

Objective/Priority	Year 2 (2021/22) Task/Responsibility	2021/22 Performance – Year End		
		Target	Status	Comments
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 Development</i>	Shakespeare's England to provide a recovery plan to support tourism and the local economy	Achieved	Future funding arrangements, including focus on smaller businesses and ensuring tourism benefits cover whole South Warwickshire area.
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 Services</i>	To hold twice yearly briefing sessions with town/parish councils	Achieved	
	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 started later than expected and additional work undertaken. Evidence gathering and initial engagement with key stakeholders such as Stratford-upon-Avon Town Council and Stratford BID (Stratforward) has been undertaken
CP1C – Ensure the district benefits from Coventry City of Culture (2021) and the	Raise awareness of the Birmingham Commonwealth Games (2022) and use it as a	Target date: March 2022	Achieved	Dialogue with Portfolio Holder and relevant HoS to agree deliverables

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Birmingham Commonwealth Games (2022)	springboard in encouraging more residents to be active and participate in sport <i>Lead: Head of Environmental Services</i>			within Stratford district related to the Commonwealth Games. Details to be shared with members in May 2022. Activities to be managed by Head of Environmental & Operational Services
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	Following the unsuccessful Levelling up bid discussions regarding the future of this project are ongoing with the WMCA
CP2B – Improve the health and wellbeing of all residents	Delivery of the Active Communities Strategy <i>Lead: Head of Environmental Services</i>	Target date: March 2022	Achieved	
	Deliver our Health and Wellbeing Approach in conjunction with partners including the Coventry and Warwickshire Health and Care Partnership <i>Lead: Head of Community Services</i>	Target date: March 2022	Achieved	

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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	The project is complete except Malthouse Lane, Earlswood – where mains power was discovered by BT on excavation, necessitating alternative plans to be prepared
	Deliver SDC assigned actions within the Crime and Disorder Strategy <i>Lead: Head of Law & Governance</i>	Deliver actions identified in the action plan by March 2022	Achieved	
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 Development</i>	Develop plans with the CWLEP to help assist these aspirations. Target date: December 2021	Achieved	Discussions ongoing. Proposals (and timescales) being led by University of Wellesbourne and Porterbook, respectively, but officers ready to assist as appropriate as ambitions are finalised
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 Community Services</i>	BDUK phase 3 to end Sept 2022. Gigabit Voucher Scheme still available – revised programme from Government to reach rural areas. SDC working with BDUK and BT Openreach	Achieved	Meetings with OpenReach continue and assistance provided to local parishes / groups who are trying to access the Gigabit Voucher Scheme

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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 Development</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 now expected Spring 2022, with adoption in late Summer 2022. Timetable considered more appropriate fit with post-COVID economy and Levelling up White Paper
	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 Community Services</i>	Government Target for funding to be spent by 2022. Target date: March 2022	Achieved	All funding spent – £1.2 million - positive press coverage 135 new jobs created and 703 jobs saved. Businesses right across the district helped – Manufacturing / Engineering / Design and Hospitality

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	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	Achieved	
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 Development</i>	To help form plans for the town centre	Achieved	Meetings attended by Portfolio for Culture, Tourism & Leisure and Head of Place & Economy
	Develop a joint South Warwickshire Plan to co-ordinate events (markets, etc.) to support economic recovery <i>Lead: Head of Development</i>	Plan to be produced by October 2021	Not Achieved	Being brought forward as part of SW Economic Strategy - see C3PA. Current lack of dedicated resource to lead on this but recruitment of a Markets and Events Co-ordinator underway
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: Deputy Chief Executive</i>	September 2021	Achieved	Climate Change Action Programme approved at Cabinet on 01/11/2021

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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 Community Services</i>	Centre to open June 2021	Not Achieved	Further delay to opening – now expected 'soft launch' where partner organisations move in by end of February 2022. First residents likely to be moving in from March 22 onwards
	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	Not Achieved	Open Space Guidance in preparation. Additional resources to manage the new approach was to be delivered through the merger with Warwick District Council. Revised approach to deliver to deliver SDC only resource now underway.

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CP5B - Communicate actively with residents and respond quickly to customers	Review public participation at Council meetings <i>Lead: Head of Resources</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 Resources</i>	Complete the rollout of laptops and provide appropriate training for Members to facilitate on-line surgeries. Target date: October 2021	Achieved	Members have been issued with SDC Laptops which includes access to Microsoft Teams. This could be used to host online surgeries. It unfortunately has not been possible to engage with Members to offer specific advice or training on how to run online surgeries. However, training for Members on the use of Office 365 (which included Teams) was arranged via the WoW team with an external provider.

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	<p>Make better use of social media channels to promote community engagement, insight development and distribution of key council messages</p> <p><i>Lead: Head of Resources</i></p>	<p>Consider the inclusion of social media messaging platforms in Contact Centre operations for Customer Engagement.</p> <p>Target date: November 2021</p>	<p>Not Achieved</p>	<p>The achievement of this target is currently behind schedule. However, ICT is now actively engaged in looking for a future contact centre management solution with multi-media capabilities.</p> <p>It is intended that this system will serve both SDC and WDC and will include the capability to ingest social media messages as part of normal communications.</p> <p>This will require co-ordination with the Council’s Contact Centre team at an appropriate time.</p> <p>It is anticipated, due to the complication of the project, a full solution will not be in place until Q2 2022-23 and will be subject to the production of a business case.</p>

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	<p>Development of the Council's Digital Strategy to promote customer self-service and demand management through development of high quality solutions</p> <p><i>Lead: Head of Resources</i></p>	<p>Complete a review of the Digital Strategy to align with Warwick District Council and address future customer access strategies.</p> <p>Target date: September 2021</p>	Achieved	
<p>CP5C - Be on the front foot in our media and communications activities</p>	<p>Implement a new Media and PR Strategy in partnership with Warwick District Council</p> <p><i>Lead: Chief Executive</i></p>	<p>Development of a proactive Media and PR Strategy ahead of the budget process for 2022/23.</p> <p>Target date: September 2021</p>	Not Achieved	<p>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</p>

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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 Resources</i>	Complete an inventory of 'line-of-business' applications across both organisations, to prioritise opportunities and address liabilities. Target date: June 2021	Achieved	
		Create and begin implementation of an integration plan for basic desktop services such as authentication, email and file services. Target date: September 2021	Achieved	
	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 Resources</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	
	Develop ways of working and sharing services with Warwick District Council <i>Lead: Chief Executive</i>	Develop a programme for implementation of merger with Warwick District Council. Target date: July 2021	Achieved	
		Develop Workforce Strategy for working arrangements post COVID	Achieved	

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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: Chief Executive</i>	Respect Network to identify action plan. Target date: June 2021	Achieved	
	Carry out an inclusion audit including exploration of potential external accreditation <i>Lead: Chief Executive</i>	Target date: November 2021	Not Achieved	During the pandemic the Respect Network has continued to meet and has held full council briefings. It is suggested that this item be included within the WDC merger project
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 Resources</i>	Prepare a sustainable Medium Term Financial Strategy. Target date: February 2022	Achieved	