

**Performance Monitoring 2022/23  
Mid-Year Performance Report (April to September 2022)**

Objective/ Priority	Year 3 (2022/23) Task/Responsibility	Performance – Q2 2022/23		
		Target	Status	Comments
<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. Following the decision to support Shakespeare's England with £100k of funding for two years, to undertake a review into the future funding of the organisation <i>Head of Development</i>	December 2023	Ongoing & On Target	Due for reporting at a later date.
	To develop the Council's Investment Plan for 2022/23 under the Shared Prosperity Fund programme <i>Head of Development</i>	August 2022	Ongoing & On Target	Investment Plan for UKSPF submitted within the deadline and awaiting confirmation from Government. Additional Rural Prosperity Fund Investment Plan being prepared to be submitted shortly.
	The development of a Stratford-on-Avon District Council prospectus. This prospectus will ensure that residents benefit from the impact of tourism across the district <i>Head of Development</i>	June 2023	n/a	Due for reporting at a later date.
	Development of the Gateway Masterplan to determine the development of the World Shakespeare Centre <i>Head of Development</i>	Summer 2023	n/a	Due for reporting at a later date. Development Brief endorsed 5 <sup>th</sup> September 2022. Detailed masterplan to be prepared with external consultants.
	SDC represented on the Town Centre Strategic Partnership Meeting	Ongoing	Ongoing & On Target	Head of Development attends.

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	<i>Head of Development</i>			
<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 continue with the briefings for the Main Rural Centres. In doing so engage with WALC to help identify the most appropriate format of such briefings and to undertake a review of the WALC Parish Charter and re-energise the role of Parish Champion <i>Chief Executive</i>	Ongoing	Achieved	
	To reintroduce regular Senior Politician and Officer briefing sessions with representatives from the County Council <i>Chief Executive</i>	Ongoing	Achieved	
	To constructively contribute towards the development of the Warwickshire Devolution/County Deal including a review of future governance arrangements and the development of a joint parking strategy <i>Chief Executive</i>	February 2023	n/a	Due for reporting at a later date.
	To continue to positively engage with the WMCA, especially to maintain representation on the Housing and Land Board <i>Head of Development</i>	Ongoing	Achieved	
	To explore opportunities with other Districts and Boroughs for joint procurement opportunities and where appropriate shared service arrangements <i>Chief Executive</i>	March 2023	n/a	Due for reporting at a later date.
	To ensure the Council maximises the benefits from the opportunities to bid for funding under initiatives such as the Levelling Up Fund	September 2023	n/a	Due for reporting at a later date.

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	<i>Chief Executive</i>			
<b>CP1C</b> – Ensure the district benefits from Coventry City of Culture (2021) and the Birmingham Commonwealth Games (2022)	To ensure that the legacy from Commonwealth Games which is incorporated within the Active Community Strategy is implemented <i>Head of Environmental &amp; Operational Services</i>	March 2023	n/a	Due for reporting at a later date.
<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	Development of a masterplan for the Gateway site including the delivery of the World Shakespeare Centre <i>Deputy Chief Executive</i>	September 2023	n/a	Due for reporting at a later date. Cabinet sign-off of brief received 5 September 2022.
	Securing the future ownership of the Gateway site through the WMCA. Along with establishment of a delivery partnership with the WMCA and the County Council <i>Deputy Chief Executive</i>	March 2023	n/a	Due for reporting at a later date. Negotiations in progress

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	Delivery of the Stratford-upon-Avon Riverside Project <i>Deputy Chief Executive</i>	December 2022	n/a	Due for reporting at a later date.
	To work alongside the British Motor Museum and subject to planning to seek to enhance the attraction for the wider benefits of the District <i>Deputy Chief Executive</i>	September 2023	n/a	Due for reporting at a later date. Hotel proposal put out to market to assess interest.
	Ensure that the biodiversity elements of the SWLP are fully considered. Including working closely with the Warwickshire County Council on the biodiversity off-setting scheme Alscot Park <i>Head of Development</i>	September 2023	n/a	Due for reporting at a later date.
<b>CP2B</b> – Improve the health and wellbeing of all residents	Delivery of the Active Community Strategy Action Plan <i>Head of Environmental &amp; Operational Services</i>	March 2023	n/a	Due for reporting at a later date. Work is in progress and on target.
	Delivery of the Active Social Inclusion Strategy Action Plan <i>Head of Housing &amp; Customer Services</i>	Target TBC	Ongoing & On Target	Work is underway on the Strategy Action Plan.
	Fully engage with the South Warwickshire Place Partnership Board at both officer and member level <i>Head of Housing &amp; Customer Services</i>	Target TBC	Ongoing & On Target	Regular attendance of meetings/workshops.
	Ensure that the support currently available to financially support residents is advertised and promoted. This includes the roll out of the £50k scheme to support residents with the cost-of-living crisis. In addition, to consider future initiatives which will assist those individuals who are facing the	Target TBC	Ongoing & On Target	Significant work underway with Social Inclusion partnership and WCC to promote activity including population on joint Warwickshire microsite.

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	greatest financial challenges due to the cost-of-living crisis <i>Head of Housing &amp; Customer Services</i>			
	Deliver our Health and Wellbeing Strategy in conjunction with partners including the Coventry and Warwickshire Health and Care Partnership <i>Head of Housing &amp; Customer Services</i>	Target TBC	Ongoing & On Target	Full engagement with Health and Wellbeing infrastructure. Health and Wellbeing strategy and related dataset to inform Social Inclusion Statement rewrite.
	To help secure additional open space in Southam and to investigate the most suitable models for the future management of the open space <i>Head of Development</i>	March 2023	n/a	Due for reporting at a later date.
<b>CP2C</b> – Maintain the high level of community safety and address the perceptions of crime	Full delivery of the CCTV project to include Earlswood CCTV <i>Head of Law &amp; Governance</i>	June 2022	Achieved	The project is complete. Earlswood was part of the CCTV project. Earlswood PC have identified funding for a further CCTV camera to be installed. The project timeline and prioritisation for this will be determined alongside several other new cameras to be installed across the District.
	Implementation of 4 additional CCTV cameras across the District with funding that has already been secured <i>Head of Law &amp; Governance</i>	September 2023	Ongoing & On Target	Consultation, planning permission and routes to procurement are in progress.
	Deliver Stratford-on-Avon District Council assigned actions within the Crime & Disorder Strategy Action Plan	March 2023	n/a	Due for reporting at a later date.

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	<i>Head of Law &amp; Governance</i>			
<b>CP2D</b> – Strengthen the District’s reputation for high quality education, research and development	To investigate opportunities under the Shared Prosperity Fund to enhance the skills and people element. Opportunities could include the extension of language schools and the investment in skills to support the hospitality sector <i>Head of Development/Deputy Chief Executive</i>	March 2023	n/a	Due for reporting at a later date. Subject to confirmation of UKSPF.
	To support the ambitions for growth at the Wellesbourne Campus including in relation to Aggrotech and Long Marston Rail Innovation Centre. Develop plans with the Coventry & Warwickshire Local Enterprise Partnership (CWLEP) to help assist these aspirations <i>Head of Development/Deputy Chief Executive</i>	December 2022	n/a	Due for reporting at a later date.
<b>CP2E</b> – Increase the level and quality of broadband coverage	Promotion of the Community Fibre programme rollout – monthly meetings with BDUK/BT Openreach to monitor and encourage scheme take up across the District <i>Head of Housing &amp; Customer Services</i>	August 2022	Ongoing & On Target	OSC received presentation from BDUK October 22.
<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	Development of the South Warwickshire Economic Strategy for consultation by Autumn 2022 with the view to fully adopt the strategy by March 2023 <i>Head of Development</i>	March 2023	n/a	Due for reporting at a later date.

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the District from the implementation of the West Midlands Local Industrial Strategy <i>(Note this is now defunct)</i>	Development of an Action Plan to support the South Warwickshire Economic Strategy <i>Head of Development</i>	March 2023	n/a	Due for reporting at a later date.
	Development of the Investment Plan to support the Shared Prosperity Fund by August 2022 and delivery of the agreed Shared Prosperity Fund Investment Plan by the end of March 2023 <i>Head of Development</i>	March 2023	n/a	Due for reporting at a later date.
	Undertake a review of the future operation of Venture House <i>Head of Development</i>	March 2023	n/a	Due for reporting at a later date.
	To complete the Stratford Riverside Project by December 2022 (subject to the governments' consideration of the Council's Shared Prosperity Fund – Investment Plan submission) <i>Head of Development</i>	December 2022	n/a	Due for reporting at a later date.
<b>CP3B</b> – Enable the growth of businesses in key sectors, including automotive & transport, agricultural technologies,	To support the ambitions for growth at the Wellesbourne Campus and Quinton Rail Technology Centre. Develop plans with the Coventry & Warwickshire Local Enterprise Partnership (CWLEP) to help assist these aspirations <i>Head of Development</i>	December 2022	n/a	Due for reporting at a later date.
	Continue to develop the South Warwickshire Local Plan in line with the timetable and in partnership with Warwick District Council. Regular reports on progress to be made to the Joint Cabinet <i>Head of Development</i>	September 2023	n/a	Due for reporting at a later date.

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and medical sectors				
<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>CP4AB&amp;C</b> – Take action to adapt to the impact of climate change	The Council’s Climate Change Panel will continue to determine the actions as per the revised terms of reference agreed by Cabinet in June 2022. Action Plan to be kept under review and reported to Cabinet for any substantial changes <i>Deputy Chief Executive</i>	Ongoing	Ongoing & On Target	
	To maintain the Council’s membership on the Sherbourne Recycling Limited Board to oversee the joint project to construct the Joint Materials Recycling Centre <i>Deputy Chief Executive</i>	Ongoing	Ongoing & On Target	Building works for recycling centre nearing completion, sorting equipment is being installed.
	To participate in the Tree Planting scheme in partnership with Warwick District Council and Wychavon District Council following the successful grant application <i>Deputy Chief Executive</i>	Ongoing	Ongoing & On Target	Partnership engaged with a view to tree planting as part of Riverside project.
	To successfully implement the joint Waste and Recycling 123+ arrangements from August 2022 <i>Head of Environmental &amp; Operational Services</i>	March 2023	Ongoing & On Target	The 123+ service has been successfully implemented with a success rate of collections over 99.5%.



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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 issues of concern to them	Development of Evesham Place initiative – subject to Homes England funding application <i>Head of Housing &amp; Customer Services</i>	Target TBC	Ongoing & On Target	Homes England Funding bid unsuccessful. Continuing negotiations with vendors agents. SDC agents establishing whether sale (subject to contract) secured.
	Climate Change panel encouraging public participation <i>Deputy Chief Executive</i>	October 2022	Achieved	Regular agenda slots for public participation.
	Review of the Statement of Community Involvement <i>Head of Development</i>	July 2023	n/a	Due for reporting at a later date.
	Implementation of the Public Open Space policy, following determination of required resources <i>Head of Development</i>	February 2023	n/a	Due for reporting at a later date.
	To continue (through the use of Compulsory Purchase Order (CPO) powers if necessary to preserve the future aviation function at Wellesbourne Mountford Airfield in line with the Core Strategy <i>Deputy Chief Executive</i>	March 2024	n/a	Due for reporting at a later date. Constructive negotiations are continuing toward a commercial solution for the site.
<b>CP5B</b> – Communicate actively	Undertake a review of the Customer Service Standards <i>Head of Housing &amp; Customer Services</i>	January 2023	n/a	Due for reporting at a later date.

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with residents and respond quickly to customers	To undertake a review of the Council's Senior Citizens Action Network (SCAN) to ensure that it remains fit for purpose <i>Head of Housing &amp; Customer Services</i>	September 2023	Ongoing & On Target	Review complete in draft form and likely to be delivered before target.
	Ensure that meetings of the Council can continue to be attended by members of the public remotely <i>Head of Law &amp; Governance</i>	Ongoing	Ongoing & On Target	Work in progress, however, this is subject to an ongoing review.
	Undertake a review of the future of the View Magazine following consideration of a wider Communications Strategy <i>Chief Executive</i>	March 2023	n/a	Due for reporting at a later date.
	Ensure that preparations for all-out Council elections in May 2023 are completed including <ul style="list-style-type: none"> <li>• Undertaking an event for prospective Councillors</li> <li>• Recruitment of all necessary staff in order to conduct the election</li> </ul> <i>Chief Executive</i>	May 2023	n/a	Due for reporting at a later date. Event for prospective Councillors being undertaken 7 <sup>th</sup> November 2022.
	To complete successful elections in May 2023 <i>Chief Executive</i>	May 2023	n/a	Due for reporting at a later date.
	To ensure that all communities are informed of developments as part of the delivery of HS2 <i>Chief Executive</i>	Ongoing	Achieved	
	As part of the Communications Strategy review, to consider the future use of social media	March 2023	n/a	Due for reporting at a later date.

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	<i>Chief Executive</i>			
	To commission and implement a replacement audio/visual system for the Council Chamber at Elizabeth House <i>Head of Resources</i>	Contract Award December 2022 Implementation date TBC (dependent on proposals)	Ongoing & On Target	Specification written and published through framework agreement. Contract award expected by December 2022.
	Review current Digital Strategy <i>Head of Resources</i>	December 2022	n/a	Due for reporting at a later date. Business continuity and cyber security will be significant factors in this review.
<b>CP5C</b> – Be on the front foot in our media and communications activities	Implement a Media & Public Relations Strategy <i>Chief Executive</i>	November 2022	n/a	Due for reporting at a later date.
<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	Following trial, full implementation of the hybrid working arrangements <i>Deputy Chief Executive</i>	November 2022	n/a	Due for reporting at a later date.
	Establishment of project team to support the major Council initiatives <i>Deputy Chief Executive</i>	July 2022	Achieved	Transformation delivery steering group in place.

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responsive and agile working	To undertake a review of the Management Team structure <i>Chief Executive</i>	November 2022	Achieved	Approved by Full Council 17/10/2022.
	To support the Task and Finish Group review in relation to the lessons learnt from the merger proposals with Warwick District Council <i>Chief Executive</i>	September 2022	Not Achieved	Review has commenced, now scheduled for completion by December 2022.
<b>CP6B</b> – Be recognised as a champion of diversity and inclusion	To relaunch the Respect Champions Network <i>Chief Executive</i>	September 2022	Achieved	
	The Respect Champions Network to develop an Action Plan <i>Chief Executive</i>	February 2023	n/a	Due for reporting at a later date.
	To publish a statement in relation to the Council's preparedness for welcoming those fleeing conflict <i>Chief Executive</i>	September 2023	n/a	Due for reporting at a later date.
	Carry out an inclusion audit including exploration of potential external accreditation <i>Chief Executive</i>	September 2023	n/a	Due for reporting at a later date.
<b>CP6C</b> – Provide a sustainable medium-term financial plan by 2023 and enable the Council to be	Respond to the Governments Spending Review to deliver comprehensive charging strategy. By February 2023 to prepare a sustainable Medium Term Financial Strategy <i>Head of Resources</i>	February 2023	n/a	Due for reporting at a later date.

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less dependent on central government financing				