

**Council Plan Strategic Actions
Year 2 (April 2021-March 2022)**

Objective/Priority	Year 2 (2021/22) Task/Responsibility	2021/22 Performance – Quarter 2		
		Target	Status	Quarter 2 Update
Priority 1: Working on regional, national and international stages				
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				
CP1A 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 <i>Lead: Head of Culture, Tourism & Leisure</i>	Shakespeare's England to provide a recovery plan to support tourism and the local economy	On Target	Engagement with Shakespeare's England has continued
CP1B 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 <i>Lead: Head of Environmental & Operational Services to 30/11/2021; Head of Culture, Tourism & Leisure from 01/12/2021 onwards</i>	To hold twice yearly briefing sessions with town/parish councils	On Target	The next Parish Clerk session will be arranged for Autumn 2021
	Work with Warwickshire County Council and other regional bodies such as the WMCA on a Stratford-upon-Avon Parking Strategy in relation to electric vehicle charging points <i>Lead: Deputy Chief Executive</i>	In line with the SUA Transport Strategy develop a Parking Strategy which supports the Climate Change Agenda. Target date: July 2021	Not Achieved	Work is in progress, consultants working for WCC are progressing with parking review, a first draft of this is now available for consultation with key stakeholders

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CP1C – Ensure the district benefits from Coventry City of Culture (2021) and the Birmingham Commonwealth Games (2022)	Raise awareness of the Birmingham Commonwealth Games (2022) and use it as a springboard in encouraging more residents to be active and participate in sport <i>Lead: Head of Culture, Tourism & Leisure</i>	Target date: March 2022	Reporting Quarter 4	
Priority 2: Enhancing the quality of Stratford-on-Avon as a place				
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				
CP2A – Promote, enhance and protect the cultural, heritage and natural assets of the district	Gateway Project – Windsor Street Car Park (feasibility/masterplan) <i>Lead: Deputy Chief Executive</i>	Identify a clear strategy for the development of the Gateway Project. Target date: September 2021	Achieved	A levelling up bid for this site has been submitted the outcome of which is expected in autumn 2021
CP2B – Improve the health and wellbeing of all residents	Delivery of the Active Communities Strategy <i>Lead: Head of Environment & Operations</i>	Target date: March 2022	Reporting Quarter 4	
	Deliver our Health and Wellbeing Approach in conjunction with partners including the Coventry and Warwickshire Health and Care Partnership <i>Lead: Head of Housing</i>	Target date: March 2022	On Target	Completed and closed Covid 19 Community Recovery Plan. Introduced and gained Cabinet approval for Social Inclusion Statement action plan. Housing and Homeless Strategy approved by Cabinet.

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				County wide Homeless Strategy supported by Cabinet.
CP2C – Maintain the high level of community safety and address perceptions of crime	Expansion, upgrade and modernisation of CCTV <i>Lead: Head of Community Protection</i>	Target date: July 2021	Not Achieved	Phase 3 cameras - 4 out of 6 have been installed in Shipston (Darlingscote Road); Bidford (Honeybourne Road), Stratford (Birmingham Road and Shipston Road). The Stratford (Evesham Road) camera will be complete in October; and the Earlswood camera works are due to commence w/c 25 October.
	Deliver SDC assigned actions within the Crime and Disorder Strategy <i>Lead: Head of Community Protection</i>	Deliver actions identified in the action plan by March 2022	Reporting Quarter 4	County Lines educational theatre productions completed, reaching 19 schools and over 3,000 students; five mobile CCTV cameras deployed in key locations resulting five warrants and 9 arrests for county lines drug supply. Produced anonymous reporting and support leaflets being distributed in safe needle packs via

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				pharmacies. Temporary funded Street Marshals patrolled in July and August. Safer Streets funding bid submitted to the Home Office. Meaningful Change contactless donation points installed at HR Café, Roly's Fudge and in discussion with 3 further retailers.
CP2D – Strengthen the District's reputation for high quality education, research and development	To support the ambitions for growth at the Wellesbourne Campus and Quinton Rail Technology Centre <i>Lead: Head of Place & Economy</i>	Develop plans with the CWLEP to help assist these aspirations. Target date: December 2021	Reporting Quarter 3	
CP2E – Increase the level and quality of broadband coverage	Promotion of Community Fibre programme rollout – monthly meetings with BDUK/BT Openreach to monitor and encourage scheme take up across the District <i>Lead: Head of Revenues & Customer Services</i>	BDUK phase 3 to end March 2021. Gigabit Voucher Scheme still available – revised programme from Government to reach rural areas. SDC working with BDUK and BT Openreach	Not Achieved	BDUK Phase 3 has now slipped to end of December 2021. Additional Gigabit funding made available. Meeting with DCMS took place September 2021. Further Guidance to be issued by DCMS. Monthly meetings on progress of scheme continue with Openreach.

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Priority 3 – Nurturing a thriving, innovative and inclusive economy				
We will work with the Warwickshire Local Enterprise Partnership, West Midlands Combined Authority and Midlands Engine to support our local economy				
CP3A – 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) <i>Lead: Head of Place & Economy</i>	Review action plan to support the LIEDS. Target date: June 2021	Achieved	New South Warwickshire Economic Strategy being prepared. Stakeholder engagement in July 2021; consultation on draft strategy expected late autumn 2021, with adoption in December 2021.
	Develop a support package to help businesses post COVID. £1million of Discretionary Business Rate funding set aside to help businesses diversify or grow post pandemic in conjunction with the Growth Hub <i>Lead: Head of Revenues & Customer Services</i>	Government Target for funding to be spent by 2022. Target date: March 2022	Reporting Quarter 4	
	To complete the overall design and commence work on the Stratford Riverside Project <i>Lead: Deputy Chief Executive</i>	Overall design to be complete and work on site progressing	On Target	Design work nearing completion, planning Application submitted due for determination November 2021. Initial works on site have commenced.

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CP3B – Enable the growth of businesses in key sectors, including automotive & transport, agricultural technologies and medical sectors	SDC represented on the Town Centre Strategic Partnership Meeting <i>Lead: Head of Place and Economy</i>	To help form plans for the town centre	Reporting Quarter 4	
	Develop a joint South Warwickshire Plan to co-ordinate events (markets, etc.) to support economic recovery <i>Lead: Head of Place and Economy</i>	Plan to be produced by October 2021	Reporting Quarter 3	See CP3A LIEDS.
Priority 4 – Responding to the Climate Change Emergency				
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				
CP4C - Take action to adapt to the impact of climate change	Action plan to be in place by September 2021 <i>Lead: Programme Director for Climate Change</i>	September 2021	Not Achieved	Action plan prepared and considered by Climate Change panel ready for consideration by Cabinet in November 2021

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Priority 5 – Putting residents and communities centre stage				
We will listen to and engage with residents and communities, use what we hear to shape what we do, and communicate the results				
CP5A – 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 <i>Head of Revenues & Customer Services</i>	Centre to open June 2021	Not Achieved	Opening delayed until November 2021, with first referrals starting December / January 2021/22. Additional building safety work on fire escapes has delayed opening.
	Develop a Public Open Space Policy <i>Lead: Deputy Chief Executive</i>	Determine a policy position in relation to service charges for new estates. Target date: October 2021	Reporting Quarter 3	
CP5B - Communicate actively with residents and respond quickly to customers	Review public participation at Council meetings <i>Lead: Head of ICT</i>	Ensure the continued support for virtual meetings and broadcasting of Council Content, including the facilitation of Hybrid Meetings. Target date: September 2021	Achieved	Hybrid Meetings are currently being successfully operated by Stratford District Council. Members of the public can watch the live events using Microsoft Teams and whilst the camera views available are limited, it still facilitates visibility of the room. Representatives can also joint remotely via Teams if required.

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	Promote the facilitation of Member surgeries through better use of technology <i>Lead: Head of ICT</i>	Complete the rollout of laptops and provide appropriate training for Members to facilitate on-line surgeries. Target date: October 2021	Reporting Quarter 3	
	Make better use of social media channels to promote community engagement, insight development and distribution of key council messages <i>Lead: Head of ICT</i>	Consider the inclusion of social media messaging platforms in Contact Centre operations for Customer Engagement. Target date: November 2021	Reporting Quarter 3	
	Development of the Council's Digital Strategy to promote customer self-service and demand management through development of high quality solutions <i>Lead: Head of ICT</i>	Complete a review of the Digital Strategy to align with Warwick District Council and address future customer access strategies. Target date: September 2021	Achieved	The Digital Strategy is scheduled to be considered by the Cabinet at the December 2021 meeting
CP5C - Be on the front foot in our media and communications activities	Implement a new Media and PR Strategy in partnership with Warwick District Council <i>Lead: Head of People & Communications</i>	Development of a proactive Media and PR Strategy ahead of the budget process for 2022/23. Target date: September 2021	Change in approach following Joint Working	The Council is now working very much more closely with Warwick DC in relation to Media and PR. The joint policy will be developed in due course

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Priority 6 – In order to deliver this, we will become a more agile and resilient council				
CP6A - Create a working environment and culture which enables responsive and agile working	Implement a service transformation plan that considers the need to deliver services digitally (CP5B) and address the merger of services with Warwick District Council <i>Lead: Head of ICT</i>	Complete an inventory of 'line-of-business' applications across both organisations, to prioritise opportunities and address liabilities. Target date: June 2021	Achieved	An inventory of applications has now been completed. There is little commonality between "line of business" applications used at WDC and SDC, with most services using different applications from different suppliers. One notable exception being Revenues and Benefits. The prioritisation of merging these systems will depend upon the proposed running order of bringing services together and will also be influenced by the priorities placed on each service by the Council. Due to the level of difference between the two authorities, it is inevitable that a degree of dual running will persist and, in some instances, this will stretch beyond the initial life of the merger project. A report will be submitted to the Joint Arrangement Steering Group in Q2, detailing the findings.

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		<p>Create and begin implementation of an integration plan for basic desktop services such as authentication, email and file services. Target date: September 2021</p>	<p>Achieved</p>	<p>Work continues to progress in this field. The September audit commenced on time and information is currently being collated to assess our state of readiness.</p> <p>Recent work to support the return of staff to the offices is an example of where the ICT Services have already started working together; by harmonising the equipment in use and ensuring consistency across both organisations. We are also collaborating on the assessment of hybrid mail facilities, a replacement mobile phone contract and the kitting out of hybrid meeting rooms at both authorities' headquarters.</p> <p>Joint Management Team recently approved a proposal to introduce a consistent ICT purchasing policy across both organisations and this will be used as a vehicle to ensure that any further ICT procurements are considered from a wider South Warwickshire perspective.</p> <p>A meeting of both ICT Services is planned for</p>
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				November 2021 which will act as a formal start for plans to bring our hardware and software infrastructure together. The running order of our software mergers will be governed by priorities established by the Council and will be the subject of a future report to JMT.

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	Develop a digital service change process in conjunction with the Ways of Working (WoW) Team that facilitate the digital transformation of services <i>Lead: Head of ICT</i>	Complete the design of a Digital Service Change process that considers the design of service offerings from a digital perspective. Target date: September 2021	Achieved	A draft Digital Strategy is due to be considered by the Joint Management Team in November. Thereafter, subject to no major concerns being raised, this will be escalated to Cabinet for consideration. The current iteration of the Digital Strategy includes a recommendation to establish a dedicated Digital team, responsible for championing and facilitating change within service areas. This team will be responsible for establishing change protocols, publishing these and ensuring they can be enacted across the combined authority.
	Develop ways of working and sharing services with Warwick District Council <i>Lead: SDC Chief Executive</i>	Develop a programme for implementation of merger with Warwick District Council. Target date: July 2021	Achieved	Programme considered at JASG July.
		Develop Workforce Strategy for working arrangements post COVID	Achieved	Working arrangements post Covid have been implemented. These will need to be reviewed as further integration with Warwick DC continues.

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CP6B - 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 <i>Lead: SDC Chief Executive</i>	Respect Network to identify action plan. Target date: June 2021	Achieved	Action plan prepared and will be continually reviewed by Respect Champion Group on regular basis.
	Carry out an inclusion audit including exploration of potential external accreditation <i>Lead: SDC Chief Executive</i>	Target date: November 2021	Not Achieved	On-going, although likely to be delayed until early 2022
CP6C - 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 <i>Lead: Head of Finance</i>	Prepare a sustainable Medium Term Financial Strategy. Target date: February 2022	On target	Budget and medium term financial plan will be considered by Council in February 2022