the CWLEP five year Strategy, the economic profile of the District and a range of other pieces of research.

In terms of the economic profile, Stratford-on-Avon falls behind North Warwickshire and Warwick in terms of GVA (a performance indicator which looks at productivity, commuting, employment and activity rate in relation to the number of people living in an area) per head in Warwickshire. However, it falls within the top 30% of local authority districts when comparing the District at a national level (a rank of 136 out of 380 local authorities).

Stratford-on-Avon District has the highest employment rate in the county - 78.9% of its working age population was in employment from January - December 2010 compared to 72.7% for Warwickshire.

The District benefits from the significant investment at the former Gaydon Proving Ground that is established as a strategic employment site of regional and national significance.

The District's workforce-based labour is larger than the resident-based labour force and as a result, the District benefits from a high level of in-commuting.

The District has seen significant growth in higher value industries over the past 10 years, particularly in the fields of professional business services, computing and software, high-value engineering and manufacturing.

Despite Stratford-on-Avon having a more modern and diversified economy, the District still suffers from poor productivity, a common issue across Warwickshire. Although the District has a skilled workforce, more business growth is needed in the knowledge based economy.

3. Business & Enterprise in the Stratford-on-Avon District

Stratford-on-Avon District contains around around 53,900 jobs and has a strongly performing business base, comprising around 8,100 businesses. Employment activity is spread across a broad range of sectors with the top four being accommodation and food services, professional, manufacturing and education. The tourism industry alone supports 7,000 jobs across the District (13%).

In March 2011, 3,424 businesses were invited to respond to a survey which sought to gather the views of the business sector to help inform the development of a Business and Enterprise Strategy for the District. A response rate of 31% was achieved which equated to 1,014 businesses. The main priorities that came out of the survey were as follows:-

- Reduce Business Rates and other charges;
- Improve public transport and the road network;
- Improve broadband connectivity;
- Provide rate relief during the set up and establishment of businesses; and
- Provide grants for businesses and low cost loans.

4. Strategic Direction

Despite the impact of the economic downturn, Stratford-on-Avon District is well placed compared to neighbouring districts and the national picture. However, consultation and research show that there are issues which need to be addressed, they include:-

- Ageing population – continued growth in older age groups over the next 25 years and dependency on younger workers (transport, health and housing etc.).
- Employment growth - the population and employment growth is likely to put pressure on housing, employment supply and transport networks.
- Occupational change – the District is expected to see strong growth in higher-level occupations. Some wider socio-economic challenges that the area will face in the medium to long-term include:
 - Rebalancing of the economy – this will present challenges for residents who have lower levels of qualifications.

The Council is already providing a range of services that support business and enterprise and has developed a successful track record of working with businesses across the district (market town vision work etc), loyalty card schemes, supporting local business groups

The Strategy has been developed against the national, regional and local pictures and takes account of current legislation and reviews.

The Strategy recognises a range of contributing strategies and presents a set of objectives which are consistent with the aims and objectives of those strategies and a 'one Council' approach. The Strategy supports the aspirations of the Coventry and Warwickshire Local Enterprise Partnership 5-year Strategy and explicit reference to this is made throughout the document. The Strategy aim is to translate those 'macro' aspirations into local actions.

Our Vision:

That with the support of partners the Council enables Stratford-on-Avon District to become a place where business and enterprise can flourish.

Objectives:

The following objectives and priority actions have been developed to address issues and concerns arising from the national, regional and local context. These objectives and priorities are incorporated into the delivery plan that accompanies the Strategy:-

- **Create an environment for businesses to start, locate and thrive;**
 - We will provide pro-active help to the development of small and home-based businesses.
 - We will promote the concept of "buying local". We will set the right example by ensuring that local businesses are fully aware of all opportunities to supply goods and services to the Council.

- We will encourage the development of locality plans that incorporate proposals for business development, building on the aspirations set out in Parish and Neighbourhood Plans where such plans exist and are up to date.
 - We will use our discretionary powers to give business rate concessions to new local businesses where possible.
 - We will explore further incentives to prevent landlords from leaving units vacant.
 - We will actively promote our shop front grant schemes.
 - We will adopt a constructive approach to regulation, keep streets and public spaces clean and keep our car parking strategy under review.
 - Implement a 'one point of contact' approach to provided businesses advice and support.
 - We will improve the prospects of success for rural businesses. We will champion the roll out of super fast broadband, foster digital growth and adopt approaches that support the establishment and expansion of businesses where that is consistent with the locality plan.
- **Facilitate growth of the local economy through targeted support; and**
 - We will incorporate a range of policies in the Stratford-on-Avon District Core Strategy to provide a platform to help strengthen the tourism sector, ensure the District's economy is strong and diverse and manage the provision of additional retail and commercial floor space.
 - We will ensure that the District's business development, rural economy and tourism needs are promoted at a strategic level and contribute to strengthening these sectors.
 - **Create new jobs and improve skills.**
 - As one of the major employers in the District we will continue to recruit apprentices, where the opportunity arises, and encourage other businesses to consider apprenticeship schemes and support the concept of job clubs.

5. Delivering the Strategy

In delivering the Strategy the Council will apply the guiding principles of:-

- Partnership working;
- Provide a platform for local businesses to have a voice and influence issues affecting their viability;
- Being inclusive; and
- Research and market intelligence.

A delivery plan is appended to the Strategy and includes all actions underpinning the 3 key objectives. The delivery plan lists a set of actions and tasks which will be developed and supported by a range of measurable outcomes delivered by the Council or in partnership with key stakeholders. Actions have been prioritised to reflect the level of urgency.

Achieving the objectives in the Strategy will depend upon a public/private sector approach and effective joint working with existing District and County-wide groups/organisations including Alcester Chamber of Trade and Commerce, Coventry and Warwickshire Chamber of Commerce, CWLEP, Destination Tourism Steering Group,

Southam First, Stratford Vision, Stratforward, Stour United Businesses and Federation of Small Business) and other stakeholders who can support delivery of the strategy.

The Business and Enterprise Strategy will be reviewed after one year, and thereafter every three years, as in line with current Council policy.

How will we measure progress

The delivery plan will provide the mechanism to monitor progress towards the strategic objectives and more specifically support the following outcomes:-

- An increased proportion of residents are able to find work in the District.
- Increased economic vitality across the District.

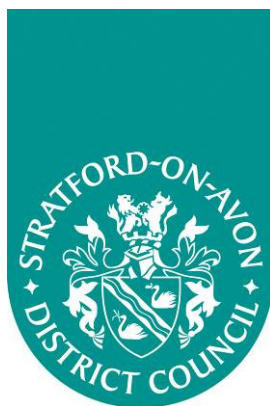
In order to monitor progress towards the strategic objectives, a workable and meaningful methodology will need to be enforced. Set out below are the current outlines of how each objective can and will be measured.

Mechanisms for monitoring the majority of the objectives are already in place, but further work is also needed. This will include developing an agreed approach to data collection and monitoring performance across the District and Region.

Reference guide

This Strategy has been informed by evidence and research from the following sources and is further informed through consultation with the business community:-

- Coventry and Warwickshire Local Enterprise Partnership 5-Year Strategy 2011 - 2016.
- Stratford-on-Avon District Council's Corporate Strategy 2011 - 2015.
- Stratford-on-Avon District Local Development Framework Draft Core Strategy 2012 (covering the period to 2028).
 - G L Heran Employment Land Study 2011.
- Stratford-on-Avon Destination Tourism Strategy 2011 - 2015.
- Stratford-on-Avon District Housing Strategy 2009 - 2014.
- Localism Act 2011.
- Portas Review 2011.
- Stratford-on-Avon Tourism Economic Impact Assessment 2009.
- Stratford-on-Avon Business Survey 2011.
- Warwickshire Local Economic Assessment key issues summary paper 2009.



Business and Enterprise Strategy

Four Year Delivery Plan

2012 – 2015

Updated 2 April 2013

Objective 1 – Create an environment for businesses to start, locate and thrive

| Ref | Action | Timescale | Owner(s) | Progress | Update |
|------------|---|---|--|--|--|
| 1.1 | We will promote the concept of “buying local”. We will set the right example by ensuring that local businesses are fully aware of all opportunities to supply goods and services to the Council. | | | | |
| 1.1.1 | Award new market contract for Stratford-upon-Avon (147 market days – 104 in Rother Street, 15 in Henley Street and 28 at Waterside). | New contract to commence 1 October 2012 | Stratford-on-Avon District Council (SDC)/Stratford-upon-Avon Town Council (STC). | Contract awarded in October 2012. | New contractor in place and Market Forum established to monitor performance. |
| 1.1.2 | Organise special market days in conjunction with the new markets contractor. | From 1 October 2012 | SDC/STC/Stratfordward/contractor. | A programme of specialist markets has been agreed for 2013/14. | |
| 1.1.3 | Help small businesses showcase their products. | Ongoing | SDC/Market contractor/FSB/CW Chamber of Commerce and other business groups. | New markets contractor Geraud appointed - first market was held on 5 October 2012 and gathering momentum with traders and customers. | Ongoing provision in contractual arrangements to support small businesses – we will help to identify small businesses who may be interested. |
| 1.1.4 | Work with local groups to showcase product through digital Media technology (such as 3D markets online, mobile applications, location based services, digital signage). | 2012 | SDC with Coventry University. | Both bids to become a Portas Pilot were unsuccessful. | We will look at ways to best support 1.1.3 & 1.1.4. |

| Ref | Action | Timescale | Owner(s) | Progress | Update |
|------------|--|----------------------------------|----------|--|--|
| 1.2 | We will encourage the development of locality plans that incorporate proposals for business development, building on the aspirations set out in neighbourhood/parish plans where such plans exist and are up to date. | | | | |
| 1.2.1 | Use of New Homes Bonus to support localities to implement neighbourhood plans. | 2014 | SDC | SDC has agreed to set aside a proportion of New Homes Bonus to support local Parish and Town Councils for 2013/14. | A mechanism will be developed to enable Parish and Town Councils to submit proposals to access funding to support local initiatives. |
| 1.2.2 | Review our Asset Strategy. | To be considered on 16 July 2012 | SDC | Strategy was adopted in July 2012. | |
| 1.2.3 | Help facilitate/support community 'right to buy' projects. | 2013 | SDC | Ongoing. | Ongoing. |
| 1.2.4 | Commission Rural Housing Enabler to help support communities who are interested in bringing forward developments through 'Community Right to build'. | 2013 | SDC/WRCC | Ongoing. | Ongoing. |

| Ref | Action | Timescale | Owner(s) | Progress | Update |
|------------|---|------------------------------------|---------------|---|---|
| 1.3 | We will use our discretionary powers to give business rate concessions to new local businesses where possible. | | | | |
| 1.3.1 | Introduce a policy to provide Business Rate Relief. | To be considered on 8 October 2012 | SDC | SDC has agreed to provide a budget to support businesses suffering financial hardship. | There is nothing further to report. An extra £50,000 was put into the budget and this is being used to award hardship and discretionary relief to businesses that make an application. To date we have awarded nearly £128,000 of discretionary relief this year which includes cases of hardship. |
| 1.4 | We will explore further incentives to prevent landlords from leaving units vacant. | | | | |
| 1.4.1 | Introduce an Empty Property Strategy. | To be considered on 16 July 2012 | SDC | The Strategy was adopted in July 2012. | Achieved. |
| 1.4.2 | Undertake a programme of activities to bring empty commercial units back into use. | 2013 | SDC/landlords | Approach to be developed. | |
| 1.5 | We will actively promote access to financial support | | | | |
| 1.5.1 | Provide grants to support improvements to retail & commercial premises in Stratford-upon-Avon's | Ongoing | SDC | 40 expressions of interest received with 6 completed applications including Jack Wills. | 1 completed application since re-launch (Fred Winter signage) – project now delivered. |

| Ref | Action | Timescale | Owner(s) | Progress | Update |
|------------|--|-----------|---------------------------------------|---|--|
| | Historic Spine. | | | | 1 new application received (Hobson's Delicatessen – window and door replacements). 1 application currently awaiting planning approval (Zeiss Opticians – new shop frontage) |
| 1.5.2 | Provide grants to support a range of activity for the regeneration of Southam Town Centre. | Ongoing | SDC | 18 applicants have either submitted or expressed an interest in applying for a shopfront improvement grant. | 4 completed applications to date (October 2012). Other applications pending subject to planning consents. |
| 1.5.3 | Signpost businesses to potential funding streams to support growth and development. | Ongoing | SDC/WCC/other funding partners | License for Open4Biz funding Portal funded by SDC (September 2012). | Achieved - Funding portal now live and open to businesses via SDC website. |
| 1.5.4 | Work with partners to develop an advocacy approach with the intent of supporting business to help secure funding for development. | 2013 | SDC/businesses/CWLEP/Stratford Vision | Approach to be developed. | |
| 1.6 | We will adopt a constructive approach to regulation, keep streets and public spaces clean and keep our car parking strategy under review. | | | | |
| 1.6.1 | Develop a district wide 'Town Teams' approach to support Towns and larger villages where most help is needed. | 2012 | SDC/Partners. | £10,000 available to Town Teams signing up to Pledge. | One team is in placed in Alcester. |

| Ref | Action | Timescale | Owner(s) | Progress | Update |
|------------|---|----------------|----------------|---|--|
| 1.6.2 | Introduce a Parking Strategy. | October 2012 | SDC | Parking Strategy adopted Strategy agreed by The Cabinet in October 2012. | |
| 1.7 | We will implement a 'single point of contact' approach to provided businesses advice and support. | | | | |
| 1.7.1 | Undertake a systems thinking review of the Council's approach to businesses. | 2013 | SDC | Approach being developed. | |
| 1.7.2 | Develop an SDC portal which will signpost businesses to advice and information. | Ongoing | SDC | Single point of contact in process of being established. | Training to front line staff in progress to enable implementation on 26 February 2013. |
| 1.7.3 | Set up a mechanism to provide a platform for regular engagement with business. | September 2012 | SDC/businesses | Currently in the development and planning stages for Stratford Business Conference, 2013. | Conference to be delivered in conjunction with Stratford Vision at Heritage Centre, Gaydon on 12 April 2013. |
| 1.8 | We will improve the prospects of success for rural businesses. | | | | |
| 1.8.1 | We will champion the roll out of super fast broadband, foster digital growth in rural areas through leveraging in additional funding and providing technical support. | 2014 | SDC/Partners | WCC received a grant from Government of 4 million – this has been 100% match funded by all Councils in Warwickshire. The invitation to tender has commenced and two suppliers have responded. A full plan of what will be delivered with the £8 | |

| Ref | Action | Timescale | Owner(s) | Progress | Update |
|------------|---|-----------|-------------------------------------|--|---|
| | | | | million grant is being developed and will be finalised by 31 July 2013. This will still leave gaps within Stratford District and these are being addressed by securing funding through The Big Lottery Fund and individual Parish Council contributions. | |
| 1.8.2 | Through the Virtual District of Stratford-on-Avon programme, we will deliver a work stream aimed at strengthening the local economy and encouraging investment into our District through supporting business clusters (especially e-Tourism and Digital Media). | 2014 | SDC/Coventry University Enterprises | The Council is working in partnership with Coventry University Enterprises and secured a grant of £250,000 Euros through the EU INTERREG IVC programme to support the development of Serious Games and the promotion of economic growth across 13 European partners. | |
| 1.9 | We will reduce the Council's carbon footprint | | | | |
| 1.9.1 | We will promote renewable energy generation and improved energy efficiency for all types of buildings, using our various regulatory powers to influence the approach adopted by property owners. | Ongoing | SDC/Partners | Report to EQCC on electricity points across the District. | The Cabinet have agreed the installation of two charging points in Stratford-upon-Avon. |

Objective 2 – Facilitate growth of the local economy through targeted support

| Ref | Action | Timescale | Owner(s) | Progress | Update |
|------------|--|------------------------|--------------|---|--|
| 2.1 | We will ensure that the District's business development, rural economy and tourism needs are promoted at a strategic level and contribute to strengthening these sectors. | | | | |
| 2.1.1 | We will incorporate a range of policies in the Core Strategy to help strengthen the tourism sector and ensure the District's wider economy is strong and diverse. | Core Strategy timeline | SDC/Partners | | Core Strategy timetable to be discussed at 8 April 2013 The Cabinet. |
| 2.1.2 | Introduce a single contact point in the planning service for businesses to obtain information and advice. | 2013 | SDC | Communication channel being developed to enable fast track contact for businesses to get in touch with the relevant Planning Officer. | |
| 2.1.3 | Support the delivery of the Stratford-on-Avon Destination Tourism Strategy. | 2011 to 2015 | SDC/Partners | Destination Manager (DM) appointed and working towards the establishment of a Destination Management Organisation (DMO). | Framework for DMO now established. |
| 2.1.4 | Continue to support the Local Enterprise Partnership to maximise opportunities for the District. | Ongoing | SDC/CWLEP | Ongoing. | |

| Ref | Action | Timescale | Owner(s) | Progress | Update |
|------------|--|------------------|------------------------------------|---|---|
| 2.1.5 | Use data intelligence to target resources where they are needed most. | 2012 | SDC/WCC/business | Ongoing. | SDC have subscribed to WIP's and are undertaking a Business Survey in 2013. |
| 2.1.6 | Develop a mechanism for targeted activity by developing a 3D district wide map to identify areas of growth, technology, vacant properties etc. | 2013 | SDC/Coventry University Enterprise | Meeting with Coventry University and WCC to progress. | Identifying suitable site with consent to use as pilot for virtual map. |
| 2.1.7 | Set up a programme for senior managers to shadow counterparts in business and vice versa. | 2013 | SDC/businesses | Approach being developed. | |

Objective 3 – Create new jobs and improve skills

| Ref | Action | Timescale | Owner(s) | Progress | Update |
|------------|---|-----------|-----------------------|--|---|
| 3.1 | As one of the major employers in the District we will continue to recruit apprentices, where the opportunity arises, and encourage other businesses to consider apprenticeship schemes and support the concept of job clubs. | | | | |
| 3.1.1 | Create an 'Apprentice Hub' for the District's employers; to share learning and encourage widespread take up of apprenticeships across the District. | 2012 | SDC/businesses | WCC establishing an apprentice hub in April 2013 which will be supported by SDC. | |
| 3.1.2 | Implement a five year agreement to fund apprentices to help run the Visitor Information Centre (VIC) located in Stratford-upon-Avon. | 2012 | SDC/Stratford College | Achieved. | Progress monitored through quarterly meetings. |
| 3.1.3 | Provide work experience opportunities through work placements for young people by working with schools and further education. | Ongoing | SDC/schools/colleges | Programme in place for work experience through Theatre in Education, June 2013. | 40 Performing Arts Students from Stratford College will benefit from work place experience. |
| 3.1.4 | Continue to support the development of Job Clubs for the long term unemployed. | Ongoing | SDC/JCPlus | Ongoing | Jobs Club established in Stratford-upon-Avon. |
| 3.1.5 | Implement BOO Games (Boosting European Games) best practice toolkit. | 2014 | SDC/Partners | Programme of Study Visits in place. | Progress report produced on activity to date. |

| Ref | Action | Timescale | Owner(s) | Progress | Update |
|-------|---|-----------|-------------------------------------|--|--------|
| 3.1.6 | Support opportunities for young people in key stage 3, 4, and sign post 16 year olds to track their skills to make them better prepared when moving into work or choosing a path into higher education. | Ongoing | SDC/Partners | Plans underway to develop a programme to support 'softer skills for key stages 3, 4 and post 16 year olds. Led by WCC supported by SDC | |
| 3.1.7 | Support opportunities for young people (16 to 24 year olds) to track their skills to make them better prepared when moving into work or choosing a path into higher education. | Ongoing | SDC/Partners | BriteSparks initiative 'Life Beyond School'. In place, led by WCC. Supported by SDC. | |
| 3.1.8 | Investigate the feasibility to set up a database to coordinate work experience/placements across the District. | 2013 | SDC/schools and colleges/businesses | Currently in development through the Apprentice Hub which will be established in April 2013 and will be supported by SDC. | |

NB: The list of partners included in the delivery plan is not exhaustive. The Council recognises that there will be other partners who have not been identified that will have a valuable contribution to make to the delivery of some specific actions.