

**Corporate Strategic Action Plan  
Quarter 4 / Year End 2017/18**

Objective & Priority	Year 3 (2017/18) Task	Quarter 4 / Year End Performance		
		Target	Status	Quarter 4 / Year End Update
<b>Key Objective 1: A flourishing local economy</b>				
To positively embrace the Local Enterprise Partnership 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	To ensure that the Council is represented on the LEP following the revision to the Governance Arrangements following the LEP Board meeting on 20 March 2017	April 2017	Achieved	The Council continues to be represented on the CWLEP.
	To ensure that the Council achieves funding for Growth Initiatives within the District	March 2018	Achieved	HIF Marginal Funding Bid of £13.4m successful.
Work with our partners to ensure that new development provides the necessary schools and transport infrastructure for local residents, especially the working population	Implementation of the new Community Infrastructure Levy (CIL) Arrangements	July 2017	Achieved	This task has now been achieved. Adoption December 2017 with implementation 1 February 2018. Delays related to duration of CIL examination.
	Completion of the Infrastructure Delivery Plan	March 2018	Achieved	Initial update to IDP achieved in Feb 2018 as part of CIL spending arrangements. Spending arrangements set out approach for updating the IDP on an annual basis.
To encourage new small businesses throughout the District through focussed initiatives such as the provision of business incubation units	Undertake a review of the implementation of Venture House	June 2017	Achieved	
	Undertake a review of evidence to inform potential new locations for future years	September 2017	Achieved	

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Maximise the benefit of the local tourist industry including support for the local Destination Management Organisation, Shakespeare's England	Commission the Tourism Economic Impact Assessment for SDC area	September 2017	Achieved	
To support further development of the Broadband Infrastructure across our District which will assist businesses with the connections they require	To support the BDUK Phase II within Stratford-on-Avon District to achieve 98% coverage, compared to the National target of 95% by 31 March 2018	February 2018	Not Achieved	The BDUK project is continuing but the Council has identified a sum of money to consider options for those areas where BDUK will not be able to reach. Discussions with alternate providers are taking place.
<b>Key Objective 2: People and their environment</b>				
Facilitate the delivery of housing targets including working with developers to identify suitable land and locations for developments and ensuring 35% affordable housing provision	Site Allocation Plan consultation	May/June 2017	Achieved	6 weeks public consultation on Revised Scoping and Initial Options January to March 2018.
	Canal Quarter SPD consultation	May/June 2017	Achieved	6 weeks public consultation January to March 2018. Adoption expected July 2018 in accordance with published Local Development Scheme (LDS).
	CIL adoption	July 2017	Achieved	
	Adopt Development Requirements SPD	December 2017	Not Achieved	6 weeks public consultation March to April 2018. Adoption expected October 2018 at earliest.
	LMA SPD public consultation and adoption	November/ December 2017 & March/April 2018	Achieved	Adoption of SPD February 2018.

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Maintain quality leisure facilities District wide, with particular emphasis on enhancing facilities in Alcester	Strategic review of leisure provision across the District	June 2017	Not Achieved	Work is in progress. To be completed May 2018. A timeframe for the procurement of a new leisure management contract (when the current contract expires in 2021). A Built Leisure Provision Strategic review is currently being undertaken.
	To continue to examine options for the future delivery of leisure in Alcester	Ongoing	On Target	The Built Leisure Provision Strategic review (as above) includes the Greig Centre. A report will be produced for consideration by July 2018.
Promote Health and Wellbeing including playing an active role in the Warwickshire Health and Wellbeing Board	To ensure that the action agreed to support the County wide Health and Wellbeing Strategy are implemented	November 2017	Achieved	The Council is engaged with the Health and Wellbeing Board, Executive and South Warwickshire Health and Wellbeing Partnership. Any emerging Health and Wellbeing Strategy will be presented to The Cabinet in due course for consultation.
	To work with Warwickshire Health & Wellbeing Board on helping to shape the new Health and Wellbeing Strategy	March 2018	Not Achieved	Whilst the Council is participating in the review of the Strategy, the County Council is now expecting the Strategy to be developed later this year.

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	To ensure that the views of the residents of the District are reflected within the development of the Coventry and Warwickshire Sustainability and Transformation Plan	December 2017	Achieved and on-going	The Council continues to present the views of residents at the meeting of the Place Forum, the Portfolio Holder is fully engaged in these discussions which have from the Council's perspective concentrated on the prevention agenda.
Ensure the Crime and Disorder reduction strategy actions are delivered	Implement the Action Plans for Violence and Anti-Social Behaviour	March 2018	Achieved	The Action Plans for Violence and Anti-Social Behaviour have been delivered. In 2017/18 Violent Crime increased by 8.4% from 1,994 to 2,107 crimes, this has regularly been reported as due to changes in Police recording practice; similar increases have been seen across Warwickshire. Anti-Social Behaviour reduced by 1.6% from 2,641 incidents to 2,597.
	Secure the funding for the Rural Crime Coordinator posts and Rural Crime Action Plan	April 2017	Achieved	Funding for the two part-time Rural Crime Coordinators was secured from the Warwickshire Police & Crime Commissioner for 2017-18. By the end of 2017-18 they had received 79 victim referrals, resulting in 144 of victim visits. As a result of the visits 54 items of equipment have been loaned. There have been 22 vulnerability events with 365

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				vulnerable individuals engaged with. There have been 18 crime prevention events, with 1,208 residents engaged with. There have also been 3 Police training events with 56 officers trained. Four crime prevention articles have been published with an audience reach of 60,000. The 2017-18 Customer satisfaction survey identifies: 100% rate the service as 'good' or 'very good'; 94% found the equipment loaned 'useful'; 40% are now 'more likely' to report a crime; and 95% have made changes since their victim visit (installed security equipment / joined Neighbourhood Watch / signed up for Police alerts).
	Continue to identify funding opportunities for CCTV	March 2018	Achieved	The following funding has been secured to prevent crime and disorder through CCTV: - contributions from the Town & Parish Council's with CCTV, which enables the service to operate 24/7; Bell Court cameras; and Section 106 funding secured to offset the crime and disorder implications of new housing developments at Long Marston, Gaydon and Bishopton.

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Minimise the amount of waste going to landfill	To continue to work with Warwickshire Waste Partnership to identify options for reduction in landfill	Ongoing	Ongoing & On Target	We are currently working with the Warwickshire Waste Partnership trialling different initiatives to move food waste from landfill to composting. The results of this trial will form future policy at the Waste Partnership.
Identify long term solutions to particular sites throughout the District which are detrimental to the local community	To continue to work with the developer to progress the Gateway Project for Stratford-upon-Avon	March 2018	Achieved	Meetings with Gateway One Ltd have continued and potential designs for the site are being considered.
	Continue to work with the Co-Op bringing forward the Studley site	Ongoing	Ongoing & On Target	The Studley Co-op site is referred to in the Site Allocations Plan consultation to establish principle of redevelopment and assist further with its delivery. There are now a number of live bids on this site Co-op are due to finalise their ongoing requirements by the end of July so that the best bid can be identified.
<b>Key Objective 3: Responsible community leadership</b>				
Seek opportunities to work with our partners to achieve benefits for our residents. Expand our programme of sharing services with other Councils	Following the review of the Council's Sourcing Strategy to identify all potential options for extending Shared Service opportunities	Ongoing	Ongoing & On Target	During the current year discussions have taken place with a number of Council's including Wychavon, South Staffordshire, Warwickshire and Warwick. The Council has new shared arrangements in place for Information Governance with

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				Warwick DC, and has renewed the arrangements for HR & Payroll with Warwickshire County Council.
Ensuring that we manage our assets to meet the needs of our communities and services and where appropriate delivering commercial returns	Undertake a strategic review of budgets	October 2017	Achieved	
Supporting vulnerable people especially those becoming homeless, those adjusting to benefit changes and those needing supported accommodation	To ensure that the Council manages the implementation of the Council Tax Reduction Scheme and utilises where appropriate the Council's hardship fund	March 2018	Achieved	Year one of the scheme is now complete and there was no reduction in collection rates. There have been no significant issues in delivery of the scheme and access to the hardship fund. There are no changes planned to the scheme for year two.
	Consider the options that exist in respect of the purchase and development of supported temporary accommodation to better accommodate households becoming homeless	March 2018	Achieved	Project outline approved by MT and Cabinet and evaluation underway by Policy and Developments.
Work with our partners to improve the District's infrastructure including broadband, transportation, education, utilities and emergency services	To ensure that a methodology and process is agreed for the allocation of resources arising from CIL to deliver improvements to the infrastructure within the District	September 2017	Achieved	Three stage approach agreed to be undertaken at least once a year: (1) revise IDP, (2) invite funding bids, (3) allocate funding.

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Identify opportunities to improve access to local services, especially those in remote communities	To review the effectiveness of the Council's Customer Access Terminals	June 2017	Achieved	
	Depending on the outcome of the review of the effectiveness of the Customer Access Terminals, to identify and implement new sites across the District	March 2018	Achieved	Internal review undertaken, CATS remain important to the Council and will be publicised further with a view of reducing journeys and increasing take up.
Speak up for residents locally and nationally so that local communities are in a better position to help themselves	To ensure that the Council achieves full Non Constituent Membership of the West Midlands Combined Authority	May 2017	Achieved	