

SDC Local Industrial & Economic Development Strategy Action Plan (Dec 2018) – Updated Dec 2019

Aim 1: The best place to start and grow a business

| Ref | WMCA Pillars | Objective (What) | Purpose (Why) | Action/Priority (How) | Actor (Who) | Funding | Target (When) | Success Measure (Outcome) | Risk | Traffic Light | Progress |
|------|--------------|---|---|---|--|--|---|--|---|---------------|---|
| A1.1 | 2 & 4 | 1. To address polarisation of the workforce | To re-balance the jobs market | Identify middle-skilled jobs and how they fit with the economic profile of the District | SDC WCC CWLEP | n/a | December 2020 | Better evidence of what types of jobs can be provided to achieve desired outcome | High – need to define risks | AMBER | Data sources identified: WCC Skills for Employment: https://www.warwickshire.gov.uk/post-16-college-education/skills-employment-%E2%80%93-latest-news?categoryId=20013&documentId=457ent District info sheet: https://apps.warwickshire.gov.uk/api/documents/WCCC-688-384 Meeting with WCC to be confirmed to discuss how Skills for Employment might help with data or action. |
| A1.2 | 1 & 3 | 2. To improve broadband connectivity | Providing wired broadband in rural areas is expensive – more cost effective alternatives should be explored to ensure maximum coverage of superfast broadband | Explore the potential for wireless provision with third party suppliers | SDC WCC Broadband suppliers- BT, Sky etc Mobile Service companies for wireless broadband Coventry Solihull Warwickshire (CSW) Broadband project Government CWLEP | Mostly within existing work programmes | December 2025 Government set target for universal superfast coverage | Improved Superfast Broadband access via cable fibre and wireless delivery | Medium - Funding Technical difficulties in covering a rural district Low – Technical differences between rural service and urban service Medium – implementation of 'native' mode on 5G network Medium – Timescale, mobile networks likely to concentrate on urban rollout of 5G first (as they did with 3G & 4G) although a licence requirement to provide 98%+ coverage, rural coverage is usually 'last mile' Medium – BDUK delivery timescales can slide | AMBER | SDC working with BDUK / CSW Broadband to deliver superfast broadband across the District. Challenge with connections to circa 4,000 more remote properties. |

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| A1.3 | 3 | 3. To improve access to finance | To assist businesses with moving to next stage of growth | Investigate provision of loans or grant-funding | SDC CWLEP WCC | Additional budgets required | April 2020 Once complete new action to deliver loans programme will be started | Increase in number of existing businesses receiving growth funding. | Medium – Growth does not materialise due to external factors (Brexit/Markets/Trade disputes) Medium – If implemented as Loans, there is a risk that they may not be repaid, or that action may need to be taken for recovery | AMBER | 09/04/2019 Evergreen Business fund Bid (£75k) made to cabinet and approved. SDC exploring with WCC, CW Growth Hub and CW Reinvestment Trust to see whether fund can be delivered utilising existing programmes. |
| A1.4 | 1 | 12.Encourage business growth in new sectors-growing high quality, high value jobs within growing sectors of the future | To ensure potential for innovation and growth is maximised | establish a joint working party with Warwick University to explore and define new opportunities | Warwick University SDC WCC | n/a | December 2020 Possible further actions from this | 1 - Partnership formed | low | YELLOW | Scoping meeting set for January 2020 with University of Warwick and partners. |
| A1.5 | 1 | 12.Encourage business growth in new sectors-growing high quality, high value jobs within growing sectors of the future | To ensure 'joined up thinking' takes place to concentrate efforts to attract inward overseas investment and foster good relations To create a brand 'Stratford' to add extra value to the inward investment arguments | To explore the possibility of joint working with tourism organisations to articulate plans and marketing for the global brand of Shakespeare. To promote Stratford District as a place to do business and 'build lives and homes' | SDC WCC/WIPs RCS Birthplace Trust Stratforward Growth Hub Shakespeare's England | TBC | December 2020 If further actions agreed amongst partners further actions may be included | 1 - Terms of reference prepared 2 - Group meeting regularly 3 - Branding agreed | Low | AMBER | Officers liaising with WCC Inward Investment and Shakespeare's England. WCC WIPs leaflet being updated. |

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Aim 2: Prosperous communities

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| A2.1 | 5 | 4. To enhance the High Streets | Create a comprehensive record of high street retail activity enabling trend analysis | Undertake annual shopfront surveys of Stratford-upon-Avon and the 8 Main Rural Centres Information from A2.3 may inform this work | SDC | Existing resources within the Policy Team | July/August (annual) Now due September 19 due to workload | 1 - Shopfront survey for SUA and each MRC compiled annually by December | Low - Dependent upon staffing resources but not considered overly onerous | GREEN | Surveys completed for Stratford-upon-Avon and the Main Rural Centres. Results recorded in the AMR. |
| A2.2 | 3 | 4. To enhance the High Streets | To reduce the overheads for existing (?) and new retailers | Explore potential for local business rate relief scheme | SDC | Additional budgets required | 2019 May be reviewed if changes to NDR or other legislation makes this feasible | 1 - Reduction in retail closures measured against trend 2- Vacant retail units being occupied | High - Relief may be insufficient to prevent losses Medium – Scheme may not be enough in itself to attract openings | GREEN | All statutory and Discretionary reliefs being applied where they apply and meet criteria. Local Relief Scheme considered previously but not feasible on Cost or Sustainability |
| A2.3 | 5 | 4. To enhance the High Streets | To understand and quantify changes in uses in TC and monitor health of TC and other local centres | Town centre health check to closely monitor the types of uses that are being lost. Also monitor retail uses in other local centres Consider Policy in CS Review to deal with loss of A1 uses if necessary Information from A2.1 may inform this work | SDC | Existing resources within the Policy Team | Bi Annually 2019 2021 2023 | 1 - Identifying trends on which to base future policy (Also see Outcomes for A2.1) | None identified | YELLOW | Health check for Stratford-upon-Avon complete. Surveys for remaining centres to be commissioned on 2 yearly rolling cycle. |
| A2.4 | 5 | 4. To enhance the High Streets | To Champion the Town Centre Policy TC 1 of SADC NDP <ul style="list-style-type: none"> • Improving the perception and image of the town; • Improving the visitor experience; • Supporting independent businesses; • Liaising with established retailers to encourage the desired mix of retailers; | Appoint Town Centre Manager/champion | SDC Stratford Town Council Stratford | TBC | December 2021 Work to commence after Core Strategy Review 2020 | Town Centre Manager/champion appointed Or Agreed outcomes delivered by 3 rd party | Medium – possible clash with Stratford aims and objectives Medium – Possible duplication of Stratford roles Medium – Funding may not be available or insufficient | AMBER | Establishing a vision and understanding the USP of a place will be the foundation of SDC's place-shaping agenda to be addressed through the Core Strategy Review commencing from Summer 2020. Discussions regarding provision of dedicated staff resource as part of that work are ongoing. In addition, it is proposed that a Cabinet Member (either the Deputy Leader & Portfolio Holder for Place or the Portfolio Holder for Operations) will assume a more explicit role in respect of the future of town centres. |

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| | | | <ul style="list-style-type: none"> • Further developing a markets policy to include an entrepreneurs' market; • Advocacy and administration of parking and traffic policies; • Improving the pedestrian and cyclist experience in accordance with Policy CLW5 and TC Project 5; • Shopmobility; • Building on the recognised contribution that creative industries make to the town's prosperity; and • Enhancing the overall appearance of the town and public realm including pedestrian and vehicle signage | | | | | | | | |
| A2.5 | 1 | 4. To enhance the High Streets | To understand how town centres can evolve to stay relevant to residents needs in the future and increase prosperity and well being | SDC to bid for funds for Town Centres at National and Regional levels such as from WMCA pilot study | SDC WMCA CWLEP MCHLG | tbc | Ongoing Reviewed December Annually | The implementation of pilot schemes to create successful Town Centres for future needs from which lessons can be learnt for the future of other Town Centres | Medium – funding is scarce, Future High Street application was unsuccessful WMCA pilot Study applications not yet open | AMBER | Future High Street funding application unsuccessful. SDC to explore bidding via the WMCA Single Commissioning Framework. |
| A2.6 | 1 | 5. To address highway congestion and transport infrastructure | To provide improved journey times on the strategic road network | Seek improvements and upgrading of the A46 | SDC WCC Midlands Connect Local Planning & Highway Authorities (along the route) LEPs (along the route) Developers | Government CIL | December 2025 | Decrease in congestion | Medium – funding is still uncertain and local improvements need to be seen in the context of interventions in the route as a whole. | YELLOW | The A46 Partnership has published a prospectus outlining the importance of the A46 to the Midlands Engine and the UK economy. This work is currently being redrafted as the Trans-Midlands Trade Corridor to further promote the route. Midlands Connect is also undertaking a strategic corridor study. |

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| A2.7 | 1 | 5. To address highway congestion and transport infrastructure | To provide improved journey times, reduce congestion and improve the environmental quality of Studley and Mappleborough Green | Reduce congestion on the A435 | SDC WCC | CIL Private sector | December 2025 | Decrease in congestion | High | AMBER | Government has introduced a new tier of road: Major Road Network or MRN that sit between the SRN and the LRN. The A435 is likely to fall into this category and WCC is currently scoping how this new status may help deliver improvements to the north-south corridor through Alcester Redditch/Mappleborough Green. |
| A2.8 | 1 | 5. To address highway congestion and transport infrastructure | To contribute to reducing congestion by providing a relief road to Stratford-upon-Avon and serve LMA facilitating delivery of 3,100 dwellings | Facilitate/ support implementation of SWRR | SDC LMA | CIL Private sector | 2024 | Decrease in congestion and construction of 3100 at LMA | Medium | YELLOW | Planning application submitted by CALA Homes and currently pending consideration. Awaiting announcement from Government RE Housing infrastructure Fund Forward Funding bid. |
| A2.9 | 1 | 5. To address highway congestion and transport infrastructure | To provide viable alternatives to the private car and improved connectivity to London, Birmingham and Birmingham International Airport | Seek improvements to rail services to/from Stratford-upon-Avon such as increasing frequency and later night time train services | SDC WCC West Midlands Trains Chiltern Railways Network Rail Midlands Connect | CIL Private sector Network Rail | December 2021 | Improvements in service i.e. journey times and frequency | High | YELLOW | New enhanced Chiltern timetable to London now operational. SDC also a member of the Heart of England Community Rail Partnership that is working to improve services and passenger experiences. |
| A2.10 | 1 | 5. To address highway congestion and transport infrastructure | To provide viable alternatives to the private car | Discuss with WCC about bus provision to see what action SDC can take | WCC SDC Bus companies | Bus companies | ongoing | Less use of private car Increased numbers of Public transport Journeys Increased Footway and Cycleway infrastructure | Medium Viability issues | YELLOW | Ongoing. Specific improvements delivered via planning applications and further consideration being given through the spending of CIL monies and publication of the Council's Infrastructure Funding Statement. |
| A2.11 | 1 | 6. To improve energy supply | To ensure that power supplies do not hinder economic growth | To lobby and liaise with the energy sector on behalf of businesses | SDC WCC LEP | n/a | December 2021 | Positive feedback from businesses RE power supplies Commitment from suppliers to supply and capacity Modernisation of supply infrastructure | Risks for SDC RE action are low. Risks may increase as enhanced electric charging infrastructure becomes a requirement on street Risks of failing to achieve tangible outcome high given complexity of the issue | YELLOW | SDC and the LEP continuing to lobby and make the case for resolving this sub-regional issue. |

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| A2.12 | 1 | 6. To improve energy supply | To ensure future energy resilience | To encourage the growth of low-carbon technologies and the efficient use of resources | SDC – Planning Policy WCC Energy sector National Grid Act on energy Warwickshire | Central Gov't? Private sector | December 2025 | Improvements in air quality Improvements in health | Viability arguments | YELLOW | SDC preparing a SPD on Climate Change to provide guidance on the interpretation and implementation of its planning policies and actively encourage reductions in carbon emissions. As per A2.14 SDC undertaking detailed project design work in order to progress Canal Quarter District Heating scheme. Work also progressing with Homes England in respect of District Heating at Long Marston Airfield. |
| A2.13 | 1 | 6. To improve energy supply | To ensure awareness of issues is maintained and encouraged in developments at an early stage rather than expensive and prohibitive retrofitting | Establishment of a political Champion for Energy | SDC - Cabinet | SDC | December 2020 | Increase in low-carbon technology schemes | None identified | YELLOW | In some ways, action superseded by SDC declaration of a Climate Change Emergency, with Task and finish Group formed to look at actions. OSC to take lead on monitoring Council Performance. SDC considering appointment of a climate change / sustainability officer to lead on this issue. SDC preparing a Climate Change SPD to provide guidance on its planning policies. |
| A2.14 | 1 | 6. To improve energy supply | To profit from use of low energy technology To show commitment to saving energy and innovative DC | Investigate the possibility of setting up a company to provide an income stream from the District Heating network | SDC C&RT Private sector | Depends on outcome of feasibility study | December 2025 | To profit from use of low energy technology to enable other schemes to be initiated | Skilling | GREEN | Canal Quarter District Heating Feasibility Study complete. SDC undertaking detailed project design work in order to progress Canal Quarter District Heating scheme. Work also progressing with Homes England in respect of District Heating at Long Marston Airfield. |

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Aim 3: Good jobs and greater earning power

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| A3.1 | 1 | 7. To address affordability of homes | Increasing housing supply should temper house price increases ¹ | Ensure that the Core Strategy housing requirements are met | SDC – Planning Policy Private House builders Housing Associations | n/a | 31 August (annual) | Target achieved (see AMR) | Medium – SDC has achieved record levels of housing in recent years but delivery is dependent on private house builders | GREEN | Highest yearly provision of 1,405 homes (2018/19) against a target of 894 following record years in 2015/16, 2016/17 and 2017/18. |
| A3.2 | 1 | 7. To address affordability of homes | To contribute to housing supply and efficiencies in housing market | Encouraging more churn in the housing market for example explore feasibility of financial incentives for residents to downsize | SDC WMCA | n/a | December 2020 | Smaller homes becoming available and young people more able to obtain local housing | High-controversial | RED | No progress to date. |
| A3.3 | 1 | 7. To address affordability of homes | Increasing the supply of affordable homes could for example provide accommodation for young people to enable them to live and work within the District, decreasing commuting costs and providing resilience in the future labour market | To provide homes that those on lower incomes can afford to buy and rent | SDC Private House builders Housing Associations | Most affordable homes are nil-grant funded | 31 August (annual) | Target achieved (see AMR) | Medium – SDC has achieved record levels of housing in recent years but delivery is dependent on private house builders | GREEN | 356 affordable homes delivered in 2018/19 |
| A3.4 | 1 | 7. To address affordability of homes | To better inform decisions about optimum housing mix and tenure and ensure a proper balance between employment and housing is maintained | Carry out a strategic housing market assessment | sub regional HMA | ? | December 2020 | Up to date Strategic Housing Market Assessment | Low but potentially long term | YELLOW | Work to be undertaken in 2020 following publication of the 2018 household projections (due May 20). Discussions with CW LPAs ongoing as this work forms part of technical evidence to inform next round of Local Plan reviews. |
| A3.5 | 4 | 8. To address skills shortages | To increase resilience in labour market and maintain high employment rates | AUTOMOTIVE To carry out research to understand labour market risks in order to take action to future-proof the workforce | SDC CWLEP FE Colleges WCC | Additional budgets required | December 2020 | Low unemployment rate | High number of jobs involved and supply chains Already a low unemployment rate in the District/area | AMBER | Initial discussions with WCC to identify lead officer. Further progress still to be made. Possible tie in to A1.1 & A1.4 |

¹ However affordability issues are so entrenched that an increased market housing supply in and of itself won't radically improve housing affordability certainly in the short to medium term.
WMCA Pillars: (1) Unlocking our growth potential; (2) Advanced Manufacturing & Engineering; (3) Growing our SME; (4) Growing our Talent; (5) Culture & Tourism.

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| A3.6 | 3 | 8. To address skills shortages | To ensure SDC is kept abreast of issues so that it remains an effective partner | AUTOMOTIVE Continue discussions with industry leaders to understand issues and ascertain where SDC can assist | SDC MT SDC Cabinet | Existing resources within the Policy and Management Team and The Cabinet | ongoing | Resolution of identified issues Ability to respond to changes in automotive business plans | External market influences Changes in Government policy Trade disputes | YELLOW | Regular dialogue with key stakeholders, WCC and the CWLEP at both officer and Member levels has been established and is ongoing. |
| A3.7 | 1 | 8. To address skills shortages | To ensure that young people have the skills to match the jobs | Facilitate better liaison between business and 6 th Form Schools and colleges | SDC WCC CWLEP Education Institutions Businesses | ? | December 2020 | Improved results in the Economic Survey in respect of skill shortage (currently 1 in 3) | Low- build on work already being undertaken | AMBER | WCC Skills for Employment programme. Further discussions still to be progressed. |
| A3.8 | 1 | 8. To address skills shortages | To ensure that the opportunities that new technology offers is embraced for greater efficiencies and competitiveness | SDC to investigate helping to facilitate educative awareness sessions or workshops regarding digital skills and what technology can do | SDC Business Forum Businesses | Policy Team | December 2020 | Greater use of new technology and greater efficiencies and competitiveness | low | YELLOW | CWCC delivering Digital skills workshops at Venture House as part of as part of ERDF funding |
| A3.9 | 1 | 8. To address skills shortages | Connect skilled people with opportunities in business and in make it easier for business to find the right route into HE and FE | Measures to be investigated to raise awareness of Collaborate to Train and Business Ready | SDC CC Warwick University WCC | European Social Fund | ongoing | Business accessing correct skills | low | AMBER | Information on programmes still outstanding. |
| A3.10 | 5 | 9. To focus on service sector employment and the young | To counteract low wage issues in the retail sector and discourage turnover of temporary staff | Encourage more apprenticeships in tourism and retail industry or management training schemes such as that implemented by Marks and Spencer | Town Centre Manager? Retail sector Stratforward Shakespeare's England Stratford college WCC | Retail sector | ongoing | Higher wages paid and less turnover of staff | High | YELLOW | Initial meeting with Shakespeare's England confirmed existing successful apprenticeship schemes (i.e. SBT & RSC). Institute of Hospitality looking to run event in 2020. Further meeting with WCC being confirmed (e.g. WCC Skills for Employment) |

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| A3.1 1 | 4 | 10. To support and strengthen the rural economy | To assist with business growth and to encourage entrepreneurial activity to flourish | Consider establishment of a business hub (rural?) | SDC CWLEP WCC Growth Deals University of Warwick | Additional budgets required | December 2021 | Increase in new rural based businesses | High business death rate of new companies High – lack of funding | YELLOW | Meetings with WCC and CWCC being arranged. Potential for a National Innovation Centre for Rural Enterprise via University of Warwick being explored. |
| A3.1 2 | 4 | 10. To support and strengthen the rural economy | To encourage resilience in this sector | AGRICULTURE Continue to support diversification | SDC Farming community | Farming community Government? | ongoing | Thriving farming industry | Medium | YELLOW | Existing organisation, the Warwickshire Rural Hub already runs networking and courses, including diversification workshops. SDC membership and support being explored. Support for diversification set out in Core Strategy policies CS.22, CS.24 and AS.10. Permitted development Changes of Use being monitored and include 2 (of 7) approvals for Type R commercial schemes. |
| A3.1 3 | 4 | 10. To support and strengthen the rural economy | To boost the rural economy | Explore the feasibility of declaring enterprise zones in the rural area | SDC CWLEP | ? | December 2020 | Establishment of rural enterprise zone | medium | YELLOW | Exploratory work ongoing. Issue of Enterprise Zones will be picked up as part of Core Strategy Review. |
| A3.1 4 | 4 | 10. To support and strengthen the rural economy | To ensure farming industry survives and attracts new farmers | Support more apprenticeships in rural areas | Education Institutions WCC Farming community NFU University of Warwick Moreton Moral College Pershore College National Trust | ? | ongoing | Thriving farming industry | Medium | AMBER | See A3.11 and A3.12. Meeting with WCC being arranged. |
| A3.1 5 | 1 | 10. To support and strengthen the rural economy | To ensure support is given wherever possible to support the farming industry | increased liaison with the farming Industry to identify challenges and potential solutions | SDC NFU WCC | n/a | ongoing | Thriving farming industry Agricultural networking event | Low | YELLOW | Existing organisation, the Warwickshire Rural Hub already runs networking and courses. SDC membership and support being explored. |

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| A3.1 6 | 1 | 10. To support and strengthen the rural economy | To boost the rural economy | Liaise with Shakespeare England about the role of smaller towns to strengthen their tourism offer/ Shakespeare branding | District/Town /Parish Councils Shakespeare's England DMT WCC/WIPs | n/a | December 2020 | Increased visitor numbers in rural centres due to increased marketing and enhanced visitor experiences | low | AMBER | Met with Shakespeare's England and is part of the ongoing work of the DMP. DMO also considering the issue of branding. NB: role of SE to attract national and international tourists as opposed to promote local events. WIPS promotional flyer/brochure in development. |