

Council Plan 2023-2027
Year 1 2024/25 – Council Plan Actions
Quarter 1 (April 2024 to June 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	Action due later	
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	Action due later	The Secretary of State (Department of Levelling Up Housing and Communities) has written to the Leader of WCC with the offer of a County Deal. The County will be obliged to work with all the Warwickshire Districts and Boroughs in developing this deal.
	The Council will continue to maintain a 5-Year Medium Term Financial Strategy which maintains a minimum level of financial reserves as specified by the Council’s Chief Finance Officer. <i>Head of Resources</i>	February 2025	Action due later	Approval of the Budget, Council Tax and revised Medium Term Financial Strategy at the Council meeting in February 2025.

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	<p>The Council will continue to set an Annual Training Plan for elected members through the Member Development Working Group.</p> <p><i>Head of Law & Governance</i></p>	<p>March 2025</p>	<p>Action due later</p>	
	<p>The Council will implementation of the new Statement of Community Involvement (SCI) following consideration by Council in February 2024.</p> <p><i>Interim Head of Policy & Building Control</i></p>	<p>April 2024</p>	<p>Achieved</p>	<p>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.</p> <p>Through the various stages of the SWLP the SCI will continue to be reviewed where applicable</p>
	<p>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 in order to continue to make decisions in line with the constitution, evidence, legislation and Council's adopted policy, and budgetary framework.</p> <p><i>Head of Law & Governance</i></p>	<p>September 2024</p>	<p>On Target</p>	<p>Training already provided to the majority of staff. Future courses will be held to ensure all staff are trained by September 2024.</p>

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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	Action due later	The Core Peer Challenge was undertaken in March 2024. Following receipt of the final report an Action Plan will be presented to The Cabinet for consideration.
	The Council is currently undertaking a review in relation to outside bodies. Following consideration by Council the findings of this review will be implemented. <i>Head of Law & Governance</i>	July 2024	Action due later	
	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. <i>Chief Executive</i>	March 2025	Action due later	
	The Council will develop an action plan to implement findings from the Planning Advisory Service. <i>Head of Development Services</i>	Autumn 2024	Ongoing	Work is ongoing with revised deadline of autumn 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	Ongoing	Current progress across both years of plan: Not started (5%), Red (7%), Amber (20%), Green (60%), Complete (8%).
	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	Ongoing	The pilot will include the locations which were most used under the previous scheme, including Southam
	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). <i>Head of Housing, Revenues & Customer Services</i>	September 2024	Ongoing	Cabinet report 22 July 2024 – mitigations approved. 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.

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	<p>The Council will work with our contractors to deliver both the “Live & Local” programme across the district, and also the Active Community Strategy.</p> <p><i>Head of Environmental & Neighbourhood Services</i></p>	March 2025	Action due later	Resources have been allowed within the 2024/25 budget to enable roll out of this programme
	<p>The development of a wide-ranging Digital Strategy, which will include:</p> <ul style="list-style-type: none"> · Review of the method of communicating with residents; · Review of the Council’s website. <p><i>Head of Resources</i></p>	October 2024	Action due later	<p>The findings of the Digital Strategy review will be incorporated into the budget considerations</p> <p>(Also CP2B)</p>
CP2B – To improve the effectiveness of the Council through innovation, engaging with our peers to improve service delivery	<p>The development of a wide-ranging Digital Strategy, which will include:</p> <ul style="list-style-type: none"> · Review of the method of communicating with residents; · Review of the Council’s website. <p><i>Head of Resources</i></p>	October 2024	Action due later	<p>The findings of the Digital Strategy review will be incorporated into the budget considerations</p> <p>(Also CP2A)</p>
	<p>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</p>	June 2024	Achieved	<p>Council to approve the adoption of the Local Council’s Charter at the meeting of Council on 15 July 2024</p>

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	consider adopting and implementing the revised Charter. <i>Chief Executive</i>			
	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>	August 2024	Action due later	The Core Peer Challenge was undertaken in March 2024. Following receipt of the final report an Action Plan will be presented to The Cabinet for consideration.
CP2C – To support the quality of our service by being a local employer of choice	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) <i>Chief Executive</i>	March 2025	Action due later	
CP2D – Increase and protect green spaces which positively affect nature recovery	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. <i>Head of Development Services</i>	July 2026	Action due later	Submission of the SWLP by July 2026

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	Development of the Playing Pitch Strategy. <i>Interim Head of Policy & Building Control</i>	March 2025	Action due later	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	Action due later	The Council is in dialogue with the Warwickshire Wildlife Trust to take on the ongoing management responsibilities for the site.
	Implementation of the Public Open Space Policy, including a review of the policy adopting, following determination of required resources. <i>Head of Development Services</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	Action due later	
	The Council will implement a programme to reduce the Council’s CO2 emissions including: <ul style="list-style-type: none"> • Introduce “appropriately certified” HVO as a fuel source for the Council’s waste fleet; 	March 2025	Action due later	The Council will be able to make an announcement in relation to the Leisure Centre roofs in the near future. In addition, all staff will receive Carbon Literacy Training.

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	<ul style="list-style-type: none"> 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>			
	<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 later	
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	Ongoing	Current progress across both years of plan: Not started (5%), Red (7%), Amber (20%), Green (60%), Complete (8%).
	<p>Introduce a Stratford-on-Avon District Strategic Partnership with representation from other public sector agencies including:</p> <ul style="list-style-type: none"> Warwick District Council Warwickshire County Council West Midlands Combined Authority WLRF Network Rail 	September 2024	Action due later	

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	<ul style="list-style-type: none"> • South Warwickshire Place Partnership • SWLP Place Board • Social Inclusion Partnership • Social Housing Associations <p><i>Deputy Chief Executive</i></p>			
	<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 Services</i></p>	March 2025	Action due later	
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	Ongoing	Current progress across both years of plan: Not started (5%), Red (7%), Amber (20%), Green (60%), Complete (8%).
	<p>Review the effectiveness of the Cost of Living/Fuel Poverty Crisis Fund.</p> <p><i>Head of Housing, Customer Services and Revenues</i></p>	October 2024	Action due later	
	<p>Identify the 2024/25 targets under the Council’s Single Equality Scheme. Including requiring all reports considered by decision makers to</p>	April 2024	Achieved	

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	properly consider Equality Impact Assessments. <i>Chief Executive</i>			
	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	Action due later	
CP2H – Make the most of Stratford District’s rich cultural heritage as a national and international tourist destination	To support the West Midlands Combined Authority, through the collaboration agreement to deliver the development of the Gateway site in line with approved Planning policies. <i>Deputy Chief Executive</i>	March 2025	Action due later	
	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 Services</i>	April 2025	Action due later	
	To finalise the development of the Gateway Masterplan to determine the development of the World Shakespeare Centre. <i>Head of Development Services</i>	July 2024	Partially Achieved & Ongoing	Masterplan SPD adopted April 2024. WMCA Investment Board has confirmed funding. Awaiting confirmation of acquisition followed by submission of planning application.

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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	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
	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 Services</i>	March 2025	Action due later	Specific focus on the infrastructure requirements arising from new development. Additional dedicated infrastructure planner has been recruited and will join SDC from August. Work on the Infrastructure Delivery Plan to accompany the SWLP also progressing.
	Development of the project plan to deliver community facilities specified within the s106 agreement for Upper Lighthorne. <i>Deputy Chief Executive</i>	July 2024	Achieved	
	To review the methodology of allocation of resources collected through the Community Infrastructure Levy in the context of an	September 2024	Action due later	

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	infrastructure assessment and strategy for the District. <i>Interim Head of Policy & Building Control</i>			
	Implementation of the Action Plan (year 1 actions) to support the South Warwickshire Economic Strategy. <i>Interim Head of Policy & Building Control</i>	March 2025	Action due later	The Council approved the South Warwickshire Economic Strategy at Council in December 2023.
	To attend and participate in the South Warwickshire Place Partnership Board at both officer and member level. <i>Chief Executive</i>	Ongoing	Ongoing	
	Implementation of the Housing Strategy Action Plan 2024/25. <i>Head of Development Services</i>	March 2025	Action due later	The Council annually approves an action plan to support the implementation of the Housing Strategy.
	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 Services</i>	October 2024	Action due later	Officers have met with the LLFA to build relationship and achieve better joint working. Progress ongoing.
	Undertake a review of the process for determining and implementing s106 and s278 agreements.	December 2024	Action due later	

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	<i>Head of Development Services</i>			
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 later	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	Action due later	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.
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	Action due later	
	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 Services</i>	March 2025	Action due later	
	The Council will continue to work towards the development of a Canal Quarter District Heating Scheme. <i>Head of Development Services</i>	March 2025	Action due later	Project Board established and work is ongoing.

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	<p>The Council will adopt a strategy for the provision of Electric Vehicle charging points.</p> <p><i>Deputy Chief Executive</i></p>	September 2024	Action due later	An initial scoping study has been undertaken, a joint strategy with Warwick District Council is being developed.
	<p>To produce the Council's Active Communities Strategy 2024-2029.</p> <p><i>Head of Environmental and Neighbourhood Services</i></p>	July 2024	Achieved	
	<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 later	The Council is working with contractors and the operators of the MRF to increase recycling opportunities. Recycling coffee pods was introduced in January 2024.
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	Cabinet report 22 July 2024 – mitigations approved. 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>The Council will receive a feasibility study in relation to the Stratford to Honeybourne rail link.</p> <p><i>Head of Development Services</i></p>	August 2024	Action due later	Restoring Your Railway Update Project underway with consultants appointed to refresh the strategic outline business case for re-opening Long Marston to Honeybourne.
	<p>The Council will continue to develop the South Warwickshire Local Plan in line with the timetable and in</p>	March 2025	Action due later	

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	partnership with Warwick District Council. Regular reports on progress to made to the Joint Cabinet. <i>Head of Development Services</i>			
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 Services</i>	March 2025	Action due later	
	The Council will develop Supplementary Planning Documents (SPD) where appropriate to support specific sites across the District. <i>Head of Development Services</i>	Ongoing		Although not proposed as an SPD at this stage, SDC is commissioning consultants to look at potential design solutions for the former BHS site. SPDS could also support the SWLP in due course.
	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. <i>Head of Development Services</i>	March 2025	Action due later	Additional resources confirmed and to be deployed.
CP3F – To increase the levels of valued employment and training	Implementation of the action plan (year 1 actions) to support the South Warwickshire Economic Strategy. <i>Interim Head of Policy & Building Control</i>	March 2025	Action due later	The Council approved the South Warwickshire Economic Strategy at Council in December 2023. This strategy included an action plan to implement the strategy and was also approved. Specific reference to the “people” element of the plan.

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	<p>The Council will allocate the “Skills” element of the UK Shared Prosperity Fund to maximise job creation across the District.</p> <p><i>Interim Head of Policy & Building Control</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 with the Community team. Funding has been transferred across to support the delivery of this programme.</p>
	<p>The Council will maximise the use of Social Value clauses within contracts to benefit employment opportunities within the District.</p> <p><i>Head of Environmental and Neighbourhood Services</i></p>	March 2025	Ongoing	To be included in all of the Council’s major contracts.
CP3G – To support Parish Councils for the benefit of communities	<p>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.</p>	June 2024	Achieved	Council to approve the adoption of the Local Council’s Charter at the meeting of Council on 15 July 2024

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	<i>Chief Executive</i>			
	<p>The Council will make available relevant training courses to town and Parish Councils.</p> <p><i>Head of Law and Governance</i></p>	March 2025	Action due later	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.
	<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 later	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>Interim Head of Policy & Building Control</i></p>	March 2025	Action due later	<p>The Council approved the South Warwickshire Economic Strategy at Council in December 2023. This strategy included an action plan to implement the strategy and was also approved. Specific reference to the “people” element of the plan.</p> <p>Objective 3.1 – SPF business startup funding has been allocated and contracted for Year 3.</p> <p>Objective 3.2 – diversification of the rural economy and rural hub – all Rural England Prosperity Fund applications for Year 3 have been committed.</p> <p>Support for the Alcester rural enterprise and skills pilot at Minerva Mill have been</p>

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			<p>committed working with sub-regional business and skills support providers.</p> <p>Work continues to explore opportunities with the NFU, the local food and drink producers network and the National Innovation Centre for rural enterprise.</p> <p>Objective 3.3 An additional enterprise centre has received planning approval at Stratford’s Canalside with 30 units to be developed before the end of this financial year.</p> <p>Objective 3.6 - All funds for Year 3 SPF and REPF have been committed and contracted in July 2024. All previous years projects are being monitored and closed down for completion on an ongoing basis.</p> <p>Objective 3.7 – support is being provided to shape the business aspect of the Climate Assembly for September 2024</p> <p>Objective 3.9 – a business engagement strategy has been developed for SDC.</p> <p>Objective 7.1 - A six month programme of empty shops review, place making and future proposition development underway for Stratford, Alcester and Southam as well as a draft paper for proposed Rental Auction Legislation.</p>
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				<p>Objective 7.3 - Footfall counters have been approved for installation in Stratford Town Centre.</p> <p>Objective 7.7 – work continues with Stratford strategic group to develop their prospectus and masterplan for the town centre</p> <p>Objective 8.1 – work is well underway regarding the review and proposed allocation of employment land for the South Warwickshire Local Plan.</p>
	<p>The Council will allocate the “Skills” element of the UK Shared Prosperity Fund to maximise job creation across the District.</p> <p><i>Interim Head of Policy & Building Control</i></p>	<p>May 2024</p>	<p>Achieved</p>	<p>The Council has a process in place for the allocation of funds through the UKSPF and Rural England Prosperity Fund.</p>

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