

**Corporate Strategic Action Plan
Year 5 (April 2019 to March 2020)**

Objective/Priority	Year 5 (2019/20) Task	2019/20 Performance		
		Target	Status	Year-end 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	Achieved	Henley Street to be completed imminently. Contractual discussions taking place to finalise the work.
	Subject to a successful application to Future High Streets Fund, to support a High Street/Business Support Strategy in Studley	February 2020	Not achieved	Stratford-on-Avon was not successful in this round of bids.
	To participate in the Retail Study being undertaken by the West Midlands Combined Authority (WMCA)	February 2020	Achieved	Further work anticipated to commence in 2020/21.
	Board member for the Culture, Creative Industries and Tourism Advisory Group (CCTAG) WMCA Board. Developing a Culture Work programme for the region	Ongoing	Achieved	The board has now been re-launched as the Culture & Tourism Advisory Group, and the Council is represented on this group.
<p>CS1B – Work with our partners to ensure that new development provides the necessary schools and transport infrastructure for local residents, especially the working population</p>	Review arrangements with infrastructure providers to ensure that their needs are correctly captured for delivery alongside new developments	January 2020	Not achieved	The Council is collecting the Community Infrastructure Levy in accordance with the adopted schedule and legislation. However bids for funding from infrastructure providers have yet to be awarded.

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				<p>Consequently the effectiveness of the local system cannot be gauged at this time. It is recommended that this review is carried out once funds have been released and is included in any future revision to the CIL charging regime.</p> <p>However at a national level it has been recognised by Government that a significant change is required and this has been identified in the National Infrastructure Assessment first published in 2018 and will be repeated every parliament.</p>
	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	Achieved	Call for bids completed February 2020. 2018/19 IFS to be reported to Council in July. CIL Spend report to be considered at end meeting of The Cabinet.
	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	Ongoing	The Council is working with the owners with a view to safeguard aviation at Wellesbourne Airfield. A Memorandum of Understanding is in place to ensure that aviation activity is maintained whilst a masterplan is developed for the site. Report due June 2020 with a further meeting with Aviation Minister planned.

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	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	Achieved	
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	Not achieved	Future options for Venture House being considered. Draft policy supporting small affordable employment units included with emerging Site Allocations Plan.
	Actively represent SDC at the Stratforward Business Improvement District (BID). Support BID 3 roll out (3 year programme)	Commences April 2019	Achieved	SDC are full members of the Stratforward Board.
	Review Venture House offer and embed redefined scope of Economic Development Team in line with local and industrial LIEDs	Summer 2019	Not achieved	Future options for Venture House being considered. Draft policy supporting small affordable employment units included with emerging Site Allocations Plan. Initial discussions with partners have been held. Site Allocations Plan has been delayed.
	Develop detailed action plan and recommend priority projects relating to the LIEDs	Summer 2019	Achieved	Actions being progressed ahead of reporting to The Cabinet.

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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	On-going	The Council is fully represented on the CCTAG Board, and will use this forum to help with the recovery from COVID-19.
	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	Achieved	Increased membership on Shakespeare’s England including NFU Mutual and the JLR Experience.
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	Not achieved	Due to the current situation there has been no new details issued regarding funding streams as at 28 April 2020.
	To contribute to Phase 3 of the BDUK programme – to ensure the greatest outputs for the District	Commences April 2019	Not achieved	A definitive list of properties was due to be provided in March but due to the current situation no further information has been received as at 28 April 2020.

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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	Not achieved	Revised LDS to be agreed at July Council. Climate Change SPD due to be adopted at July meeting of The Cabinet & Council.
	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	Achieved	Developer is onsite and initial works commencing on phase 1.
CS2B – Maintain quality leisure facilities District wide, with particular emphasis	Take all necessary action to secure possession of the Greig Centre site and commence refurbishment project	March 2020	Achieved	Possession granted to SDC following court case, refurbishments have commenced.

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on enhancing facilities in Alcester	Following the consultation exercise to commence construction of the Studley Leisure Centre extension	Completion February 2020	Ongoing	Work has not yet commenced however planning application has been submitted and tenders received. There are currently no plans as how to develop.
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	Not achieved	WCC Health and Wellbeing Strategy was expected to be completed in draft form by February/March 2020. This alongside the South Warwickshire JSNA Action Plan was due in draft form March/April 2020 to form the basis for the plan.
	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	Achieved	The SWHWBP and the Healthy Citizens Forum (Strategic body providing direction) are now established.

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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	Achieved	Rural Crime Grant - achieved. CSP Grant bid in preparation to include partnership interventions to address Community Safety Partnership priorities: 1) Violence incl. night time economy& domestic abuse; 2) Serious acquisitive crime incl. burglary and vehicle crime; and 3) County Lines drugs and exploitation.
	Implement the CCTV scheme upgrade: Replacement of existing cameras (Phase 2)	May 2020	Achieved and ongoing	Phase 1 - CCTV Control Room refurbishment and new video management system - complete. Phase 2 - replace existing 87 cameras in car parks and 8 towns - 7 out of 8 towns complete (Alcester, Bidford, Henley, Shipston, Studley, Southam and Wellesbourne).
	Implement the CCTV scheme upgrade: Enhancement of functions and delivery of additional cameras (Phase 3)	December 2020	Ongoing	Necessity and impact assessments completed for all 6 new camera locations. Planning applications submitted for 4 of the 6 cameras.

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CS2F – Minimise the amount of waste going into landfill	Contribute to the Warwickshire Waste Partnership initiatives	Ongoing	Achieved	The Council continues to contribute to a number of Warwickshire Waste Partnership initiatives, including "Love Food, Hate Waste"; the 'Slim your Bin' campaign; the 'Grey to Green' food waste recycling campaign; the 'In to Win' feed your green bin campaign and the provision of a venue for home composting workshops.
	Response to Extended Producer Responsibility Consultation	March 2020	Achieved	In December 2018, DEFRA released the Resources and Waste Strategy and followed this up with consultations on three key policy areas – consistency of collections, Deposit Return Schemes (DRS) and Extended Producer Responsibility (EPR) on packaging. The Council responded to each of these consultations and we are expecting a further set of more detailed consultations to be published later this year (subject to COVID-19).

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	Publicity/education campaigns to reduce contamination in recycling	10% contamination by March 2020	Achieved	The Council has carried out a targeted communications campaign on social media (using weekly 'Recycle Right' themes) and undertaken a more robust enforcement approach to contamination. This has resulted in the overall contamination rate falling to 9.66% in March 2020.
	To review the Council's long term policy position in relation to waste	March 2020	Ongoing	The Council is exploring a number of options regarding the future provision of waste services.
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	February 2020	Ongoing	Scheme being negotiated between the Co-op and developer, uncertainty now surrounding implications of COVID-19 outbreak.
	Agree proposals for redevelopment of Studley Medical Centre site	February 2020	Not achieved	It has not proved possible to identify a suitable use for the Former Medical Centre in Studley at this time.

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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	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	Not achieved	Looking to incorporate work with review of Core Strategy to commence from Summer 2020. Further detail set out in updated Local Development Scheme report to July Council.
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	Not achieved	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	Achieved	Action plan achieved, work is progressing on the Ways of Working Projects and the Collaborate Project.

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	Elizabeth House Refurbishment – complete Elizabeth House refurbishment to allow better agile working and free up floor space for letting	March 2020	Not achieved	Target needs revision as we are looking at alternatives.
	Implement and embed new TLC system for Land Charges and review delivery of the land charge service	Original target: October 2019 New target: December 2020	Not achieved	The project has taken a new direction following the signing of a collaboration agreement in November 2019 to migrate the LLC1 data set to HMLR as part of their National Digitisation Project. As a consequence we are progressing with the imbedding of TLC system to process the CON29 search which is due to go-live in April 2020. However, the overall review on the delivery of service will need to take account of the HMLR migration project which we hope to deliver on within the next 10 months.

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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	Achieved	
	Review the Council Tax Reduction Scheme	October 2019	Achieved	There are no changes to the scheme for 2020.
	End the routine use of Bed & Breakfast accommodation for homeless households and individuals	March 2020	Not achieved	Covid-19 Pandemic and the emergency measures introduced renders this priority and associated reporting redundant for the immediate future and next 12 - 24 months as we achieve a return to normal.

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	Determine policy position for delivering the Government's Rough Sleepers Strategy	July 2019	Achieved	Draft Rough Sleeper Strategy prepared and Rough Sleeper Coordinator in post. Currently only four rough sleepers as almost all have been accommodated. Challenge now is to manage this cohort and to devise an approach to preparing this group for accommodation, securing appropriate accommodation and support and capturing this in a post Covid-19 rough sleeper accommodation plan. Months (MHCLG Grant Funded).
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	Not achieved	Publication of IFS to steer spending of CIL monies in Spring 2020. Agreement to consult infrastructure stakeholders in respect of infrastructure projects. Following agreement that funds needed to reach a minimum threshold, decision to spend CIL monies deferred. In light of CIL changes, IFS has been prepared for 2018/19. Call for bids completed February 2020. 2018/19 IFS and CIL Spend to be reported to The Cabinet and Council later this year.

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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	Not achieved	Suitable sites are still being explored. The Tysoe CAT has been withdrawn from February 2020 as the building is no longer available to host it.
	Undertake review of the Council’s community transport UBUS scheme	September 2019	Achieved	Review complete and reported to The 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	Achieved	
	To develop a revised Corporate Strategy 2019-2023	To be approved by Council in October 2019	Achieved	