

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

Priority/Objective	Task/Responsibility	Performance		
		Target	Status	Progress
Priority 1: We Will Live By				
CP1A – Be a transparent Council, fostering the levels of trust and understanding of responsibilities between the Council and the Public	To develop a Communications Strategy review, the strategy will specifically include: <ul style="list-style-type: none"> · the future use of social media · implement a Media & Public Relations Strategy. <i>Chief Executive</i>	October 2024	Achieved	Final approval of the Communications Strategy took place at the Cabinet on 7 October 2024.
CP1B – Making the best decisions in the public interest	To constructively contribute towards the development of the Warwickshire Devolution/County Deal including a review of future governance arrangements. <i>Chief Executive</i>	September 2024	Achieved	The Government has indicated that it is “minded” to accept the Warwickshire Devolution Deal Framework agreement. Work is progressing with the County Council on the implementation of this agreement.
	The Council will continue to set an Annual Training Plan for elected members through the Member Development Working Group. <i>Head of Law & Governance</i>	March 2025	Achieved	
	The Council will continue to maintain a Five-Year Medium Term Financial Strategy which maintains a minimum level of financial reserves as specified by the Council’s Chief Finance Officer	March 2025	Achieved	

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	<i>Head of Resources</i>			
	The Council will implement the new Statement of Community Involvement (SCI) following consideration by Council in February 2024. <i>Head of Policy & Building Control</i>	April 2024	Achieved	The SCI is being implemented through its continual use through the development of DPD's (including the SWLP), SPD's, NP's PIP's and Planning Applications. Through the various stages of the SWLP the SCI will continue to be reviewed where applicable.
	Following the review of the Council's report format the Council will provide training to all staff who are involved in the production of Committee reports to continue to make decisions in line with the constitution, evidence, legislation and Council's adopted policy, and budgetary framework. <i>Chief Executive</i>	November 2024	Achieved	
CP1C - Holding ourselves and others providing public services to account more effectively for the benefit of the communities served	The Council will invite the LGA to undertake a Core Peer Challenge Review, and the Council will publish the findings. Following the review an action plan will be developed to implement the areas for improvement. <i>Chief Executive</i>	October 2024	Achieved	The Cabinet was to consider the Corporate Peer Challenge Recommendations action plan at their meeting on 7 October 2024. The Core Peer Challenge was undertaken in March 2024. A follow up review will be undertaken on 21 January 2025.

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	<p>The Council is currently undertaking a review in relation to outside bodies. Following consideration by Council the findings of this review will be implemented.</p> <p><i>Head of Law & Governance</i></p>	July 2024	Achieved	The review was achieved by target deadline and confirmed at Council. The implementation of the findings is ongoing.
	<p>A review will be undertaken in relation to the partnerships with the Council. This review will include governance responsibilities and where appropriate SLAs will be implemented to govern the relationship.</p> <p><i>Chief Executive</i></p>	March 2025	Action due at a later date/ Ongoing	An initial stakeholder analysis has been undertaken this identifies all Council’s partnerships.
	<p>The Council will develop an action plan to implement findings from the Planning Advisory Service.</p> <p><i>Head of Development</i></p>	Autumn 2024	Achieved	PAS Review incorporated into wider Departmental Visioning Programme published November 2024 including action plan. Work ongoing to deliver actions.

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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Priority 2: We Will Deliver By				
CP2A – To improve access to Council services to those throughout the District	To implement the Year 1 actions contained within the Growing Opportunities Plan which was approved by The Cabinet on 15 January 2024. <i>Head of Housing, Revenues & Customer Services</i>	March 2025	Action due at a later date/ Ongoing	Current progress across both years of plan: Not started (2%), Red (8%), Amber (16%), Green (52%), Complete (21%). Minor increase in red, static amber, minor reduction in un-commenced activities, green reduced and completed actions increased by 6%.
	A Pilot of the re-introduction of Customer Access Terminals will be undertaken. Depending upon results of the review roll out to more locations. <i>Head of Resources</i>	September 2024	Achieved	The Customer Access Terminal (CAT) has been installed in Southam Library and was fully operational in August. The unit for Alcester has been built and is awaiting installation.
	The Council will work in partnership with Warwickshire County Council in relation to a long-term community transport solution for the District. It will be the intention that subject to procurement to maintain a community transport service (such as UBUS).	September 2024	Achieved	Not achieved by target date of September 2024. New service launched in November 2024 and in accordance with revised timescales, alongside new and expanded scheduled services in Stratford town. Implementation has been challenging and contract with WCC being closely monitored to ensure performance is improved.

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	<i>Head of Housing, Revenues & Customer Services</i>			
	The Council will work with our Contractors to deliver both the 'Live and Local' programme across the District. <i>Head of Environmental & Neighbourhood Services</i>	March 2025	Action due at a later date/ Ongoing	The 'Live & Local' programme is being delivered effectively across the district.
CP2B – To improve the effectiveness of the Council through innovation, engaging with our peers to improve service delivery	The development of a wide-ranging Digital Strategy, which will include: · Review of the method of communicating with residents · Review of the Council's website. <i>Head of Resources</i>	October 2024	Achieved	Final approval of the Digital Strategy took place at the Cabinet on 7 October 2024. There is a programme being developed to deliver the actions contained within the strategy.
	The County Council and all Districts and Borough Councils in Warwickshire are reviewing the "Local Councils Charter". When this review is complete Council will be asked to consider adopting and implementing the revised Charter. <i>Chief Executive</i>	June 2024	Achieved	Council to approve the adoption of the Local Council's Charter at the meeting of Council on 15 July 2024.
	The Council will invite the LGA to undertake a Core Peer Challenge	August 2024	Achieved	The Core Peer Challenge was undertaken in March 2024. Following receipt of the

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	<p>Review, and the Council will publish the findings. Following the review an action plan will be developed to implement the areas for improvement.</p> <p><i>Chief Executive</i></p>			<p>final report an Action Plan will be presented to The Cabinet for consideration.</p>
<p>CP2C – To support the quality of our service by being a local employer of choice</p>	<p>Following the approval of the Staff Strategy by Council in December 2023, the development of an action plan to implement Strategy (provide examples of actions in year 1)</p> <p><i>Chief Executive</i></p>	<p>March 2025</p>	<p>Action due at a later date/ Ongoing</p>	<p>The Staff Strategy is being implemented. This strategy includes several initiatives to achieve the goal of becoming an employer of choice. A trial in relation to branding and recruitment is currently underway. Funding has been allocated for apprenticeships and four areas, Democratic Services, Environmental and Operational Services, Premises/Maintenance and Print/Design have been selected.</p>
<p>CP2D – Increase and protect green spaces which positively affect nature recovery</p>	<p>Ensure that biodiversity elements of the South Warwickshire Local Plan are fully considered. Including, working closely with Warwickshire County Council on the biodiversity off-setting including schemes such as Alscot Park.</p> <p><i>Head of Development</i></p>	<p>July 2026</p>	<p>Action due at a later date/ Ongoing</p>	<p>Preferred Options Consultation expected from January 2025 with Submission of the SWLP by July 2026. Policies being drafted accordingly. SDC participating in the Coventry & Warwickshire Natural Capital Investment Strategy to assist with managing Biodiversity Net Gain.</p>

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	Development of the Playing Pitch Strategy. <i>Head of Development</i>	March 2025	Action due at a later date/ Ongoing	The Playing Pitch Strategy is currently underway, and stakeholders are being consulted on Stage C. The PPS will be ready for the Preferred Strategy Reg 18 consultation later in the year.
	The Council has registered the Lenches Meadow as a Local Nature Reserve. The Council will develop a management plan for the area. <i>Deputy Chief Executive</i>	October 2024	Achieved	The site has been registered as a Local Nature Reserve. Management Plan drawn up in conjunction with Warwickshire Wildlife Trust.
	Implementation of the Public Open Space Policy, including a review of the policy adopting, following determination of required resources. <i>Head of Development</i>	July 2024	Achieved	SPD setting out new approach adopted April 2024.
CP2E – Be a Local Authority leader in the reduction of our own Carbon Footprint	The Council’s Climate Change Panel will provide a forum to the public and other stakeholders to help influence the Council’s Climate Change Action Plan. <i>Deputy Chief Executive</i>	March 2025	Achieved	A draft climate change action plan has been produced following a Climate Assembly meeting and discussions with the Climate Change Panel. The Climate Change Strategy will be presented to Cabinet for adoption in February 2025.
	The Council will implement a programme to reduce the Council’s CO2 emissions including:	March 2025	Action due at a later date/ Ongoing	Programme ongoing <ul style="list-style-type: none"> HVO now used in SDC Waste Fleet;

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	<ul style="list-style-type: none"> • Introduce “appropriately certified” HVO as a fuel source for the Council’s waste fleet; • Undertake a property audit to prioritise improvements in the Council’s assets; • Review the use of Renewable Energy Opportunities on Council Assets. <p><i>Deputy Chief Executive</i></p>			<ul style="list-style-type: none"> • Property audits ongoing; <p>Renewable Assessment ongoing, first scheme to deliver PV array on Stratford Leisure Centre due to be on site Q2 2025.</p>
	<p>The Council publish its own carbon footprint calculation on an annual basis.</p> <p><i>Deputy Chief Executive</i></p>	March 2025	Action due at a later date/ Ongoing	Baseline calculation completed will be published by deadline.
CP2F – Build the relationship and proactively foster partnership working with others to influence areas where the Council cannot deliver success alone	<p>To implement the Year 1 actions contained within the Growing Opportunities Plan which was approved by The Cabinet on 15 January 2024.</p> <p><i>Head of Housing, Customer Services and Revenues</i></p>	March 2025	Action due at a later date/ Ongoing	<p>Current progress across both years of plan: Not started (2%), Red (8%), Amber (16%), Green (52%), Complete (21%).</p> <p>Minor increase in red, static amber, minor reduction in un-commenced activities, green reduced and completed actions increased by 6%.</p>
	<p>Introduce a Stratford-on-Avon District Strategic Partnership with representation from other public sector agencies including:</p>	September 2024	Not Achieved	<p>Deferred until Q2 2025.</p> <p>This item will be picked up following the issues of the ‘Preferred Options’</p>

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	<ul style="list-style-type: none"> • Warwick District Council • Warwickshire County Council • West Midlands Combined Authority • WLRF • Network Rail • South Warwickshire Place Partnership • SWLP Place Board • Social Inclusion Partnership • Social Housing Associations <p><i>Deputy Chief Executive</i></p>			consultation on the South Warwickshire Local Plan.
	<p>The Council will 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.</p> <p><i>Head of Development</i></p>	March 2025	Action due at a later date/ Ongoing	Regulation 18 Preferred Options version approved at Joint Committee in December for 8 weeks public consultation 10 th Jan to 7 th March.
CP2G – Support those most in need from inequality	<p>To implement the Year 1 actions contained within the Growing Opportunities Plan which was approved by The Cabinet on 15 January 2024.</p> <p><i>Head of Housing, Customer Services and Revenues</i></p>	March 2025	Action due at a later date/ Ongoing	<p>Current progress across both years of plan: Not started (2%), Red (8%), Amber (16%), Green (52%), Complete (21%).</p> <p>Minor increase in red, static amber, minor reduction in un-commenced activities, green reduced and completed actions increased by 6%.</p>

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	Review the effectiveness of the Cost of Living/Fuel Poverty Crisis Fund. <i>Head of Housing, Customer Services and Revenues</i>	October 2024	Achieved	
	Identify the 2024/25 targets under the Council’s Single Equality Scheme. Including requiring all reports considered by decision makers to properly consider Equality Impact Assessments. <i>Chief Executive</i>	April 2024	Achieved	
	Support the Social Inclusion Partnership and consider funding for organisations such as the South Warwickshire CAB and VASA. <i>Head of Housing, Customer Services and Revenues</i>	November 2024	Achieved	The funding for CASW, VASA and other initiatives mitigating the impacts of the cost-of-living crisis have been considered as part of the growth bid process. Growth bids were submitted and have been considered. GP appointments being held over the telephone and the high number of hospital cancellations resultant from recent industrial action.
CP2H – Make the most of Stratford District’s rich cultural heritage as a national and	To support the West Midlands Combined Authority, through the collaboration agreement to deliver the development of the Gateway site	March 2025	Action due at a later date/ Ongoing	Collaboration Agreement signed and steering group established. Planning Application currently being developed.

**Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)**

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international tourist destination	in line with approved Planning policies. <i>Deputy Chief Executive</i>			
	Following the decision to support Shakespeare’s England and the Coventry and Warwickshire Local Visitor Economy Partnership, for the Council to secure representation on the West Midlands Destination Development Partnership. <i>Head of Development</i>	April 2025	Action due at a later date/ Ongoing	Interim governance arrangements in place to progress Coventry & Warwickshire LVEP. SDC attends Advisory Board. Work ongoing to take forward LVEP, including future governance and funding. Draft Destination Management Plan Framework being prepared.
	To finalise the development of the Gateway Masterplan to determine the development of the World Shakespeare Centre. <i>Head of Development</i>	July 2024	Achieved	Masterplan SPD adopted April 2024. WMCA Investment Board has confirmed funding and WMCA has acquired site.

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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Priority 3: We Will Influence By				
CP3A – To improve the range and quality of social infrastructure e.g. town centres, health and social care, education, housing and transport within the District	Deliver our Health and Wellbeing Strategy in conjunction with partners including the Coventry and Warwickshire Health and Care Partnership. <i>Head of Housing, Customer Services and Revenues</i>	March 2025	Action due at a later date/ Ongoing	Underway through Housing Strategy, Growing Opportunities Plan, Active Communities Strategy. Demonstrate support for achievement of Health & Wellbeing priorities by reflection of these in operational plans. Growing Opportunities Plan: Current progress across both years of plan: Not started (2%), Red (8%), Amber (16%), Green (52%), Complete (21%). Minor increase in red, static amber, minor reduction in un-commenced activities, green reduced and completed actions increased by 6%.
	The Council will continue to develop the South Warwickshire Local Plan in line with timetable and in partnership with Warwick District Council. Regular reports on progress to made to the Joint Cabinet. <i>Head of Development</i>	March 2025	Action due at a later date/ Ongoing	Regulation 18 Preferred Options version approved at Joint Committee in December for 8 weeks public consultation 10 th Jan to 7 th March.
	Development of the project plan to deliver community facilities specified	July 2024	Achieved	

**Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)**

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	within the s106 agreement for Upper Lighthorne. <i>Deputy Chief Executive</i>			
	To review the methodology of allocation of resources collected through the Community Infrastructure Levy in the context of an infrastructure assessment and strategy for the District. <i>Head of Development</i>	September 2024	Not Achieved	Draft methodology being prepared for agreement winter 2024/25. Work was dependent upon additional resource which was secured from August and priority has been on SWLP IDP.
	Implementation of the Action Plan (year 1 actions) to support the South Warwickshire Economic Strategy. <i>Head of Development</i>	March 2025	Action due at a later date/ Ongoing	A Cabinet paper will be produced for February reviewing year 1 achievements and a forward look to year 2.
	To attend and participate in the South Warwickshire Place Partnership Board at both officer and member level. <i>Chief Executive</i>	Ongoing	Ongoing	Regular attendance at this session. The Chief Executive will assume the Chair of this Board in 2025.
	Implementation of the Housing Strategy Action Plan 2024/25. <i>Head of Development</i>	March 2025	Action due at a later date/ Ongoing	Six monthly update endorsed by The Cabinet on 7 October 2024.

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	To undertake discussions with Environment Agency, Severn Trent and WCC surrounding drainage and sewerage. Subsequently, promoting good practice across the District. <i>Head of Development</i>	October 2024	Achieved	Officers have met with the LLFA to build relationship and achieve better joint working. Work also progressing in respect of the SWLP.
	Undertake a review of the process for determining and implementing s106 and s278 agreements. <i>Head of Development</i>	December 2024	Achieved	Infrastructure Delivery Plan published alongside SWLP identifying infrastructure gaps and infrastructure asks. Officer group established to take forward oversight of infrastructure delivery. Growth bid for additional dedicated resources being considered as part of Council budget. New Green Spaces Officer has joined SDC.
CP3B – To reduce crime and anti-social behaviour through the Community Safety Partnership	To inform the production and implementation of the SWCSP joint strategy with Warwick District Council. <i>Head of Law and Governance</i>	March 2025	Action due at a later date/ Ongoing	The Council has community safety responsibilities which are discharged through the SWCSP.
	To support the funding of the Rural Crime Officer role. <i>Head of Law and Governance</i>	October 2024	Achieved	The Council has provided match funding for two years 2024/25 and 2025/26. The Warwickshire Police & Crime Commissioner has approved funding for 2024/25.

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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CP3C – To enable those living and working in the district to live more environmentally sustainable lifestyles	The Council’s Climate Change Panel will provide a forum to the public and other stakeholders to help influence the Council’s Climate Change Action Plan. <i>Deputy Chief Executive</i>	March 2025	Achieved	A draft climate change action plan has been produced following a Climate Assembly meeting and discussions with the Climate Change Panel. The Climate Change Strategy is being presented to Cabinet for adoption in February 2025.
	The Council will 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>	March 2025	Action due at a later date/ Ongoing	Regulation 18 Preferred Options version approved at Joint Committee in December for 8 weeks public consultation 10 th Jan to 7 th March.
	The Council will continue to work towards the development of a Canal Quarter District Heating Scheme. <i>Head of Development</i>	March 2025	Action due at a later date/ Ongoing	Project Board established. Work on Strategic Outline Business Case ongoing and due for completion Q1 2025.
	The Council will adopt a strategy for the provision of Electric Vehicle charging points. <i>Deputy Chief Executive</i>	September 2024	Not Achieved	Initial scoping studies have been undertaken, these will inform the Council’s EV charging Strategy.
	To produce the Council’s Active Communities Strategy 2024-2029.	July 2024	Achieved	

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	<i>Head of Environmental and Neighbourhood Services</i>			
	<p>The Council will increase the range of materials which can be recycled and engage with residents to promote the service.</p> <p><i>Head of Environmental and Neighbourhood Services</i></p>	March 2025	Action due at a later date/ Ongoing	The Council is working closely with contractors and Sherbourne Recycling to increase recycling opportunities. Coffee pod recycling was introduced in November 2023. Since then, 1,289,405 (or 19.6 tonnes) of coffee pods have been collected in Stratford-on-Avon District, which were previously put in the residual waste stream. There is no cost to the Council whatsoever for this and it has been a huge success. Soft plastics (i.e. plastics bags and wrapping) will be collected/recycled from 14 April 2025.
CP3D – Facilitate more opportunities for residents to use alternative modes of transport	<p>The Council will work in partnership with Warwickshire County Council in relation to a long-term community transport solution for the District. It will be the intention that subject to a procurement to maintain a community transport service (such as UBUS)</p> <p><i>Head of Housing, Customer Services and Revenues</i></p>	September 2024	Achieved	<p>Cabinet report 22 July 2024 – mitigations approved.</p> <p>Update to Cabinet members 5 August 2024, working with WCC to deliver similar service, to commence 4 November 2024 to allow WCC to procure and migrate to new service. Existing service to continue until then in similar form.</p>

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	The Council will receive a feasibility study in relation to the Stratford to Honeybourne rail link. <i>Head of Development</i>	August 2024	Not Achieved	Restoring Your Railway Update Project underway with consultants appointed to refresh the strategic outline business case for re-opening Long Marston to Honeybourne.
	The Council will 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 made to the Joint Cabinet. <i>Head of Development</i>	March 2025	Action due at a later date/ Ongoing	Regulation 18 Preferred Options version approved at Joint Committee in December for 8 weeks public consultation 10 th Jan to 7 th March.
CP3E – Ensure that development is meeting local needs, attractive, environmentally sustainable and fit for purpose	The Council will continue to develop the South Warwickshire Local Plan in line with timetable and in partnership with Warwick District Council. Regular reports will be made to the Joint Cabinet. <i>Head of Development</i>	March 2025	Action due at a later date/ Ongoing	Regulation 18 Preferred Options version approved at Joint Committee in December for 8 weeks public consultation 10 th Jan to 7 th March.
	The Council will develop Supplementary Planning Documents (SPD) where appropriate to support specific sites across the District. <i>Head of Development</i>	Ongoing	Action due at a later date/ Ongoing	No further update at this stage. Wellesbourne Campus and Stratford Gateway Masterplans adopted.

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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	<p>The Council will undertake a review of the 85 conservation areas across the District. The review will be undertaken over four years with c20 areas being considered per year.</p> <p><i>Head of Development</i></p>	March 2025	Action due at a later date/ Ongoing	Project brief and specification approved. Appointment of contractors expected Q1 2025.
CP3F – To increase the levels of valued employment and training	<p>Implementation of the action plan (year 1 actions) to support the South Warwickshire Economic Strategy.</p> <p><i>Head of Development</i></p>	March 2025	Action due at a later date/ Ongoing	No specific progress to date owing to staffing vacancy. Update to SWES Action plan now expected April 2025.
	<p>The Council will allocate the “Skills” element of the UK Shared Prosperity Fund to maximise job creation across the District.</p> <p><i>Head of Development</i></p>	May 2024	Achieved	<p>The Council has a process in place for the allocation of funds through the UKSPF and Rural England Prosperity Fund.</p> <p>Objective 1.2 The £625k of SPF capital funding for Stratford College’s Auto EV centre has been committed and planning is underway.</p> <p>A call for businesses to apply for funding for business upskilling etc. is now open for businesses in Stratford District to apply.</p> <p>The next phase is to launch the fund for those economically inactive and unemployed which should be open before September with plans for local rural awareness raising events in conjunction</p>

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 3 (October to December 2024)

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				with the Community team. Funding has been transferred across to support the delivery of this programme.
	The Council will maximise the use of Social Value clauses within contracts to benefit employment opportunities within the District. <i>Head of Environmental and Neighbourhood Services</i>	March 2025	Action due at a later date/ Ongoing	To be included in all of the Council’s major contracts.
CP3G – To support Parish Councils for the benefit of communities	The Council will support and implement the review of the Local Councils Charter in conjunction with Warwickshire County Council and the Warwickshire Association of Local Councils. <i>Chief Executive</i>	June 2024	Achieved	Council approved the adoption of the Local Council’s Charter at the meeting of Council on 15 July 2024
	The Council will make available relevant training courses to town and Parish Councils. <i>Head of Law and Governance</i>	March 2025	Action due at a later date/ Ongoing	Prior to COVID the Council provided joint training sessions for the members of the Council and for Town and Parish Councils. This move will see this approach reinstated. Four sessions have been scheduled or taken place with a further session to be confirmed.

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Year 1 2024/25 – Council Plan Actions
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	<p>The Council will review the approach to engagement with communities and Town and Parish Councils.</p> <p><i>Head of Environmental and Neighbourhood Services</i></p>	March 2025	Action due at a later date/ Ongoing	Any resource requirements relating to this action will be funded from the Council Plan and Change Programme Fund.
CP3H – To support opportunities for our residents to develop skills for the future	<p>Implementation of the Action Plan (year 1 actions) to support the South Warwickshire Economic Strategy.</p> <p><i>Head of Development</i></p>	March 2025	Action due at a later date/ Ongoing	No specific progress to date owing to staffing vacancy. Update to SWES Action plan now expected April 2025.
	<p>The Council will allocate the “Skills” element of the UK Shared Prosperity Fund to maximise job creation across the District.</p> <p><i>Head of Development</i></p>	May 2024	Achieved	The Council has a process in place for the allocation of funds through the UKSPF and Rural England Prosperity Fund.