

**Corporate Strategic Action Plan
Year 5 (April-September 2019)**

Objective/Priority	Year 5 (2019/20) Task	2019/20 Performance		
		Target	Status	Quarter 2 Update
Key Objective 1: A flourishing local economy				
<p>CS1A – To positively embrace the Local Enterprise Partnership (LEP) to influence its plans, priorities and impact upon our District.</p> <p>Maximise the use of national funding opportunities such as the City Deal and Regional Growth Fund to boost business opportunities in our area</p>	Deliver on the Henley Street project, reporting to LEP defined outputs	Start works in April 2019 – completion of works March 2020	Ongoing and on target	Works will still be completed by March 2020 however unlikely to start before Christmas
	Subject to a successful application to Future High Streets Fund, to support a High Street/Business Support Strategy in Studley	February 2020	Action due at a later date	
	To participate in the Retail Study being undertaken by the West Midlands Combined Authority (WMCA)	February 2020	Action due at a later date	NB: Uncertainty regarding rollout of retail study. Exploring other avenues e.g. WMCA single commissioning framework.
	Board member for the Culture, Creative Industries and Tourism Advisory Group (CCTAG) WMCA Board. Developing a Culture Work programme for the region	Ongoing	Ongoing and on target	

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CS1B – Work with our partners to ensure that new development provides the necessary schools and transport infrastructure for local residents, especially the working population	Review arrangements with infrastructure providers to ensure that their needs are correctly captured for delivery alongside new developments	January 2020	Action due at a later date	Government changes to the CIL regulations are expected to be implemented in September 2019. Infrastructure providers are uncertain of the impact which these proposed changes will have on their ability to access funding. Consequently it is proposed to defer until January 2020.
	Launch the call for bids – Assess bids from infrastructure providers for the use of Community Infrastructure Levy (CIL) funds and present to The Cabinet for decision on allocations	March 2020	Action due at a later date	
	In line with the approved Core Strategy to retain and support the enhancement of the established flying functions and aviation related facilities at Wellesbourne Airfield	March 2020	Action due at a later date	
	To respond to the consultation in relation to the changes to the CIL in respect of the need to publish an annual Infrastructure Funding Statement	October 2019	Action due at a later date	New regulations effective from September 2019.

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CS1C – To encourage new small businesses throughout the District through focussed initiatives such as the provision of business incubation units	Options appraisals for producing small business units – look at opportunities to broaden a refined Venture House model/or micro light industrial	September 2019	Ongoing and on target	Options for future operation of Venture House to be considered at Management Team. Officer discussions ongoing.
	Actively represent SDC at the Stratford Business Improvement District (BID). Support BID 3 roll out (3 year programme)	Commences April 2019	Ongoing and on target	Policy Manager (Enterprise, Housing & Planning) attends as an Observer.
	Review Venture House offer and embed redefined scope of Economic Development Team in line with the Local Industrial and Economic Strategy.	Summer 2019	Action due at a later date	Options for future operation of Venture House to be considered at Management Team. Officer discussions ongoing.
	Develop detailed action plan and recommend priority projects relating to the Local Industrial and Economic Strategy.	Summer 2019	Ongoing and on target	Report due for Cabinet in December 2019.

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CS1D – Maximise the benefit of the local tourism industry including support for the local Destination Management Organisation, Shakespeare’s England	Board member for the CCTAG WMCA Board. Developing a Culture Work programme for the region. Promote DMO at the WMCA and recommend for position on Culture Board	WMCA work programme dates to be agreed	Ongoing and on target	
	Following approval of the ongoing support for Shakespeare’s England (£75,000 for 3 years) to maximise the opportunity for increasing private sector support	March 2020	Action due at a later date	
CS1E – To support further development of the Broadband Infrastructure across our District which will assist businesses with the connections they require	Submit a joint bid on behalf of SDC and Parishes to the Local Full Fibre Network Fund – supported by Department for Digital, Culture, Media and Sport	To acquire the necessary funding for solutions to be applied and increase connectivity across the District	Ongoing and on target	SDC to attend a meeting with the Secretary of State and Minister for DCMS on 29 th October where solutions were explored to access available funding streams.
	To contribute to Phase 3 of the BDUK programme – to ensure the greatest outputs for the District	Commences April 2019	Ongoing and on target	Phase 3 contract started in September 2019, however, BDUK has issued Contract Default notice already due to non-delivery

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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	Revised timetable of Local Development Scheme (LDS) approved in December 2019. Development and consultation of Site Allocations Plan, Gypsy and Traveller Plan and Development Requirements Supplementary Planning Document (SPD)	Adopt October 2020	Action due at a later date	Consultation was held during August/September 2019.
	Work with developers and partners including Homes England to deliver Long Marston Airfield Garden Village, specifically in securing Housing Investment Funds through the Marginal Viability Fund	July 2020	Action due at a later date	
CS2B – Maintain quality leisure facilities District wide, with particular emphasis on enhancing facilities in Alcester	Take all necessary action to secure possession of the Greig Centre site and commence refurbishment project	March 2020	Action due at a later date	
	Following the consultation exercise to commence construction of the Studley Leisure Centre extension	Completion February 2020	Action due at a later date	
CS2D – Promote Health and Wellbeing including playing an active role in the Warwickshire Health and Wellbeing Board	The County Council is expected to finalise their Health and Wellbeing Strategy in early 2019. SDC will prepare an action plan designed to locally implement the main objectives	To prepare an action plan for consideration by Portfolio Holder by September 2019	Off target	

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	The Council is in dialogue with the South Warwickshire CCG, County Council and Warwick District Council in relation to developing a South Warwickshire Health and Wellbeing Partnership (SWHWBP)	To finalise the establishment of the SWHWBP and seek approvals from The Cabinet by October 2019	Action due at a later date	
CS2E – Ensure the Crime and Disorder Reduction Strategy actions are delivered	Review the Safer South Warwickshire Community Safety Partnership (CSP) strategic action plans for 2019/20	June 2019	Achieved	
	Secure grant funding to deliver priorities	April 2020	Action due at a later date	A grant bid will be prepared in Quarter 4, once the CSP priorities have been agreed.
	Implement the CCTV scheme upgrade: Replacement of existing cameras	September 2019 <i>Proposed target change</i>	Off Target	Award of contract was delayed by seven months, and finally awarded on 18 September 2019. The contract is now mobilising with equipment ordered and operating system being built. The revised project timeline will achieve Phase 1 -

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				Control Room updated and implementation of new system by December 2019; and Phase 2 - Replacement of existing cameras by May 2020. Recommendation to revise target to May 2020.
	Implement the CCTV scheme upgrade: Enhancement of functions and delivery of additional cameras	January 2020	Off Target	
CS2F – Minimise the amount of waste going into landfill	Contribute to the Warwickshire Waste Partnership initiatives	Ongoing	Ongoing and on target	
	Response to Extended Producer Responsibility Consultation	March 2020	Action due at a later date	
	Publicity/education campaigns to reduce contamination in recycling	10% contamination by March 2020	Action due at a later date	
	To review the Council's long term policy position in relation to waste	March 2020	Action due at a later date	

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CS2G – Identify long term solutions to particular sites throughout the District which are detrimental to the local community	Work with Co-op to redevelop derelict site in Studley	Planning application in place by June 2019 <i>Proposed target change</i>	Off target Revised target – planning application by February 2020.	Land transfer to McCarthy & Stone agreed pre-application discussions regarding planning have commenced
	Agree proposals for redevelopment of Studley Medical Centre site	Preferred option agreed by June 2019 <i>Proposed target change</i>	Off target Revised target – Preferred option agreed by February 2020.	Action delayed pending outcome of WCC proposals for adjoining site.
Key Objective 3: Responsible community leadership				
CS3A – Seek opportunities to work with our partners to achieve benefits for the residents. Expand our programme of sharing services with other Councils	To review the Council’s Sourcing Strategy for consideration by The Cabinet	November 2019 to review the Council’s Sourcing Strategy	Action due at a later date	
	Vision 2050 – Develop Masterplan for Stratford-upon-Avon and identify priority projects to take forward. The first stage will result in the production of a vision document following which the action plan will be developed	March 2020	Action due at a later date	Looking to incorporate work with review of Core Strategy to commence from Summer 2020

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CS3B – Ensuring that we manage our assets to meet the needs of our communities and services and where appropriate delivering commercial returns	The Council’s Capital and Investment Strategy will be considered in February 2019 – to implement the framework for the considerations of new projects	June 2019	Off target	Delayed - the new investment strategy will help underpin the Financial Strategy which will be approved by Council in February 2020
	Develop timeline for delivery of the Organisational Development Strategy and commence the programme	May 2019	Off target	
	Elizabeth House Refurbishment – complete Elizabeth House refurbishment to allow better agile working and free up floor space for letting	March 2020	Action due at a later date	
	Implement and embed new TLC system for Land Charges and review delivery of the land charge service	October 2019	Action due at a later date	
CS3C – Supporting vulnerable people especially those becoming homeless, those adjusting to benefit changes and those needing supported accommodation	Affordable Housing Delivery Group (AHDG) – implement the findings of the AHDG	March 2020	Achieved	The Cabinet established the Housing Investment Panel on 8 July 2019.
	Monitor the roll-out of Universal Credit and other welfare reforms in order to support and minimise the impact to customers by making use of discretionary funds for Housing Benefit and Council Tax Support	Maximise use of discretionary funds	Ongoing and on target	

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	Review the Council Tax Reduction Scheme	October 2019	Action due at a later date	
	End the routine use of Bed & Breakfast accommodation for homeless households and individuals	March 2020	Action due at a later date	The growth in alternatives has led to a reduction in the number of placements, resulting in improved performance which is now ahead on target.
	Determine policy position for delivering the Government's Rough Sleepers Strategy	July 2019	Achieved	Development of Rough Sleeping Strategy, as required by the National Rough Sleepers Strategy underway, which will include much of the work in place and already proving to have had a positive impact on reducing the numbers of people sleeping rough.

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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	By September 2019 to have allocated the first funds collected through CIL	Action due at a later date	Further report on Infrastructure Funding Statement to be prepared Winter/Spring 2019/20
CS3E – Identify opportunities to improve access to local services, especially for those in remote communities	Following the review of the Customer Access Terminals, agree a plan to promote the facilities and identify potential new locations	September 2019	Ongoing and on target	Possible sites for Customer Access Terminals are being determined
	Undertake review of the Council’s community transport UBUS scheme	September 2019	Achieved	Review complete and reported to Cabinet
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 (LGA)	Ongoing	Ongoing and on target	
	To develop a revised Corporate Strategy 2019-2023	To be approved by Council in October 2019	Action due at a later date	