

Growing Opportunities – Action Plan 2023-25

The action plan below has been developed with input from across the Social Inclusion Partnership. Two-year objectives are supported by actions, which in turn are focused on specific communities and/or groups and aligned to contributions from partner organisations.

Improving education & skills and increasing financial resilience (Living Standards, Skills, Education)	Reducing rural inequalities (Transport Infrastructure, Digital Connectivity, Housing)	Improving health & wellbeing (Health, Wellbeing)	Empowering and strengthening local communities (Pride in Place, Crime)
<ol style="list-style-type: none"> 1) Increasing income and access to work 2) Managing the pressures of the rising cost of living 3) Addressing poverty and supporting 'Just About Managing' families 4) Increasing access to free school meals and additional support 	<ol style="list-style-type: none"> 5) Improving access to services 6) Addressing social isolation 7) Tackling digital exclusion 8) Championing affordable housing and choice and tackling homelessness 	<ol style="list-style-type: none"> 9) Improving services and support for older people 10) Making physical activity a part of life for everyone, particularly the inactive 11) Improving mental health 	<ol style="list-style-type: none"> 12) Empowering local communities to help themselves 13) Supporting new and existing communities to become strong and resilient 14) Growing the capacity and capability of voluntary and community groups to reduce social inequalities 15) Supporting displaced Afghan and Ukrainian citizens and refugees worldwide to resettle in the district 16) Empowering and engaging young people in the community
<p>Shared SIP Commitments (that apply across all themes and are adopted as a collective responsibility of all SIP members)</p> <ul style="list-style-type: none"> • Promoting awareness of activity across all partners • Sharing communication and join up where possible • Sharing learning and good practice 			

Improving education & skills and increasing financial resilience (Living Standards, Skills, Education)

Objective 2023-25	SIP actions 2023-25 (to be reviewed annually)	Priority groups/places	Target	Lead SIP organisations	SIP+ partners
1. Increasing income and access to work	a) Deliver Reach Out and Help in line with SDC contract.	Priority Communities (Plus additional identified areas)	Meet contract targets.	South Warwickshire Citizens Advice (SWCA)	Resident's associations, RPs, parish councils
	b) Continue to deliver a programme of employment skills and training for the district including: <ul style="list-style-type: none"> • Sector work academy programmes • 50+ midlife MOT sessions 	Over 50's Returners and young people 19+ not in further education and skills training	Spend 100% of Economically Inactive and Unemployed/Young People (E33) Shared Prosperity Fund by March 2025.	Department for Work and Pensions (DWP)/ Orbit	Local employers
	c) Explore extent of availability of childcare in areas of higher levels of worklessness and potential remedies and links between those out of employment and childcare opportunities.	Priority Communities	Convene a working group and scope project by end Dec 2024.	DWP / Stratford District Council (SDC) / Warwickshire County Council (WCC)	WCC Childrens Family Information Service (FIS)
	d) Promote volunteering as a way to gain access to skills and experience for employment and aid communities	Work Returners, Refugees, young people 19+ not in further education and skills training	Net growth in people volunteering in their communities by March 2025 and then March 2026.	Warwickshire & Solihull Community and Voluntary Action (WCAVA)	WCC and SDC as employers

2.Managing the pressures of the rising costs of living	a)	Continue to deliver a series of interventions giving ' <i>Can I afford to work</i> ' advice and benefit access support. Make every contact count – all services linked into available resources and referral process.	Indices of Multiple Deprivation (IMD) – Top 10 Lower Super Output Areas (LSOA's) based on income/employment	Deliver training to the Social Inclusion Partnership (SIP) membership on ' <i>Can I afford to work</i> ' advice and benefit access support.	DWP, SWCA, Housing Associations	
	b)	Provide an energy advice helpline and complex caseworker.	District-wide Vulnerable groups	Coordinate and deliver 300 home visits and 100 complex telephone /virtual enquiries by July 2025.	Act on Energy (AOE)	
	c)	Promote and rollout HUG2 grant awards for property fabric and heating system.	District wide	228 grant awards by end March 2025	AOE/SDC	
	d)	SIP to promote collectively and increase uptake of the WCC Family Information Service (FIS).	District wide but specifically in top 10 LSOA's and new settlements	Increase number of valid referrals to FIS annually.	WCC	FIS
3.Addressing poverty and supporting 'Just About Managing' families	a)	Continue to provide benefit maximisation/debt management advice via SWCA service.	District wide	SDC/ WCC – Continue overseeing contract delivery. All SIP Partners raise awareness of SWCA and services amongst staff and beneficiaries.	CASW	SDC/WCC

			Annually increase financial capability work detailed in annual report from CASW.		
	b) Target promotion of City Save resources and sessions to priority places.	District wide but specifically in top 10 LSOA's and new settlements	<p>CASW to make 100 referrals to City Save for community focussed banking solutions per year.</p> <p>City Save to attend SIP and promote services across the district by March 2025.</p> <p>SIP Partners to share information on City Save with frontline staff and service users by March 2026.</p>	City Save Credit Union/WCC	
	c) Deliver series of 'Train a trainer' sessions to promote financial resilience including City Save services.	District wide	Appropriate SIP members to identify financial resilience lead and attend a session by March 2026.	CASW & City Save Credit Union	

	d) Deliver the WCC Food Strategy and specific commitments across the district.	District wide	Achieve all Delivery Plan Actions.	WCC	Food banks
	e) Support the network of foodbanks/community food facilities within the district and encourage further steps towards advice provision.	District wide	Work with all foodbanks to evaluate and introduce advice offer alongside food offer end March 25.	WCC/SDC/CASW/Foodbanks	
	f) Maintain the Warwickshire Local Welfare Scheme (WLWS) and promote awareness and access to customers and providers.	District wide	Increase number of valid referrals from Stratford District to the WLWS annually. WLWS to provide annual report to SIP.	WCC	All partners
4. Increasing access to free school meals and additional support	a) Promote the free school meal support (FSM) and Holiday Activities and Food programme (HAF) across all partners, ensuring awareness for referrals.	District wide	Increased uptake of FSM & HAF in schools in priority areas across the district. WCC to report March 2025 and March 2026.	WCC All SIP partners	CASW/ SDC/DWP
	b) SIP partners collaborate with WCC Family Information Service and Community Partnerships on free school meals take-up.	District wide	Run two major annual promotional campaigns by end March 26.	WCC All SIP partners	WCC, FIS
	c) Undertake research to establish the likely cause of the difference	District wide	Complete analysis of the location and	WCC Education	SDC

	<p>in <i>Securing the best start in life</i> key stage 1 (school entry) between 'disadvantaged pupils' and 'other pupils' from <i>Closing the Gap 2022 headlines</i> in WCC data pack.</p>		<p>household type of the families in this category by March 2025.</p>		
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Reducing rural inequalities (*Housing, Transport, Infrastructure Connectivity*)

Objective 2023-25	SIP actions 2023-25 (to be reviewed annually)	Priority groups/places	Target	Lead SIP organisations	SIP+ partners
5. Improving access to services	a) Provide outreach and advice surgeries at Warm Hubs Network.	LSOA's where barriers to 'housing and services' exist	Maintain existing 30 hubs around the district and extend where need/ opportunity is identified.	WRCC & WCC Libraries	Other providers e.g. STT, FWC, RSC
	b) Develop a dedicated Stratford District Transport strategy to deliver the key themes from LTP4 including an improved transport offer.	District wide	End of 2024	WCC	SDC
	c) Collaborate (WCC/SDC) to deliver a replacement redesigned Demand Responsive Transport (DRT) and rural public transport offer.	IMD – Top 10 LSOA's based on Barriers to Housing and Services	Deliver replacement for UBUS DRT in line with data on utilisation, demand and budget by Sept 2024. Scope potential for in vehicle screens providing messaging for passengers.	WCC/SDC	

	<p>d) Support and promote VASA, WRCC Community transport and other local providers to reach the most rurally isolated.</p>	<p>IMD – Top 10 LSOA’s based on Barriers to Housing and Services and wider district where there is need.</p>	<p>VASA to deliver 12000 medical journeys per year and minimum of 4000 social and rural isolation journeys per year.</p> <p>Deliver an advertising campaign to recruit more volunteer drivers by end of March 2025.</p> <p>Influence local transport plan to consider VCS offer alongside transport provision.</p>	<p>VASA All partners</p> <p>All partners/ SDC</p> <p>SDC/ WCC</p>	<p>WRCC</p> <p>SIP</p> <p>SIP</p>
	<p>e) Reduce digital exclusion by accessing technology and assistance through libraries and warm hubs.</p>	<p>Wider rural areas including IMD – Top 10 LSOA’s based on Barriers to Housing and Services</p>	<p>Evaluate the opportunity to link up Lighthorne Heath School and the Library Service by end of 2024.</p>	<p>WCC</p>	<p>Warks libraries, Community Libraries</p>

			Promote the digital offer in the Libraries and Warm hubs to rurally isolated individuals through the VASA transport and UBUS services and other volunteer transport services.	SDC/ WCC	SIP
	f) Utilise community support models and volunteering initiatives such as the Stratford Time Bank (skill sharing and service) initiative.	Priority communities and rurally isolated	Timebank to deliver information session at a SIP meeting by the end of 2024. Develop priority delivery plan with SIP partners for focus of activity by March 2025.	Stratford Timebank WCC Communities/WCAVA	Stratford Timebank
	g) Gain full understanding of extent and impact of rural isolation on isolated residents in the five most rurally isolated LSOAs.		SDC/WCC analysts to undertake research project detailing the	SDC/ WCC	WRCC

			challenges residents without access to transport face by end of 2024.		
6. Addressing social isolation	a) Encourage participation in community driven services for people experiencing loneliness and social isolation.	Priority communities as identified	Identify priority residents through analysis of data. Determine which promotional campaigns to promote throughout the year. Run minimum of 3 promotional campaigns in an appropriate week between June 2024 and 2025.	SDC SDC, WCC WCAVA	SIP
	b) Raise awareness of support available to carers. Support residents to/ who identify as carers and to recognise where they may benefit from or need services.	Across IMD LSOA areas with highest levels of unpaid carers/ carers	Identify areas with highest levels of unpaid carers/ carers by Sept 24. Run carers support services promotional	SDC SDC/WCC/ GP practices /social prescribers/ Caring	DWP

			campaign during 'carers week' Nov 2024 and 2025.	Together Warwickshire	
c)	Encourage the delivery of community development work in priority communities as an expansion of the Community Builder pilot to priority areas and new settlements.	Top 30% and 40% IMD LSOAs	Evaluate existing Community Developer role by 1 April 2024. Assuming positive evaluation, recommission existing Community Builder provision by June 2024. Evaluate funding options available and commission by June 2025.	SDC, Stratford Town Trust (STT), Orbit, Stratford Town Council, WCC, WCAVA	WCAVA
d)	Promote and improve access to revenue and capital grant schemes to VCSE sector and community groups to support activity aligned to GO plan priorities e.g. <ul style="list-style-type: none"> • CIL • Rural Prosperity Fund • Shared Prosperity Fund • County Councillor Grant Scheme • Office of the Police & Crime Commissioner Grant Scheme 	Priority Communities	Deliver awareness and information sessions prior to opening of application window of funds annually as required.	SDC/ WCC/ WCAVA/ OPCC	

			<p>Year on year Increase in successfully made applications for fundings for projects aligned to GO plan priorities.</p> <p>Increase income generated by the VCSE through successful bids during lifetime of plan.</p>		
	e) Support the development of new community groups, residents' associations, and activities, especially in new settlements.	Upper Lighthorne, Meon Vale, Fernleigh Park	<p>Maintain viable community groups in MV, and ULH.</p> <p>Establish community group in Fernleigh Park by end of 2024.</p>	SDC	WRCC/ WCAVA
7. Tackling digital exclusion	a) Reducing the impact of digital exclusion through continued access to information through hard copy media, community noticeboards.	Evaluate locations as part of the bid	Evaluate potential to deliver small grants for community	SDC	

			notice boards by March 2025.		
	b) Understand and support UK transition from analogue to digital phone lines for residents who are digitally excluded.	Older and vulnerable people with analogue phone lines	Scope numbers of people impacted by analogue switch over from key organisation's data by Dec 24. Review what further support needed in addition to that offered by telecom providers leading the work nationally and create actions by March 25.	Older person and vulnerable adult support providers inc. Age UK, Alzheimer's Society and Carers services	SDC/ WCC
8.Championing affordable housing and choice and tackling homelessness	a) Deliver Sustainable Homes Sustainable Communities Stratford-on-Avon District Housing Strategy 2021-2026.			SDC, WCC Orbit/Spring/SDC/WCC SDC WRCC	FWC All social landlords, Elected members

Improving health & wellbeing (Health, Wellbeing)

Objective 2023-25	SIP Activity 2023-25 (to be reviewed annually)	Priority groups/places	SMART Target	Lead SIP organisations	SIP+ partners
9.Improving services and support for older people	a) Support the wider health and wellbeing agenda by promoting and encouraging local wellbeing groups, including Alcester HWBP, SHWP, Friends of Hastings House and encourage formation of new groups.	Older People	Create and sustain strong relationships between SIP and existing HWB groups by March 2025. Establish gaps in HWB provision with local communities by Dec 24 and fill these gaps where support exists by Dec 2025.	WCC/SDC	Town/Parish Councils
	b) Support the development of dementia focused groups in order to empower and build resilience amongst people affected by dementia.	Older people	Understand existing services for people living with dementia and their carers and promote these by end March 25. Identify any gaps in provision and opportunities to expand services if feasible by end Dec 25.	Age UK, Alzheimer's society, SDC, VASA, WCC	Existing dementia services, WCC
	c) Inform the work of SIP through understanding of the Healthy Ageing JSNA and other relevant JSNA's.	Older people	Public Health to present HA JSNA findings as determined by Dec 2024.	WCC	

	d) Promote and support physical exercise initiatives for older people.	Older People	Use Healthy Aging JSNA data to identify priority areas by March 2025. In line with JSNA findings, deliver physical exercise initiatives by March 2026.	SHWP/ Everyone Active, Think Active	
	e) Deliver South Warwickshire Place Delivery Group ECO 4 Route 3 Insulation on Prescription by 31 March 2024.	Older People	Have an ECO 4 Route for Insulation on Prescription in place by March 2024.	South Warwickshire Place Partnership, AOE, SDC, Stour and Dean PCN	SIP
	f) Work with older people groups and remaining Senior Citizen Action Networks (SCANs) to consider the role of these groups and the contribution that they can make to the development of services within Stratford District.		Prepare a 'older persons voice' document based on existing research and datasets, detailing the aspirations, preferences and challenges of people in Stratford District face by April 2025.	SDC and WDC Data Insight Teams.	Age UK Cov & Warks, SCANs, U3A, Dementia Groups, etc.
10. Making physical activity a part of life for everyone, particularly the inactive	a) Deliver Active Communities Strategy 24-27 and then the accompanying action plans.		Deliver by June 2024	Everyone Active /SDC	
	b) Identify and develop physical exercise opportunities in areas without any provision, informed by the need from the local community and data e.g. public space runs,	District wide including priority areas	Establish leisure offer for new settlement at Upper Lighthorne by June 2024.	Think Active/SDC	Everyone Active

	Wellbeing Walks, Couch to 5K/ Pram friendly walks/ Cycling groups.		Support community groups taking on community assets. Collect and publicise walking/running/cycling routes, such as SHWP's cycling routes booklet. Review leisure offer in communities less engaged with physical activities to encourage participation. Identify target areas by March 2025.		
c)	Enhance the health and wellbeing offer in the Stour area by supporting the Stour Health and Wellbeing Partnership's 'Growing the Future' project to enable their growth and sustainability.	Stour Valley residents inc. older people	To have completed a successful funding application by April 2025.	SHWP	SDC/WCAVA
d)	Ensure the Community Builder project takes a leading role in supporting local people to improve their own health and wellbeing.	Bishopton and Clopton	Subject to 6d - work to identify funding to enable continuation of project. Community Builder Project engages with more residents on an annual basis. Report progress in line with contract.	SDC WCAVA	WCAVA

	e) Subject to funding, continue to provide Lifestyle Clinics at Stratford Central and Dean & Stour Valley PCN's to advise/ support patients to take up physical activities.	People defined as inactive	Share learning and understanding from the Monitoring and Evaluation of the Think Active funded Lifestyle Clinics to encourage other PCN's to explore Lifestyle Clinics by March 2026.	Think Active	Social Prescribers/ Primary Care Networks
	f) Encourage GP practises to sign up to the Active Practice Charter.	People defined as inactive	50% of GP Practises in Stratford to sign up to the Active Practise Charter by March 2026.	Think Active	
11. Improving mental health	a) Hold a series of Mental Health wellbeing initiatives in the community.	District wide	Deliver existing mental wellbeing groups/events at the Fred Winter Centre as part of WCC commissioned contract. Report to SIP partners utilisation and further gaps regards service/ areas of need by March 2025.	South Warwickshire & Worcestershire Mind (SWW)	South Warks Health and Wellbeing Partnership (SWHWP)
	b) Delivery of Mind mental health first aid training for Young People and parents in schools – use relevant JSNA to identify needs of Children & Young People.	School aged children and parents.	Using relevant JSNA and other data, identify priority schools for the training by March 2025.	SWW MIND, WCC, South Warwickshire Place Partnership	

			Identify suitable funding streams to support the delivery of training by March 2025. Expand the delivery of the training by March 2026.		
c)	Deliver a suicide awareness programme for Stratford District aligned with the Coventry & Warwickshire Suicide Prevention Strategy and focussed on identified target population groups.	District wide	Review need, funding requirements and provider and subject to successful bid, commission further training by March 2026.	WCC/ SDC	SWWM
d)	Communicate service redesign of community mental health services provided by Coventry and Warwickshire Partnership Trust (CWPT).	District wide	Presentation to SIP detailing new service design and access arrangements by end 2025.	CWPT SWW Mind WCAVA	South Warks Place Partnership
e)	Develop a bid for suicide prevention funding for mental health ambassadors in school and subject to successful award, deliver the service.	District wide Targeted schools	Prepare the successful bid by March 2024. Subject to successful award, deliver the service by March 2025.	SWW Mind	South Warks Health and Wellbeing Partnership
f)	As identified by the Community Builder, deliver health walks in Bishopton and Clopton areas.	Clopton, Bishopton	Establish walks by end May 2024. Subject to success, evaluate the expansion by March 2025.	Collaboration between WCAVA Community Builder role and Everyone Active	

	g) Conduct a survey into veteran's health and health needs building on veteran's health project in North Warwickshire Place.	District wide, AF Veterans	Secure funding and subject to success, deliver research by end of July 2025.	WCC Armed Forces Covenant Officer	WCAVA/ Healthwatch
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Empowering and strengthening local communities (Pride in Place, Crime)

Objective 2023-25	SIP Activity 2023-25 (to be reviewed annually)	Priority groups/places	SMART Target	Lead SIP organisations	SIP+ partners
12. Empowering local communities to help themselves	a) Subject to the identification of funding, expand the Community Builder project into other priority areas to work at a hyper-local level to build relationships and strengthen priority communities.	New settlements and priority areas.	Prepare viable bids to funders, with engaged community partners, for the expansion of the Community Builder roles by April 2026.	WCAVA / SDC / WCC	National Lottery, Charitable Trusts, CIL, UKSPF
	b) Develop asset-based community development and an associated funding action plan, seek project and works funding for each priority area with a Community Builder.	New settlements and priority areas with a community builder.	Create funding action plan for areas with Community Builder and review annually by March 2026.	WCAVA / Commissioned provider of future Community Builder roles.	
	c) Embed Time bank in priority neighbourhoods	New settlements and priority areas.	Have dedicated timebank promotional activity in 5 priority communities and 3 new settlements by end 2024.	Stratford Time Bank	SDC / WCC
	d) Deliver or enable support to Lighthorne Health Primary School to provide additional capacity to tackle local challenges.	New settlement / priority area.	Convene partnership of local agencies to	WCC Education / FIS / SDC	

			<p>explore support provision available by end April 2024.</p> <p>Design and commission support for school by Sept 2024.</p>		
13. Supporting new and existing communities to become strong and resilient.	a) Deliver Housing Advisors Programme LGA research grant commission relating to new settlements and urban extension planning process.	New settlements and larger urban extensions.	Complete tender exercise by March 2025 and evaluate research. Feed in findings to inform planning process.	SDC / WCC	
	b) Support local resident groups in new settlements in ensuring that community facilities are delivered in line with planning permissions and community aspirations.	New settlements and larger urban extensions.	Respond to all appropriate planning consultations.	SDC	WCAVA
	c) Support the development of new parish councils, community groups, residents' associations, and activities within new settlements.	Bishopton development, Upper Lighthorne, Meon Vale, Fernleigh Park	Where community support exists, establish resident's associations in new settlements by end of March 2026.	WCAVA / WCC / SDC	
	d) Provide training, advice and information that support the ongoing development and resilience of	District wide	100 local organisations	WCC / WCAVA	

	the VCSE with a particular emphasis on developing local leadership.		supported by March 2026.		
e)	Support and develop volunteering across the district. Commissioned by WCC to WCAVA.	District wide	100 volunteers recruited and 80 volunteers placed per year – report June 2025 June 2026.	WCC / WCAVA	
f)	Support EQUIP engagement work.	Underrepresented and minoritised communities	Establish for the SIP the current picture around underrepresented communities and the challenges they face, including presentation to SIP by March 2025. SIP to develop actions that will assist in addressing the challenges faced within the District by marginalised communities. By March 2026.	EQUIP / SDC / SWCSP	
g)	Deliver each priority within the South Warwickshire Community Safety Strategy and through this empower and strengthen communities.		Complete Revision of SW Community Safety Strategic	SWCSP	

			Assessment by March 2025. Deliver activities within Strategy in line with agreed priorities.		
	h) Deliver improvements to CCTV provision in Stratford town centre, funded through the Home Office Safer Streets fund.	Residents and visitors within the project locations of 5 locations with Stratford town	Re-deployable CCTV cameras will be purchased and deployed into areas of high crime and public concern. The cameras will be monitored by a dedicated CCTV operator. By March 2025.	SDC	WCC, Police, Office of the Police and Crime Commissioner
	i) Deliver community empowerment events and small-scale targeted interventions as identified by community groups, funded through the Home Office Safer Streets fund.	Members of the public within the targeted locations. Locations for the interventions will be identified through the events. LSOAs around the county as identified through analysis of crime data, to include those	Deliver 2 events within the District and associated community improvements in identified areas by March 2025.	Warwickshire County Council Community Safety team	SDC, Police, Office of the Police and Crime Commissioner, Probation (Community Payback), Neighbourhood Watch, other third sector partners

		around Stratford town centre.			
14. Growing the capacity and capability of voluntary and community groups to reduce social inequalities	a) WCAVA to provide support and advice, encourage collaboration and guide VCS to identifying and securing funding opportunities.		To secure a year-on-year increase in funding with voluntary, community and social enterprises. Measure = Amount secured.	WCAVA / SDC	Local Business Community
	b) Promote employer supported volunteering to service suppliers and businesses funded by the UKSPF to ensure local alignment. SDC to promote volunteering to staff and elected members.	Whole district	Measure impact of this activity in year 1 (2024/25) with scalable target set for year 2 (2025/26) Baseline 2-6 businesses engaged with volunteering Y1.	WCAVA	
15. Supporting displaced Afghan and Ukrainian citizens and refugees worldwide to resettle in the district	a) Partnership liaison and co-ordination to support resettlement of displaced Afghan citizens under UKRS, Afghan Relocation Assistance Policy and Afghan Citizens Resettlement Scheme.	Recent Migrants	Deliver SDC organisational pledge in respect on number of people arriving.	WCC / SDC	Welcome Here
	b) Support the Homes for Ukraine scheme collaborating incl. inspection of host homes and work to find settled housing.	Recent Migrants	Deliver eight LAHF enabled properties by June 24.	WCC / SDC	Welcome Here

			Inspect 100% 'Host' homes as requests arise within scheduled target times.		
16. Empowering and engaging young people in the community	a) Embed the Voices of Tomorrow (Child Friendly Warwickshire) into SIP activity and service development.	Young people	<p>Present to SIP recommendation s of Voices of Tomorrow conference by Nov 2024 and then annually.</p> <p>Work with key partners to map youth services by March 25.</p> <p>Analyse mapping to identify priority areas for expansion of services by March 26.</p>	WCC – Children and Families.	Young People First Escape Arts, Pride, Lifespace, New Meaning, iLEAP, STT Shipston Youth Club, Bidford, Wellesbourne, Southam YC etc
	b) Provide services through / per the WCC Targeted Youth Service	Young People	Targeted Youth Service presentation to SIP by Sept 2024.	WCC Children and Families	