

**Council Plan Strategic Actions  
Year 1 (April 2020-March 2021)**

Objective/Priority	Year 1 (2020/21) Task	2020/21 Performance – Quarter 4		
		Target	Status	Quarter 4 Update
<b>Priority 1: Working on regional, national and international stages</b>				
<b>We will promote Stratford-on-Avon externally and use our relationships and reputation to help deliver our vision for 2030 and our ambitions for 2023</b>				
<b>CP1A</b> Raise the District's profile nationally and regionally to deliver benefits for residents	To continue to support Shakespeare's England and ensure that the Destination Management Plan reflects the needs of the District	Shakespeare's England to provide annual update on activity to the Overview and Scrutiny Committee	Achieved	Annual update presented March 2021
<b>CP1B</b> Work ever more closely with Warwickshire County Council, regional authorities and institutions, neighbouring districts and town and parish councils on shared priorities	To re-energise relationships with town and parish councils through strategic sessions in which Cabinet members will establish a themed delivery session, ensuring we work with them to create a respectful relationship	To hold twice yearly briefing sessions with town/parish councils	Achieved	Town/Parish Council briefings held with further dedicated briefings for the Main Rural Centres
		By March 2021 to review the Parish Charter with the Warwickshire Association of Local Councils	Not Achieved	Due to capacity it has not been possible to progress this item during 2020/21
	Work with regional partners through quarterly meetings to promote collaboration with the County and other regional partners to agree specific issues to prioritise and tackle together	Quarterly	Achieved	Established 'Place Board' and forums involving a range of stakeholders, including WCC, parish councils, statutory bodies and infrastructure service providers to promote collaborative preparation and engagement on plan-making, in particular the SWLP

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	Work with Warwickshire County Council and other regional bodies such as the WMCA on a Stratford-upon-Avon parking strategy in relation to EV charging points	In line with the Stratford-upon-Avon Transport Strategy develop a Parking Strategy which supports the Climate Change Agenda	On Target	Consultants commissioned and report expected Summer 21
<b>CP1C</b> – Ensure the district benefits from Coventry City of Culture (2021) and the Birmingham Commonwealth Games (2022)	Participating in the WMCA Culture & Tourism Advisory Group	To attend sessions and influence the regional debate to support Stratford’s tourism priorities	Achieved	Sessions attended
		To ensure that Shakespeare’s England participate in the development of Regional Tourism Deal	Not reported	Action held pending confirmation of how event will go ahead in light of COVID situation
	To ensure that the actions from the Active Communities Strategy (2019 - 2024) complement the outputs from the Birmingham Commonwealth Games Committee	Delivery of the Active Communities Strategy	On Target	An updated Active Communities Strategy is being prepared for consideration by Cabinet June 2021

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<b>Priority 2: Enhancing the quality of Stratford-on-Avon as a place</b>				
<b>We will use our roles and powers, an ever-closer relationship with Warwickshire County Council and effective collaboration with other partners to enable us to ensure that Stratford-on-Avon is an excellent place to live, work, learn, visit and invest</b>				
<b>CP2A</b> – Promote, enhance and protect the cultural, heritage and natural assets of the district	Complete Shakespeare’s Henley Street Project	By July 2020 ensure construction works are complete	Achieved	Works complete
<b>CP2B</b> – Improve the health and wellbeing of all residents	Deliver our Health and Wellbeing Strategy in conjunction with partners including the Coventry and Warwickshire Health and Care Partnership	By March 2021 ensure that the Council has an action plan that delivers upon the Health and Wellbeing objectives	Partly Achieved	The Council approved the Countywide Health & Wellbeing Strategy at the meeting in February 2021. As this strategy was presented to the Council later than anticipated the action plan was not complete as at 31 March
	To ensure that the Alcester Greig Centre site provides high quality services to the public	By December 2020 to have completed the Alcester Greig Leisure Centre improvements	Achieved	The Alcester Greig Centre opened 7 <sup>th</sup> August 2020
		By December 2020 to provide the opportunity for a long term lease to Alcester Town Council in respect of the Greig Hall	Achieved	Lease completed

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<b>CP2C</b> – Maintain the high level of community safety and address perceptions of crime	Expansion, upgrade and modernisation of CCTV	Delivery of the 3 phases of the CCTV programme: Phase 2 – camera replacement by August 2020	Achieved	Phase 2 complete
		Phase 3 – new cameras by June 2021	In Progress	Bidford and Stratford (Western Road) – complete. Stratford (Evesham Road and Shipston Road) on target. Shipston and Earlswood – off target - pending BT Openreach dates for site assessment and installation of BT fibre cabinets.
	Deliver SDC assigned actions within the Crime and Disorder Strategy	Identified within the action plan	Achieved	SDC Rural Crime Advisors Action Plan delivered. Implemented County lines (drugs) Crimestoppers campaigns on social media ; a youth violence and knife crime programme developed for schools and a new county lines multi-agency risk assessment & vulnerability group established. Public Space Protection Order (PSPO) implemented for Earlswood.
<b>CP2D</b> – Strengthen the District’s reputation for high	To support the ambitions for growth	By March 2021 to develop plans with the	On Target	A series of meetings have been held with the Growth Company

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quality education, research and development	at the Wellesbourne Campus and Quinton Rail Technology Centre	CWLEP to help assist these aspirations		and Porterbrook who are in the process of acquiring the Quinton Rail Technology Centre
<b>CP2E</b> – Increase the level and quality of broadband coverage	Deliver broadband post BDUK project	BDUK phase 3 ends March 2021. Options appraisal to consider best solution for those properties still not covered by BDUK project	In progress	Monthly meetings with Open Reach are taking place. We are supporting active promotion of the Gigabit Voucher Schemes in Quinton (650 properties) Southam/Stockton (410 properties) are now both fully 100% voucher committed and are both moving to build stage. The Shipston/Stretton scheme (250 properties) is already at 65%
		Maximise DCMS Funding Streams when released	In progress	Continuing to liaise with DCMS in terms of funding streams for Connectivity and also explore opportunities with alternate solutions. Recent discussions have taken place with the LEP about the West Midlands 5G

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<b>Priority 3 – Nurturing a thriving, innovative and inclusive economy</b>				
<b>We will work with the Warwickshire Local Enterprise Partnership, West Midlands Combined Authority and Midlands Engine to support our local economy</b>				
<b>CP3A</b> – Obtain maximum benefit for the district from the implementation of the West Midlands Local Industrial Strategy	To review actions identified in the Local Industrial and Economic Development Strategy (LIEDS)	By March 2021 to undertake a fundamental review of the Local Industrial & Economic Development Strategy due to the impact of COVID-19	On Target	Working with WDC to prepare joint LIEDS for South Warwickshire, expected for publication later 2021

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<b>Priority 4 – Responding to the Climate Change Emergency</b>				
<b>We will do all we can locally to contribute to national carbon reduction targets, fulfil our aim to becoming a carbon-neutral District by 2030 and support measures to adapt to the impact of climate change</b>				
<b>CP4A</b> – Reduce our carbon footprint and emissions as a district and as a Council	MRF project in conjunction with partners	Ensure that SDC is represented on the board for the delivery of the MRF project	Achieved	Council approved the resources required to deliver the project at their meeting on 23 February 2021

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	To ensure that the 12 recommendations approved by Cabinet on 10 February 2020 in relation to Climate Change are implemented	As per the individual actions	On Target (partially)	Progress has been made against some of the recommendations which are on target, whilst others are either behind target or have not progress as intended. The Climate Change Panel will review
	To ensure that the 12 recommendations approved by Cabinet on 10 February 2020 in relation to Climate Change are implemented	By October 2020 to establish a Climate Change Panel, concentrating on mitigation and adaptation	Achieved	Climate Change Panel established and four meetings by 31 March 2021

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<b>CP4B</b> - Establish action to tackle climate change as a key driver of all decision-making	To establish a new Climate Change Panel	By April 2020 to introduce new procurement rules that recognise climate change as a priority in decision making	Achieved	
<b>CP4C</b> - Take action to adapt to the impact of climate change	To be determined by the Climate Change Panel and The Cabinet	Climate Change Panel to meet in October 2020	On Target	Climate Change Panel meetings are now set and are progressing this item
<b>CP4E</b> - Secure environmentally sustainable development	To ensure that all new developments consider environmentally friendly initiatives; and Consider how the Council can deliver more sustainable public open space management function on new developments	By December 2020 complete the detailed feasibility study in relation to a heat network for the Canal Quarter (£50k match funding approved)	Achieved	Heat Network Study in progress. Currently out to tender

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<b>Priority 5 – Putting residents and communities centre stage</b>				
<b>We will listen to and engage with residents and communities, use what we hear to shape what we do, and communicate the results</b>				
<b>CP5A</b> – Ensure that residents are confident that the council will convene focussed and timely discussions on issue of concern to them	Work with partners to help deliver Fred Winter Project	The current timeframe is for the Centre to open March 2021	Not Achieved	The expected 'soft' opening is expected now in June / July 21 with all partners / stakeholders in place for full opening expected in September 21. Delays have been a direct result of the Pandemic
	Delivering support for EU National awareness of settled status across the district to recognise and champion diversity	On-going series of workshops and awareness sessions to be held across the District	Achieved	
	Review public participation at Council meetings	New approach required – await recommendations from the Council Recovery Advisory Group	Deferred	Deferred pending the lifting of COVID restrictions
<b>CP5B</b> - Communicate actively with residents and respond quickly to customers	Promote member led surgeries to communities and Councillors	New approach required – await recommendations from the Council Recovery Advisory Group	Deferred	Deferred pending the lifting of COVID restrictions

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	Review the methods of consultation/engagement	By September 2020 to ensure that a review of consultation arrangements is undertaken to support decision making	Achieved	
	Create an online community forum to maximise our digital platform and engage more proactively with a younger audience	New approach required – await recommendations from the Council Recovery Advisory Group	Not Achieved	Due to capacity it has not been possible to progress this item during 2020/21
<b>CP5C</b> - Be on the front foot in our media and communications activities	Implement a new Media and PR Strategy	By January 2021 development of a proactive Media and PR Strategy ahead of budget process for 2021/22	Deferred	This will now be developed as a South Warwickshire Strategy

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<b>Priority 6 – In order to deliver this, we will become a more agile and resilient council</b>				
<b>CP6A</b> - Create a working environment and culture which enables responsive and agile working	Implement Digital Strategy	By March 2021 to implement the objectives within the Digital Transformation initiative	In progress	MS365 rollout and migration well advanced
	To continue with the implementation of the WoW (Ways of Working) Project	By March 2021 to ensure that the long term accommodation needs of the authority are identified	In progress	PID revised to reflect changed circumstances resulting from COVID-19 pandemic and proposed Warwick District Council merger
	To implement the Collaborate Project to ensure that there is more joined up working across the authority	All targets in this area will need to be reviewed give the impact of the COVID-19	Deferred	This task has been deferred due to the COVID-19 pandemic
	To launch the new Empower Project across the authority	By January 2021 to undertake a skills audit of all staff	Deferred	This task has been deferred due to the COVID-19 pandemic
	To complete the recruitment process for the Council's Management Team	Appointment made to the Head of Community and Operational Services.  Joint working with WDC now priority, target of sharing MT posts by March 2021	Superseded	This action will now be picked up as part of the Warwick District Council merger project, expected date for implementation July 2021

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<b>CP6B</b> - Be recognised as a champion of diversity and inclusion	To ensure that the Council is recognised as a leading local government employer in relation to diversity inclusion	By February 2021 the Respect Network to identify action plan	Achieved	Action plan has been identified. A number of actions have achieved, including Terms of Reference, development of a support flowchart, updating the whistleblowing procedure and putting baskets of sanitary products in all toilets. Actions in progress include creating a multi faith room, creating a tranquillity room, exploring ways to ensure staff feel valued and recognised and ensuring continuous learning around equality, diversity and inclusion

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		By December 2020 all Equality and Diversity training across the Council (Members and Officers) is complete	Achieved	Training programme delivered
	Carry out an inclusion audit including exploration of potential external accreditation	January 2021	Deferred	This task has been deferred due to the COVID-19 pandemic
<b>CP6C</b> - Provide a sustainable medium-term financial plan by 2023 and enable the council to be less dependent on central government financing	Respond to the Governments Spending review to deliver comprehensive charging strategy	By February 2021 to prepare a sustainable Medium Term Financial Strategy	Achieved	Medium Term Financial Plan was approved by Council on 23 February 2021