

**Corporate Strategic Action Plan
Year End (April 2018 – March 2019)**

Objective/ Priorities	Year 4 (2018/19) Task	2018/19 Performance		
		Target	Status	2018/19 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	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	Review of success to be completed September 2018	Achieved	Review was completed within target date. The Council continues to be represented on the CWLEP.
	To continue to provide funding to CWLEP and the Growth Hub	Budget in place 2018/19	Achieved	Funding approved for 2018/19.
	To ensure that the Council achieves funding for at least one Growth Initiative within the District	March 2019	Achieved	Contract with LEP sealed. New concept designs completed in readiness for contract. Hostile Vehicle Management project on target. Project delivery from April 2019 to Summer 2020.
	To develop business cases for priority projects	To respond to CWLEP call for projects when growth funding becomes available	Achieved	
CS1b - Work with our partners to ensure that new development provides the necessary schools and transport infrastructure for local residents, especially the working population	Effective collection of CIL monies due from developments	To collect all money due by 31 st March 2019	Achieved	All monies which are due through CIL have been invoiced throughout the year. However, this has totalled only £100k approx. although £1.7m is in the pipeline. CIL is being reviewed by Government. Expectation that an infrastructure funding programme to be introduced to replace CIL.

**Corporate Strategic Action Plan
Year End (April 2018 – March 2019)**

Objective/ Priorities	Year 4 (2018/19) Task	2018/19 Performance		
		Target	Status	2018/19 Update
	Ensure allocations of funding are administered in a timely way	From April 2018 onwards	Not Achieved	Funding rounds postponed due to review by Government on CIL. A minimum 'pot' value to be proposed before infrastructure bids to come forward. Report to Cabinet in new Municipal year following the Government review.
CS1c - To encourage new small businesses throughout the District through focussed initiatives such as the provision of business incubation units	To survey small businesses to fully understand their accommodation requirements	August 2018	Achieved	Business Survey completed.
CS1d - Maximise the benefit of the local tourist industry including support for the local Destination Management Organisation, Shakespeare's England	Continue the annual Tourism Economic Impact Assessments for Stratford District	November 2018	Achieved	Tourism Economic Impact Assessment undertaken.
	To implement a new Visitor Information service	From April 2018	Achieved	Cost neutral solution implemented in relation to the Visitor information Centre. Permanent arrangements in place from November 2018.
	To continue to liaise with WCC and BDUK in relation to the continued roll-out of the Broadband programme across the District	Contract 2 to be completed by December 2018	Not Achieved	Contract 2 is now due to complete by end of Summer 2019 – the Council continues to liaise with BDUK and is also in conversation with DCMS in relation to accessing Rural Broadband funding through Central Government.
CS1e - To support further development of the Broadband Infrastructure	To support reviews into extending broadband	March 2019	Not Achieved	Contract 2 is now due to complete by end of Summer 2019 – the Council continues to liaise with BDUK and is also

**Corporate Strategic Action Plan
Year End (April 2018 – March 2019)**

Objective/ Priorities	Year 4 (2018/19) Task	2018/19 Performance		
		Target	Status	2018/19 Update
across our District which will assist businesses with the connections they require	connectivity to areas not covered by BDUK			in conversation with DCMS in relation to accessing Rural Broadband funding through Central Government.
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	To adopt the Site Allocation Plan	June 2018	Not Achieved	New LDS timetable approved at Council December 2018. Consultation to begin Summer 2019 and Adoption in late 2020.
	To adopt Development Requirements Supplementary Planning Document (SPD)	June 2018	Ongoing and on target	4 additional SPD's have been adopted but target has not been achieved within target date.
	To adopt the Canal Quarter SPD	June 2018	Achieved	Adopted 16 July 2018.
	To adopt Long Marston Airfield SPD	June 2018	Achieved	Adopted 26 February 2018.
CS2b – Maintain quality leisure facilities District wide, with particular emphasis on enhancing facilities in Alcester	Serving Notice under the Leisure Agreement with the objective that the Grieg Hall facility including the Lifestyles Building is brought under the control of the Council and that opportunity is provided to the local community to reopen the Grieg Hall	Ongoing	Not Achieved	Directions hearing has taken place in Birmingham Court. Trial is planned for a date between September and December 2019. Alternative dispute resolution process currently being undertaken at request of Court.
CS2c – Promote Health and Wellbeing including playing an active role in the	To play an active role in the development of a revised Health and Wellbeing Strategy for the County Council and to	Ongoing	Ongoing and on target	The Council continues to participate in discussions of the Health and Wellbeing Team and the Coventry & Warwickshire Place Forum.

**Corporate Strategic Action Plan
Year End (April 2018 – March 2019)**

Objective/ Priorities	Year 4 (2018/19) Task	2018/19 Performance		
		Target	Status	2018/19 Update
Warwickshire Health and Wellbeing Board	be clear on the role that the Council will play in implementing that strategy			
	To develop and implement the new South Warwickshire Health and Wellbeing Partnership, along with identifying joint initiatives with Warwick District Council	Ongoing	Achieved	The South Warwickshire Health and Wellbeing Partnership has been established with representation from Stratford-on-Avon District Council, Warwick District Council, Warwickshire County Council, South Warwickshire CCG and SWFT and GP practices. Draft priorities have been considered along with joint initiatives within the Public Health arena.
	To assist in the development of the Active Communities Strategy	Ongoing	Achieved	When appropriate the completed Active Communities Strategy will be considered by the internal Health and Wellbeing Group.
CS2d – Ensure the Crime and Disorder reduction strategy actions are delivered	Implement the Action Plans for Violence and Anti-Social behaviour	March 2019	Achieved	The Council continues to contribute to the Violence, Serious & Organised Crime (SOC) and ASB Action Plans. Council actions include: a Stratford Serious & Organised Crime (SOC) Case Management group has been formed and regular meetings have been held for the last 3 months, alongside 6 community engagement events in hotspot areas. Increased promotion of good news stories/Victim Support sessions in relation to SOC. CCTV service continues to support enforcement action around

**Corporate Strategic Action Plan
Year End (April 2018 – March 2019)**

Objective/ Priorities	Year 4 (2018/19) Task	2018/19 Performance		
		Target	Status	2018/19 Update
				SOC. A commissioned report reviewing Warwickshire Retail Crime Initiative in South Warwickshire has been produced and local action plans are being drawn up to address recommendations. Work is on-going regarding begging and the Alternative Giving campaign in Stratford.
	Secure funding for the Rural Crime Co-ordinator posts and deliver the Rural Crime Action Plan	£44,262	Achieved	PCC funding achieved for 2 part-time Rural Crime Advisers and project funding to deliver the Rural Crime Action Plan. During Q4 there have been 38 victim referrals resulting in 58 victim visits. 11 individuals have taken advantage of the security equipment loan initiative. A total of 14 mobile cameras were deployed during this quarter at 8 separate locations for rural thefts, ASB/drugs and a commercial fly tipping hotspot. Rural crime prevention events have taken place at three venues with 50 van packs provided to tradespeople. The first Supported Village initiative was launched in Long Itchington where property marking was provided to the village residents, along with cycle marking.
	Continue to identify funding opportunities for CCTV	March 2019	Ongoing and on target	During 2018/19, S106 funds were received for developments at Meon Vale and Wellesbourne. New cameras will be installed as part of the overall CCTV upgrade project. S106 applications have

**Corporate Strategic Action Plan
Year End (April 2018 – March 2019)**

Objective/ Priorities	Year 4 (2018/19) Task	2018/19 Performance		
		Target	Status	2018/19 Update
				been made for developments at Gaydon and Long Marston.
CS2e – Minimise the amount of waste going to landfill	To continue to work with the Warwickshire Waste Partnership to identify options for reduction in landfill	Ongoing	Ongoing and on target	We are continuing to work with the Warwickshire Waste Partnership, including the food waste recycling trial - 'grey to green' to divert food waste from landfill to composting. The results of the waste composition analysis will determine future policy at the Waste Partnership.
CS2f – Identify long term solutions to particular sites throughout the District which are detrimental to the local community	Continue to work with the Co-op to resolve the ongoing situation with Priory Square in Studley using Compulsory Purchase powers if necessary and appropriate	Ongoing	Ongoing and on target	The Co-op have identified a preferred bidder who has been in and met with SDC. Pre-application planning meeting fixed for 26/04/2019. Exchange of Contracts anticipated mid May 2019.
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	Deliver the Strategic Review recommendations	Ongoing	Achieved	The Council has agreed 8 Priority areas for implementation in 2018/19 and 2019/20.
CS3b – Ensuring that we manage our assets to meet the needs of our communities and services	To progress the transformation programme arising from the Strategic Review project in line with the agreed plan	Throughout 2018/19	Achieved	Priority items have been reviewed and agreed.

**Corporate Strategic Action Plan
Year End (April 2018 – March 2019)**

Objective/ Priorities	Year 4 (2018/19) Task	2018/19 Performance		
		Target	Status	2018/19 Update
and where appropriate delivering commercial returns	Continue to work towards implementation of the Stratford Gateway project	Ongoing	Ongoing and on target	Initiated new discussions with interested Parties. Cultural Gateway SPD consultation completed.
	Investigate working with land holders to implement Canal Quarter proposals	Ongoing	Ongoing and on target	Ongoing and on target.
CS3c – Supporting vulnerable people especially those becoming homeless, those adjusting to benefit changes and those needing supported accommodation	To ensure that the Discretionary Housing Payment budget, provided by DWP for assisting benefit recipients in severe financial hardship is fully utilised	Allocate 100% of fund available by end of March 2019	Achieved	Maximum Discretionary Housing Payment awarded.
	Implement the new service arrangements in response to the Homelessness Prevention Act requirements: <ul style="list-style-type: none"> • Restructure • Recruitment • Back office changes • New duties implemented 	April 2018	Achieved	
CS3d – Work with our partners to improve the District’s infrastructure including broadband, transportation, education, utilities and emergency services	Implement the arrangements for the allocation of CIL funds	April 2018	Achieved	Endorsed at Cabinet 26 th February 2018.

**Corporate Strategic Action Plan
Year End (April 2018 – March 2019)**

Objective/ Priorities	Year 4 (2018/19) Task	2018/19 Performance		
		Target	Status	2018/19 Update
CS3e – Identify opportunities to improve access to local services, especially those in remote communities	Following the review of Customer Access Terminals, agree a plan to promote the facilities and identify potential new locations	September 2018	Not Achieved	Work has been delayed on this initiative whilst the arrangements for the Visitor Information Centre have been finalised.
	Continue to support the Community Transport Initiatives	Ongoing	Achieved	OSC Task and Finish Group has examined all of the voluntary sector activities funded by SDC including community transport. Future provision is subject to budget considerations.
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 West Midlands Combined Authority, Coventry & Warwickshire LEP, and the Local Government Association	Ongoing	Ongoing and on target	The Council is non-con lead on EU Exit Preparedness Board, Culture Creative Tourism Board, Finance Board, Housing & Land Board and Investment Board.