Growing Opportunities

Stratford-on-Avon

2026 - 2029

This plan is supported by the Stratford-on-Avon District Social Inclusion Partnership, many of which are represented in the organisational logos above. The partnership have been active in delivering previous plans, have played a significant role in shaping this document and remain committed to our collective efforts to deliver the activity within the Action Plan that accompanies this document. We extend our thanks to all of them for their continued commitment to Stratford-on-Avon District residents and communities.

Member Foreword

Councillor Susan Juned
Leader of Stratford-on-Avon District Council

Stratford-on-Avon District Council supported by the Social Inclusion Partnership, remains committed to creating and growing opportunities for Stratford District residents. The work delivered through the Growing Opportunities Plan strengthens individuals, communities and economies alike, having an impact on health and wellbeing, social cohesion and resilience, and economic growth, making it fundamental for a just and thriving society.

As you will read in this document, much has been achieved with many lives improved through our collective efforts, including:

- Over £1 million of funding secured for the voluntary and community sector since 2023 through the work of the Stratford-on-Avon DC funded Development Officer at Warwickshire CAVA;
- Stour Health and Wellbeing Partnership's successful National Lottery bid securing £186,000 over three years enabling them to employ staff and expand their offer to the Stour community;
- Delivery of the Community Builder project in Bishopton and Clopton, with a future Community Builder project in an additional priority area under development;
- Delivery of suicide prevention and mental health support sessions to local schools by Coventry, Warwickshire and Worcestershire Mind;
- Support to pupils attending Lighthorne Heath Primary School in the form of counselling and project work by the Parenting Project.

Councillor Liz Coles,
Portfolio Holder, Stratford-on-Avon District Council

Stratford District, as the rest of the country, continues to adapt to a changing national and local landscape. With the continued cost of living pressures, increased development of new homes and upcoming local government reorganisation, the need to articulate our support for residents and communities remains paramount. This document, developed by the Social Inclusion Partnership, expresses how this will continue.

Voluntary, Community Faith and Social Enterprise Support

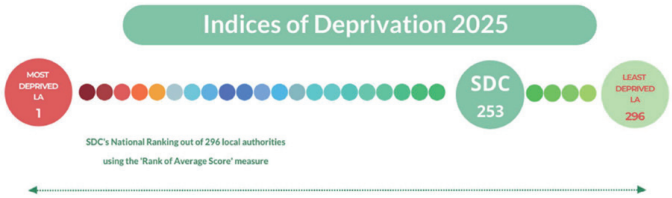
The Growing Opportunities Plan 2026-2029 has been developed using updated data and the current national and local strategic picture, to identify priorities and objectives for the next three years.

The aim of the plan is to better understand need and build resilience across our many communities, with the Voluntary, Community, Faith and Social Enterprise sector alongside local government and other partners committing to deliver activities offering real and lasting improvements in residents' lives. By working collaboratively with the Social Inclusion Partnership we will continue to enable improved health and wellbeing for residents, and stronger and more resilient communities. Our pledge continues to be that, alongside our local, regional and national partners, we will work in a spirit of mutual respect and collaboration to increase opportunities for residents and communities.

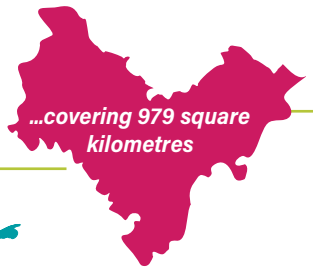
Claire Groves,
Chair of Trustees, Warwickshire Community and Voluntary Action

Introduction

Stratford-on-Avon District compares favourably with other local authorities in England, ranking 253rd out of 296 local authorities across England, where 296th was the least deprived, according to the Indices of Multiple Deprivation 2025. This is testament, in part, to our collective efforts to ensure residents enjoy good health and wellbeing and we support the development of strong communities.



Stratford-on-Avon is one of the largest districts in England...



The District boasts 6.25 million visitors a year

The District has a distinctly rural character, with over 77% of our residents living outside the main town in smaller market towns like Alcester, Shipston-on-Stour and Southam and in over 250 rural communities, some of which are wholly new settlements, delivering important housing growth.

The new government has introduced what is referred to as a Mission led approach across a range of public policy areas. It is in the process of reinforcing these with the development of an outcome measurement framework and a variety of strategies supporting these.

The UK Government's 'five missions' are a set of long term, outcome focused national goals that the current government has adopted as its overarching priorities for transforming public services and improving life in the UK over the coming decade.

The government have five primary 'Missions' which have replaced Levelling Up. These include:

1. Kickstarting economic growth
2. Making Britain a clean energy superpower
3. Taking back our streets or creating safer streets
4. Breaking down barriers to opportunity
5. Building an NHS fit for the future

Locally Stratford District is the second least deprived of the five districts in Warwickshire and for many this relative lack of deprivation is experienced through good incomes, high levels of educational attainment and strong and safe communities. However, for a significant number of people, this is not their experience.

The population is predicted to grow and recent changes to housing targets continue to require further housing growth and the necessity for further community building, both in certain parts of existing towns and new settlements where there are the greatest inequalities.

Stratford-on-Avon is internationally recognised as a tourist destination and offers a great place to live and work. However, the evidence indicates that this is not the experience for all residents and the overall picture can mask challenges faced by some communities within the District.

In the calendar year 2025, Citizens Advice South Warwickshire supported approximately 3,900 clients from across the Stratford District, with over 20,000 issues. Though this represented a slight improvement on the post-pandemic peak of 2024, it is important to note that client numbers in key advice areas - such as Universal Credit, Debt and Housing - were all higher than the corresponding pre-pandemic (2019) numbers. Addressing this 'new normal' will be our next challenge.

Drawing from the evidence base we know that for Stratford-on-Avon-District:

- **Income deprivation amongst children has risen** in relation to income deprivation amongst older people.

- In 2023, **around 15% of all households** were estimated to be in fuel poverty measured by low-income low energy efficiency (LILEE), a small and welcome fall on the previously reported figure.

- **2,544 (11%)** children under 16 were estimated to be living in low-income households in 2022.

- Over **8,500** emergency food parcels were issued by the Trussell Trust during 2024.

- In August 2025 there were **10,199** people claiming Universal Credit in Stratford-on-Avon District.

- **3502 (19%)** of children in Stratford District schools qualify for free school meals.

- The rurality of the District continues to present challenges for some, especially in respect to **access to affordable housing and services like shops, GPs and public transport and difficulties associated with older housing and fuel poverty**.

How this Plan works

This plan seeks to better understand the contributors to the inequalities that exist in the District and reduce poverty, improve health and wellbeing and create opportunities for residents to achieve their potential.

It aims to build upon the considerable efforts of a range of organisations that already exist within the District and target activity on enhancing opportunities and quality of life for everyone, but especially those most disadvantaged.

The Plan has been developed through extensive research and analysis and through a process of consultation with public bodies, the Voluntary, Community, Faith and Social Enterprise sector (VCFSE) and other community stakeholders. It identifies opportunities, sets priorities, explains why they were chosen and outlines what we intend to do about them.

It should be read alongside the following:

1. Creating Opportunities Evidence Pack
2. Creating Opportunities Action Plan 2026-29

This Plan brings together the work of three different agendas as shown in the following diagram:

Key National Strategies / Policy Drivers
(see page 7)

Key Regional, Countywide or Local Strategies / Policy Drivers (see page 8)

National datasets:

Census

Indicies of Deprivation

Fuel Poverty data

Local datasets:

CASW datasets

Residents survey

DWP datasets

Local partner insight

Growing Opportunities Plan 2026-29

Analysis:

- Stratford DC Communities and Social Inclusion Team & Performance, Consultation and Insight Team
- Social Inclusion Partnership

Planning:

- Growing Opportunities Action Plan

Delivery:

- Social Inclusion Partnership

Accountability, measurement and evaluation:

- Stratford DC Cabinet
- Social Inclusion Partnership

National and local Missions
(see page 10)

Nationally derived Government missions :

- Kickstart economic growth
- Make Britain a clean energy superpower
- Safe Streets, Safe Communities (national Mission known as Take back our streets)
- Break down barriers to opportunity
- Build an NHS fit for the future

Additional locally derived Missions:

- Overcoming rural inequalities
- Social Inclusion Partnership development

Strategic direction

There are a range of national and local produced strategic drivers for our work, these are detailed below with each focussing on a specific topic. They have informed our priorities and activity.

National Strategic Policy Drivers:

Our Children, Our Future: Tackling Child Poverty (2025–2035) Strategic plan 2025 to 2028 (HTML) - GOV.UK

Freedom from Violence and Abuse: a cross government strategy Freedom from Violence and Abuse: a cross-government strategy to build a safer society for women and girls Vol 2

Equality and Human Rights Commission (EHRC) Strategic Plan 2025–2028 Strategic plan 2025 to 2028 (HTML) - GOV.UK

Long-Term NHS Strategy "Fit for the Future: 10 Year Health Plan" Fit for the future: 10 Year Health Plan for England - executive summary (accessible version) - GOV.UK

10 Year Health Plan for England (2025–2035) 10 Year Health Plan for England - GOV.UK

A National Plan to End Homelessness Dec 2025 – Labour Government - A National Plan to End Homelessness - GOV.UK

Armed Forces Covenant - Armed Forces Covenant | Stratford-on-Avon District Council

Get Britain Working White Paper Nov 2024 – Labour Government - Get Britain Working White Paper - GOV.UK

Youth Matters: Your National Youth Strategy Dec 2025 – Labour Government - Youth Matters: Your National Youth Strategy - GOV.UK

Local Strategic Policy Drivers:

Stratford-on-Avon District Council Plan 2023-2027 – Stratford-on-Avon District Council - Council Plan 2023 - 2027 | Stratford-on-Avon District Council

Safer Warwickshire VAWG Strategy (2023–2026) Appendix 2 for Warwickshire Violence Against Women and Girls Strategy 2023-2026.pdf

Tackling Social Inequalities in Warwickshire Strategy (2021–2030) Appendix 1 for Tackling Social Inequalities in Warwickshire.pdf

Warwickshire Health and Wellbeing Strategy (2026-31) under development

Climate Change and Nature Recovery Strategy 2024-2029 – Stratford-on-Avon District Council - Climate Change and Nature Recovery Strategy JAN25 .pdf

Coventry and Warwickshire Suicide Prevention Strategy 2023-2030 – Warwickshire County Council - https://www.warwickshire.gov.uk/homepage/488/suicide-prevention

Warwickshire Working Plan Oct 2025- Warwickshire County Council - Get Warwickshire Working - Cabinet

'Sustainable Homes, Sustainable Communities' Housing Strategy 2021-2026 – Stratford-on-Avon District Council - Housing Strategy

The Power of People and Place: Celebrating and inspiring community-based wellbeing Director of Public Health annual report 2024 – Public Health - https://www.warwickshire.gov.uk/strategy-governance-health-wellbeing/director-public-health-annual-reports

Warwickshire Community Safety Agreement 2025-2029 – Warwickshire County Council – LINK??

Working Together to Scale up South Warwickshire: An Economic Development Strategy for Stratford-on-Avon and Warwick Districts to 2028 - Stratford-on-Avon and Warwick District Councils - J27944 SWP Economic Development Strategy FINAL.pdf

South Warwickshire CSP Strategic Assessment 2025/26 to 2028/29 SWCSP Strategic Assessment 2025 – 2029 - Download - Warwick District Council

A data-led approach to include information from the Growing opportunities who and where section:

There are a range of national and local datasets Informing our activity, these include nationally compiled datasets including Census Census - Office for National Statistics, Indicies of Multiple Deprivation and Fuel Poverty data. Local information gathered from partners including Citizens Advice South Warwickshire and Department of Work and Pensions is also studied. as well as a range of local survey work.

All of this has been reviewed and interpretted to underpin both the priorities and actions within the Action Plan..

What we have achieved so far

This 2026 revision of the Growing Opportunities Plan is the most recent in a series of documents that have sought to shape the interventions made by Stratford-on-Avon District Council, other statutory bodies and the VCFSE sector to reduce poverty, improve health and wellbeing, and create opportunities for residents to achieve their potential.

Growing Opportunities Plan 2023-25

During 2023 the Social Inclusion Statement was rewritten and renamed the 'Growing Opportunities Plan'. This revised plan took a broader look at the challenges faced by the most vulnerable residents and used the 'Levelling-Up' framework to focus interventions.

This more ambitious plan contained 99 separate actions across a range of the statutory public sector bodies and a wide range of the VCFSE sector organisations active within the District. Additional funding was secured to support this work and at the end of Q3 (2025), 91% of the actions in the Growing Opportunities Plan Action Plan were either achieved or on target.

Our key achievements include:

- Introduction of the Cost of Living Crisis Support Fund grants and community support.
- Development and launch of the Community Grant Scheme 2025.
- £1m funding support for VCFSE sector organisations operating in the District, through the work of the Development Officer.
- Identification of funding for and provision of additional support for pupils and parents enrolled at Lighthorne Heath school.
- The award of National Lottery funding for the Stour Health and Well-being Partnership's community development work.
- Delivery of the 99 Home Upgrade Grant 2, fuel poverty related energy saving installations and the South Warwickshire Place Delivery Group ECO4 integrated health system and warm homes work.
- Expanded and extended the community builder programme to new communities.
- Delivery of Mind mental health first aid training into schools and rural communities.
- Complete LGA funded research to inform future approach to the planning and delivery of new settlements.
- Retain Demand Responsive Transport (DRT) service for residents who are unable to access conventional public transport.
- Continue to develop volunteering opportunities across the District.
- Deliver new housing for refugees from Ukraine and Afghanistan.

National and Local Missions: a Mission Led approach

The previous Growing Opportunities Plan 2023-25 used 'Levelling-Up' as a framework for the organisation of priorities and activity. 'Levelling-Up' as a Government policy no longer fulfils this role. It has been partially replaced by the current Government's 'Missions Led' approach which will fulfil the same function in this Plan, providing structure and a series of measures that can chart overall performance of the District against each Mission.

Current government Missions are

1. **Kickstart economic growth.**
2. **Make Britain a clean energy superpowe**
3. **Take back our streets or creating safer streets**
4. **Break down barriers to opportunity**
5. **Build an NHS fit for the future**

Within these Missions, there is no reference to the challenges faced by rural communities and therefore a sixth Mission has been added to reflect the very rural nature of Stratford-on-Avon District. A further seventh Mission has been added to reflect the desire of the Social Inclusion Partnership to further enhance their collaborative working and the effectiveness of the Partnership.

Additional locally derived Missions:

6. **Overcoming rural inequality's**
7. **Social Inclusion Partnership development**

A Plan for Change - GOV.UK provides more information on this Mission Led approach.

Missions and the importance of measuring impact

Measuring the impact of the activities contained within the Growing Opportunities Plan and its predecessors has always presented challenges. We can easily measure outputs but the transformative impact of this type of work is often hard to see and measure at a community level. However, recent work undertaken by OCSI Neighbourhoods Commission has provided a template to measure our progress against defined measures publicly available at Lower Super Output Area level geography. Later in this plan we explain this measurement in more detail.

The countywide approach

The Countywide Approach to Levelling Up has continued to develop into the broader Creating Opportunities programme, ensuring continuity of the long-term goals for place-based improvement. The core objectives remain as below:

Warwickshire County Council have adopted a local definition that identifies four overarching themes:

- Increasing Opportunity and Social Mobility
- Reducing Inequalities (in Living Standards, Transport and Connectivity)
- Building Community Power
- Creating Sustainable Futures

Creating opportunities builds on the intersection between transport, health and wellbeing, employment and skills, and community safety for targeted community projects. This approach reinforces a coherent, long term direction for place-based improvement that aligns strategic ambitions across partners and sectors, to ensure maximum impact for the residents of Stratford-on-Avon and Warwickshire.

Stratford-on-Avon District Council Plan 2023-27

The District Council Plan's core areas of focus align closely to the themes identified in this plan and are as follows:

- Local economy
- Affordable, well built and maintained homes
- Health and wellbeing
- Climate change
- Delivery of service
- Residents and communities

The Council Plan aspiration's are very well aligned with both the seven Missions and broader collaborative encapsulated in the Growing Opportunities Plan. Stratford-on-Avon District Council are an ambitious, fair, inclusive, and responsible organisation which which puts our communities at the heart of everything we do.

The Council will be recognised as a leader for supporting the health and wellbeing of our residents, protecting our environment, delivering sustainability, and innovation.

By proactively working with our partners the Council will strive to deliver cohesive communities that are well built, in the right place and served by appropriate infrastructure.

To support the delivery of the Council Plan, we believe that a direct relationship exists between every activity within the Action Plan accompanying this strategy, and the Council Plan.

Key Strategies and Policy Drivers: A strategic approach

The Growing Opportunities Plan does not exist in isolation, in fact, it is influenced by many national and local strategic drivers many of these having emerged from central government over the 12 months. The core strategic direction and levers are noted below, alongside local implications and actions that should be considered within this plan:

National publications influencing the Growing Opportunities Plan

Our Children, Our Future: Tackling Child Poverty (2025-2035)

Core strategic policies (national):

- 10 year cross government child poverty mission built around three levers:
  - increasing family incomes
  - reducing essential costs, and
  - strengthening local early years support (with a national monitoring & evaluation framework).
- Forecast impact: circa. 550,000 fewer children in relative low income by end of 2030.

Local implications & actions

- Align anti-poverty plan with the strategy's 3 levers—e.g., targeted income maximisation, debt/ welfare advice in community hubs, and early years family support (perinatal to age 5). Embed local outcome monitoring to mirror the national framework.
- Use the national evidence pack and equalities analysis to sharpen place-based targeting (rural poverty pockets; cost of living hotspots), and integrate this with NHS neighbourhood centres.

Freedom from Violence and Abuse: a cross government strategy to build a safer society for women and girls (Vol. 1 & Vol. 2 Action Plan)

Core strategic policies (national):

- Ambition to halve VAWG within a decade; whole of society model with three pillars: prevention & early intervention, relentless pursuit of perpetrators, and support for victims & survivors.
- Action Plan (2026–2029) includes commitments spanning online safety (building on the Online Safety Act), perpetrator programmes, specialist support, and multi agency system reforms.

Local implications & actions

- Possible revisions of the Community Safety & VAWG plans to the 3 pillar framework; align local commissioning (IDVA/ISVA, perpetrator interventions) to 2026–2029 milestones.
- Strengthen online safety and tech facilitated abuse responses with schools, youth services and policing partners; ensure multi agency data sharing and perpetrator management improvements track national direction.

Equality and Human Rights Commission (EHRC) Strategic Plan 2025-2028

Core strategic policies (national regulatory focus):

- EHRC will act as an agile, evidence led regulator, prioritising: workplace harassment & discrimination, AI/digital equality & privacy, disabled people's access to services (incl. transport), and clarifying balances of rights.

Local implications & actions

- Audit the Council's workforce and service user equality risks (harassment; reasonable adjustments; AI use in customer pathways); update the impact assessments and accessibility across housing, homelessness and community services.
- Possible work with transport and county partners on access barriers for disabled residents (rural mobility), citing EHRC priorities.

Fit for the Future: 10 Year Health Plan for England (2025-2035)

Core strategic policies (national):

- Three strategic shifts: from hospital to community (Neighbourhood Health Service & Centres), analogue to digital (NHS App as full front door; single patient record), and sickness to prevention (population health, tobacco/obesity policy).
- Neighbourhood Health Centres in every community; expanded community pharmacy; personalised care plans; transparency & new operating model for ICSs.

Local implications & actions

- With Coventry & Warwickshire Integrated Care System, co locate debt/employment support, welfare advice, smoking cessation, and mental health in Neighbourhood Health Centres serving Stratford & rural communities.
- Integrate child poverty prevention and youth strategy offers into these hubs (early years, mental health access, digital health literacy.

A National Plan to End Homelessness (Dec 2025)

Core strategic policies (national regulatory focus):

- Cross government strategy including targets to end unlawful B&B use and halve long term rough sleeping; reinforced prevention duty, improved accountability, and major funding uplift.
- Emphasis on tackling structural drivers (housebuilding, renters' reforms, poverty reduction) and prevention first local systems (including new duties for public services to prevent discharge into homelessness).

Local implications & actions

- Re engineer the Stratford on Avon Homelessness & Rough Sleeping Strategy to prevention first: scale prevention grant use toward early intervention; set B&B elimination and rough sleeping reduction milestones.
- Formalise 'no one leaves institutions into homelessness' agreements with NHS trusts, prisons, and care leavers services.

Get Britain Working White Paper (Nov 2024; updated Sept 2025)

Core strategic policies:

- Aim to reduce economic inactivity via new public employment service (Jobcentre + National Careers Service), Youth Guarantee (18–21), and integrated work health skills trailblazers; backed by £240m and local plans.

Local implications & actions

- Co produce a Warwickshire "Get Britain Working" plan with the WMCA/Warwickshire partners, ICS and employers; embed Youth Guarantee pathways, link to Neighbourhood Health Centres and youth hubs.
- Target residents out of work due to long term sickness with integrated employment + health support; measure flows into sustained work.

Youth Matters: Your National Youth Strategy (Dec 2025)

Core strategic policies (national regulatory focus):

- 10 year cross government youth plan co-produced with 14,000 young people; two headline ambitions by 2035: halve enrichment participation gap and 500,000+ young people with access to a trusted adult; place based Young Futures Hubs network.

Local implications & actions

- Work with Warwickshire partners to establish/ align a Young Futures Hub offer for South Warwickshire (safe places, trusted adults, mental health & digital wellbeing, skills & opportunities).
- Embed youth voice and enrichment access targets into local plans; coordinate with schools/ VCSE and the NHS prevention agenda.

Armed Forces Covenant (local & national)

Core strategic policies (national & legal duty):

- Legal Duty (Nov 2022 onward): specified public bodies must have due regard to Covenant principles in healthcare, education & housing decisions for the Armed Forces community.
- Stratford on Avon District Council is a signed Covenant supporter and sets out Housing commitments (Armed Forces Champions, Home Choice Plus additional preference, pension disregards, signposting to Veterans Contact Point).

Local implications & actions

- Ensure housing allocations and homelessness decisions consistently apply additional preference and due regard; maintain/upskill the Armed Forces Champion role; monitor outcomes for service families, leavers, veterans.

Stratford-on-Avon District Council Plan 2023-2027

Key strategic policy content (summary)

- Six corporate priorities: Local Economy, Affordable Well Built & Maintained Homes, Climate Change, Delivery of Service, Residents & Communities.

  The Growing Opportunities Plan is a key delivery tool facilitating improvements under the Health & Wellbeing and Residents & Communities priority areas.

- Considerable additional funding from the £1.5m allocated to the delivery of Council Plan initiatives is targeted at Growing Opportunities Plan actions, in particular the funding supporting activity to tackle high inflation and the subsequent cost of living crisis.

Local implications & actions

Actions identified within the Growing Opportunities Plan and contributing to the Council Plan include:

- Establish a series of screening sessions to identify diseases and impairments to ensure referral for treatment at an early stage in the development of the disease or impairment.
- In partnership with Warwickshire County Council and Liftango (Booking Facility Provider) undertake a review of the IndieGo DRT provision and make recommendations based on the findings of this review.
- To redraft the GO Plan Action Plan for the period 2026-29 (3 years) and consult widely with key local partners on the content and their roles in delivering the plan.
- To establish across South Place an ECO4 (Flex) scheme enabling the provision of long-term condition related home improvements, aimed at improving housing conditions for vulnerable health groups.
- To establish the Warm Homes Local Grant scheme within the District.
- Prepare 'pledge' on number of migrant scheme households the Council will work to successfully relocate and integrate to Stratford District (UKRS and ARP schemes).
- Following the budget decision to provide £350,000 to support a Community Grants Scheme. To scope, design and initiate a scheme of grant support for the improvement of community centres and similar facilities within the District.

Safer Warwickshire Violence Against Women and Girls (VAWG) Strategy (2023-2026)

Key strategic policy content (summary)

- County wide partnership strategy with four pillars: Prioritising Prevention; Supporting Victims; Pursuing Perpetrators & Reducing Re offending; Strengthening the System.
- Context connects to related strategies (Serious Violence, Police & Crime Plan, Community Safety Agreement, CSP Priorities) and through these to the Growing Opportunities Plan.

Local implications & actions

- Support the delivery of the VAWG framework: ensure district level pathways for victims (including housing/temporary accommodation), perpetrator referral routes, and public space safety initiatives (lighting/CCTV hot spots consistent with evidence).
- Raise awareness and embed safeguarding & workforce training for frontline teams (housing, community safety, licensing) to standardise responses and referrals in line with "Strengthening the System."
- Integrate with Community Safety Agreement 2025–29 priorities and local CSP plans to avoid duplication and sharpen countywide performance reporting.

Tackling Social Inequalities in Warwickshire Strategy (2021-2030)

Key strategic policy content (summary)

- Long term county strategy with cross cutting priorities: workforce & culture (awareness), improved access to food/resources/services/communities, and maximising/managing income; funded via "Preventing Vulnerability" allocations (2021–24).
- The published strategy frames inequalities through the wider determinants of health and aligns with Health & Wellbeing Strategy and place based partnerships.
- WCC "Creating Opportunities" site shows operational alignment with Core20PLUS5, Skills Hub Fair Chance Employment, serious violence prevention training, and place pilots — all relevant for district partnering.

Local implications & actions

- Target interventions in rural/older cohorts in Stratford District with fuel poverty and access to/barriers to services being a major challenge to local residents through the Growing Opportunities Plan.
- Develop place based pilots and leverage the Skills Hub's Fair Chance Employment for housing/communities clients (e.g., those exiting homelessness, care leavers).

Warwickshire Health & Wellbeing Strategy (2026-2031) – currently under development

Emerging key strategic policy content (summary)

- **Priority 1:** Mental Health and Wellbeing - Focus: prevention and early intervention
  - Embed the THRIVE approach consistently across all partners.
  - Shift investment upstream to prevention and early help.
  - Improve timeliness, continuity, and inclusivity of mental health support.
  - Build community resilience so fewer people reach crisis.
- **Priority 2:** Physical Activity - Focus: reducing inequalities in activity levels
  - Support inclusive, place-based activity using community assets.
  - Prioritise active travel, green spaces and community-led activity.
  - Reduce environmental, financial and social barriers to participation.
  - Embed physical activity into health and wellbeing pathways, especially for long-term conditions.
- **Priority 3:** Deprivation - Focus: rural and hidden inequalities
  - Address the wider determinants of health, including:
    - > Housing affordability and homelessness
    - > Transport and digital access
    - > Income security and employment
  - Use data plus lived experience to better target need.
  - Ensure rural deprivation is visible, understood and resourced, not overlooked.

SDC local implications and actions

- Raise awareness of the Health and Wellbeing Strategy and embed priorities in the work of the District Council
- Prepare district contributions through health and wellbeing and deprivation focused sections of the Growing Opportunities Plan

Climate Change & Nature Recovery Strategy (2024-2029) – Stratford District Council

Key strategic policy content (summary)

- Supports declaration of Climate Emergency and Notice of Motion relating to food insecurity.
- Integrates mitigation & adaptation and sets district carbon budget, focus areas, and annual delivery plan.
- Early actions Include; EV charge points, e cargo fleet, 123+ food waste to low carbon heat, tree planting, solar harvesting at leisure centres and fleet transition to HVO.

SDC local implications and actions

- Mainstream Climate Emergency and nature recovery in strategic decisions and the development of aligned initiatives, identifying and exploiting opportunities to support this agenda in activity undertaken through the Growing Opportunities Plan.

Coventry & Warwickshire Suicide Prevention Strategy (2023-2030)

Key strategic policy content (summary)

- System wide "zero suicide" approach adopted.
- Strategy content sets ambitions and place level delivery priorities; public engagement supporting "Dear Life" shaped messaging, early intervention, and support navigation.
- Ongoing partnership coordination, real time surveillance, and annual progress reporting.

SDC local implications and actions

- Integrate suicide prevention pathways into SDC services (housing, homelessness, customer services), including training staff, visible signposting (Dear Life) and support after self harm/attempts.
- Contribute local data/intelligence (e.g. hotspots, coroners service interface via partners) to real time surveillance and CSA performance frameworks.
- Where possible commission or support activity which contributes towards positive outcomes for people experiencing mental health crisis.

Draft Warwickshire "Get Warwickshire Working" Plan (Dec 2025)

Key strategic policy content (summary)

- County plan responding to national "Get Britain Working" requirement sets ambition to maintain 80%+ employment rate, tackle inactivity and local disparities.

SDC local implications and actions

- Reducing economic inactivity and supporting people furthest from the labour market.
- Supporting young people into work and preventing long-term disengagement.
- Improving skills alignment and progression in work.
- Engaging employers and improving job quality.
- Building an integrated and resilient local employment system.

'Sustainable Homes, Sustainable Communities' Housing Strategy (2021–2026) – Stratford-on-Avon District Council

Key strategic policy content (summary)

- Vision: sustainable homes and communities enabling independent living; three aims: (1) support communities & build sustainable affordable homes; (2) improve existing housing & support independent living; (3) prevent homelessness & reduce harm.
- Strategy incorporates Homelessness Review, Homelessness Strategy (including rough sleeping), Private Sector Housing Strategy, and an Action Plan.

SDC local implications and actions

- Ensure that Growing Opportunities Plan aligns with and complements the Housing Strategy and the actions within the Action Plan contribute to an environment where the prevention of homelessness and the development of capacity, both at individual and community level, is supported.
- Accelerate private sector housing quality programmes (energy efficiency/retrofit, PRS standards, DFGs) and link to climate delivery plan & health inequalities agenda.
- Strengthen homelessness prevention partnerships (VAWG, CSA, Suicide Prevention) and maintain rapid rehousing routes with support services.

Director of Public Health (Warwickshire) Annual Report 2024 – "The Power of People and Place"

Key strategic policy content (summary)

- Focuses on community-based wellbeing and the building blocks of health (communities, environment, transport, work, housing).
- Recommendations aim to amplify assets (people, built/natural environment) and accelerate system action.

SDC local implications and actions

- Adopt DPH recommendations locally Including enhancing access to green spaces, community hubs, active travel links and social connection programmes.
- Integrate "people & place" lens into strategic planning, ensuring co-design with community groups and promote the report as evidence for funding bids.

Warwickshire Community Safety Agreement (CSA) 2025-2029

Key strategic policy content (summary)

- Countywide umbrella strategy of the Safer Warwickshire Partnership Board, based on CSP strategic assessments (2024–25), setting shared priorities, delivery groups, and performance management.

SDC local implications and actions

- Support the delivery of the CSA priorities within SDC's Community Safety work programme (linking to VAWG, Serious Violence, ASB, hate crime, exploitation) and ensure that the Growing Opportunities Plan is aligned and complementary to this work.
- Use CSP strategic assessment findings to target resources at local hot spots and vulnerable groups (including rural communities) and coordinate communications with OPCC's Police & Crime Plan (2025–29).

Working Together to Scale up South Warwickshire: Economic Development Strategy to 2028 (Stratford & Warwick DCs)

Key strategic policy content (summary)

- Joint five year strategy built around People, Productivity, Place; identifies core opportunity sectors (e.g., automotive & mobility including batteries/EV, digital/creative, bioscience & agri-tech, tourism/visitor economy), with action plan and annual review cycle; adopted Dec 2023 for implementation from Apr 2024.
- Coventry and Warwickshire Growth Hub confirms adoption and alignment with West Midlands Investment Zone opportunities.

SDC local implications and actions

- Prioritise sector action plans (e.g., JLR battery ecosystem, Wellesbourne innovation campus links, Long Marston rail innovation, Stratford Gateway/town centre economy) and monitor delivery with Warwick DC.
- Ensure planning/economic development alignment with South Warwickshire Local Plan (employment land, skills pipelines, infrastructure), and integrate with "Get Warwickshire Working."

How should the Growing Opportunities Plan reflect national and local strategic context:

The above documents contain a wealth of insight and direction to focus local activity. A very brief summary of what we should be integrating is below:

- Prevention first system design
- Neighbourhood delivery models
- Equality and legal compliance
- Targets and accountability

You will observe when reading the Action Plan that amongst others these guiding directives, run like a thread through our plan. Alongside this our monitoring, and Action Plan are developed with targets and accountability at their heart.

Growing Opportunities – Who and Where?

Using the metrics supplied by the Council's Performance, Consultation & Insight Team, Warwickshire County Council Business Intelligence Service and data supplied by members of the Social Inclusion Partnership, we can build an accurate picture of priority themes, groups, and communities.

We have compiled an evidence pack that accompanies this plan which summarises a rich range of data and intelligence. Alongside this, anecdotal evidence and local experience gathered from professionals and Social Inclusion Partnership members have informed the Growing Opportunities Plan 2026-29.

Priority Themes and Groups

The priority themes have been selected to align with the seven 'Missions' we are pursuing. Each 'Mission' has a number of related objectives and subsequent actions that are contained within the Action Plan. Priority themes and groups identified through our data analysis, with resultant and aligned actions include:

- Older and younger groups claiming Universal Credit
- Households struggling financially
- Residents experiencing fuel poverty
- People experiencing hate crime
- Survivors of domestic abuse
- New arrivals to the District and the U.K. including those using managed migration schemes
- Children in low-income households
- Young people without access to youth activities
- Veterans and those recognised by the Armed Forces Covenant
- Increasing physical activity and reducing harmful activities
- Reducing food insecurity
- Health screening
- Improving mental health
- Older people
- Carers including young carers
- Digitally excluded households

Priority Communities

The priority communities within the District can generally be characterised by a prevalence of social housing, lower incomes, and lower levels of educational attainment, although this is not the case for all of the seven 'Missions'. The Missions' relating to fuel poverty or rurality are more heavily influenced by factors like the age of homes, connection to the gas network and proximity to facilities including medical services, shops and access to public transport. In addition, presenting a unique challenge are the new settlements that have been constructed over the past 10 years, where there can be a deficit of social capacity, challenges around access to services and concentrations of lower income households as these are occupied and develop as communities.

Priority communities for specific Action Plan activities will be identified using the most current data as part of the scoping for the intervention.

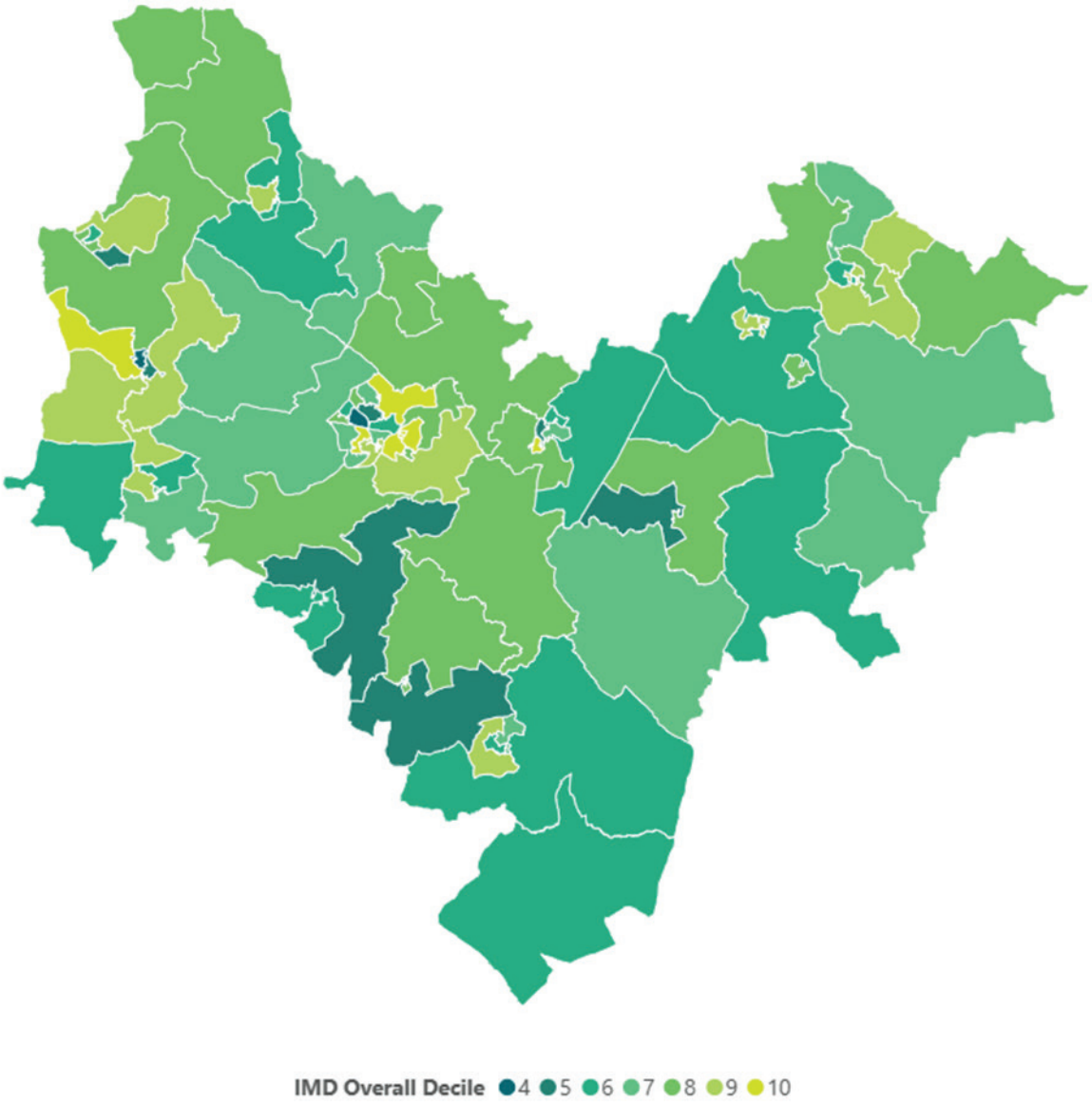
2025 IMD Score for the most deprived LSOAs in Stratford-on-Avon District

1 = the most deprived in the District based on an overall score which combines scores measured across all 7 domains of deprivation: Income / Employment / Education, Skills and Training / Health and Disability / Crime / Barriers to Housing and Services / Living Environment

LSOA code	2025 Rank	2025 Overall Score	2019 Rank	2019 Overall Score	Ranking Change
Alcester North & Conway	1	25.91	2	22.79	+1
Stratford Mount Pleasant East	2	25.69	1	27.01	-1
Stratford Maybird	3	21.22	3	21.68	-
Alcester East & Island	4	20.31	6	21.03	+2
Studley South	5	19.80	5	21.43	-
Wellesbourne West	6	18.95	8	19.29	+2
Kineton Castle, Lt. Kineton & Combrook	7	18.92	22	14.03	+15
Long Marston, Atherstone & Preston-on-Stour	8	18.58	-	-	-
Tredington & Blackwell	9	17.51	39	10.32	+30
Shipston West & Town Centre	10	16.84	25	13.27	+15
Meon Vale	11	16.32	-	-	-
Henley East & Beaudesert	12	16.08	4	21.64	-8
Deppers Bridge, Chester & Kings	13	15.93	9	17.22	-4
Long Compton	14	15.90	10	17.17	-4
Burton Dassett	15	15.71	15	15.70	-

Further analysis of the fifteen LSOAs will inform the action plan.

Indices of Multiple Deprivation 2019 Stratford-on-Avon (includes all 7 domains of deprivation). Darker areas indicate greater deprivation.



Making it happen

The Growing Opportunities Plan and previous plans represent a long-term commitment to Stratford District and its residents. Delivery of the Plan will require ongoing effort and support from our partners through the Social Inclusion Partnership and communities through the many residents who work in both paid and voluntary capacities, to reduce poverty, improve health and wellbeing and create opportunities for residents to achieve their potential.

Analysis:

Data from a wide range of sources has informed the development of both priority themes and groups and communities. This has been reality checked with organisations operating across these areas.

Planning:

Many months of preparation and consultation has shaped the Growing Opportunities Plan 2026-29 and our objectives are clearly identified within the Action Plan that accompanies this document.

Delivery:

The Social Inclusion Partnership members led by Stratford-on-Avon District Council will deliver the actions within the Action Plan over the next three years.

Accountability:

Our efforts to develop meaningful and SMART actions and measure progress are outlined in this document. Delivery of the Action Plan will be reported to senior management and The Cabinet at Stratford-on-Avon District Council and the Social Inclusion Partnership.

Partner organisations

Whilst Stratford-on-Avon District Council and Warwickshire County Council will facilitate the Growing Opportunities Plan, this is truly a joint effort that connects the work of all the following organisations, as members of the Social Inclusion Partnership (SIP) and/or leads of relevant services:

SIP Members:

Act on Energy

Age UK Coventry & Warwickshire

Alzheimer's Society

Citizens' Advice South Warwickshire (CASW)

Citysave Credit Union

Coventry, Warwickshire & Worcestershire Mind

Department of Work and Pensions (DWP)

Equality and Inclusion Partnership (EQuIP)

Escape Arts

Everyone Active

Heart of England Carers Trust

Home Start South Warwickshire

Orbit Housing Association

Parenting Project

Spring Housing Association

Stour Health & Wellbeing Partnership

Stratford-on-Avon District Housing Forum

Stratford-upon-Avon Foodbank

Stratford-on-Avon District Council

Stratford BID

Stratford Churches Together

Stratford Town Trust

Stratford Youth Collective

Think Active

Voluntary and Community Action Stratford-on-Avon (VASA)

Warwickshire Association of Local Councils (WALC)

Warwickshire Community and Voluntary Action (WCAVA)

Warwickshire County Council
(inc. Public Health, Community Safety, Transport, Economy, Education, Community Partnerships, Family Information Service (FIS), Libraries, Armed Forces Covenant, Youth Services)

In addition to the SIP, key partnerships that we will work with to support the Plan include:

- Warwickshire Health and Wellbeing Board
- South Warwickshire Place Partnership
- South Warwickshire Community Safety Partnership
- Warwickshire Community Safety Agreement

Growing Opportunities - Developing a mission led approach for the period 2026-29

The following pages detail the seven Growing Opportunities Plan Missions, why they are important for Stratford District and how we will measure impact. For details regarding specific actions for each Mission please see the GO Action Plan 2026-29.

1. Kickstart Economic Growth

The Kickstart Economic Growth Mission includes employment and worklessness in the local economy, quality of jobs, economic productivity and local infrastructure.

From the Indices of Multiple Depravation (IMD) for England 2025 there is one LSOA in the 20% most deprived decile and two in the 30% most deprived decile in the District. Overall Stratford-on-Avon District ranks 252nd out of 296 Local Authorities meaning that there is a strong level of employment amongst residents. The employment rate in Stratford-on-Avon local authority is 85.2% (Source: Nomis, Annual Population Survey, July 2024 – June 2025), the highest in the West Midlands.

In August 2025, there were 10,199 people claiming Universal Credit in Stratford-on-Avon. 4,042 (40%) of these are in work. Across the region, an average of 31% of Universal Credit claimants are in work (Source: Stat-Xplore). This indicates a large percentage of employees are in lower paid jobs e.g. within the service and tourism industries and/or have additional responsibilities e.g. caring where they can only work limited hours.

Looking at the Universal Credit register in Stratford-on-Avon in more detail:

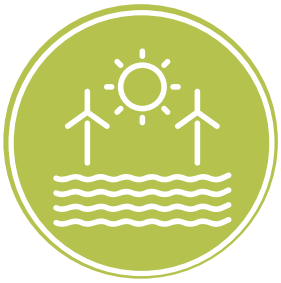
- 1,604 (15%) claimants are actively looking for work i.e. they are unemployed or have very low earnings below the administrative earnings threshold. Around 400 of these have earnings
- 1,195 (11%) are working with requirements - have earnings but could earn more, generally earning below the national living wage
- 4,744 (46%) have no work requirements – i.e. they are not required to look for work because of health conditions, caring responsibilities etc.
- 2,159 (21%) are working with no requirements i.e. earning above the threshold at which conditionality applies
- 687 are planning or preparing for work – i.e. expected to look for work in the future as children getting older, health improving etc.

There are 3,543 people claiming Universal Credit in Stratford-on-Avon who have a health condition that impacts on their ability to work or look for work (Source Stat-Xplore UC Health Caseload, June 2025). This figure is rising – up 23% in the past year alone. 340 of these are aged 18-24.

Shaw Trust's average 3-month data from December 2023 to February 2024 (latest available data) estimated 2.4% of 16-17 years olds were not in education, employment, training (NEET) or not known (Source Warwickshire County Council).

The measures which can be used to evaluate the effectiveness of the Growing Opportunities Plan 26-29 in this respect include:

- Employment rate indicators for 16–64-year-olds (Office of National Statistics)
- Gross median weekly pay (ONS)
- Unemployment in the District and breakdown of Universal Credit claim groups (DWP)
- 'State of the Group' report (DWP)



2. Make Britain a clean energy superpower

Stratford District has above average households living in fuel poverty at 14.9% compared to the national average of 11.4%, reflecting over 8500 households in the District coping with the impact of this on their household finances and potentially their health.

Of all district wide Energy Performance Certificates (EPC) lodged on the EPC register, 47.9% are currently band C or above meaning that there are still over 15,000 properties in Stratford District falling below a band C with many thousands still in the very lowest bands.

This is no real surprise given the level of rurality in our district and the amount of off-gas housing and therefore potentially high cost and highly polluting oil burning properties. The age, fabric and nature of our housing stock, including a relatively high number of residential park home properties and historic properties, is also a factor as these are often harder to treat.

All of these factors will drive the actions within the 'Make Britain a clean energy superpower' Mission.

Measurements of our effectiveness at combating these challenges will include assessments of the amounts of households deemed to be in fuel poverty, the percentage of homes with a low energy efficiency rating (F-G) and the proportion of homes rated EPC C and above.

3. Safe Streets, Safe Communities (national Mission known as Take back our streets)

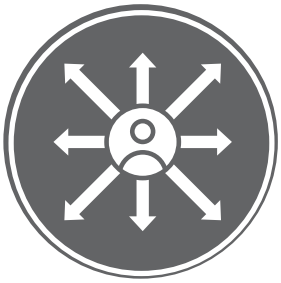
The most recent Residents Survey asked what the five most important things were in making somewhere a good place to live. The level of crime was a top five issue for 61.9% off all residents and 76% of 18-to-34-year-olds.

In relative terms the District experiences a good position in respect of the overall prevalence of crime as determined within the IMD. However, there are four Stratford town LSOAs in the top 30% worst performing in England.

The South Warwickshire CSP Strategic Assessment priorities for the period 2025/26 to 2028/29 include the prevention and reduction of violence, domestic abuse and sexual assault, vehicle theft in hot spots, rural crime, hate crime with a focus on racist and homophobic acts, the prevention of shoplifting (in particular repeat perpetrators) and high volume anti-social behaviour.

Whilst the Police and Community Safety Partnerships will focus on these priorities, the Social Inclusion Partnership will be able to support these efforts through a range of well targeted and coordinated social interventions including diversionary activities, a more developed youth work offer across the District, support for those experiencing domestic abuse and services that enable families to achieve their potential.

Whilst the reduction of crime and anti-social behaviour are not a core activity for the Social Inclusion Partnership there are many ways in which we are able to assist in the wider effort. We will be able to measure our effectiveness in this respect by a range of measures including our crime domain rank, levels of domestic abuse reported, anti-social behaviour rate per 1,000 'at risk' population, and wider measures of how satisfied residents are with their local area as a place to live, in this respect.



4. Break down barriers to opportunity

Breakdown barriers to opportunity is rooted in creating family security – strengthening economic stability, reducing child poverty and ensuring everyone has a safe and secure home. From this foundation flows a commitment to high-quality education, equipping every child and young person with the skills and knowledge to lead successful, fulfilling lives.

According to the IMD, Stratford District claims over 90% of LSOAs in the 50%-100% least deprived for education, skills and training, leaving four LSOAs in the 30%-40% most deprived.

Income deprivation also has an impact on the opportunity and attainment for children and young people, and the IMD also measures levels of deprivation based on income affecting children. Again, 90% of Stratford LSOAs are in the 50% or higher least deprived, leaving eight LSOAs in the 40% decile or below.

There has been a shift in the most recent data, indicating that income deprivation amongst children has risen in relation to income deprivation amongst older people. In 2024, there were 2,879 children living in relative low-income families (12.3% up from 10.6% in 2022) and 2,409 children living in absolute low-income families (10.3% up from 8.1% in 2022) (DWP).

According to Warwickshire County Council, in October 2025, almost one fifth of Primary and Secondary School pupils across the District were in receipt of Free School Meals (FSM), indicating they were from low-income families. In 2024, less than half (42%) of Early Years pupils receiving FSM achieved a Good Level of Development (GLD) compared to 75% of pupils not receiving FSM. And only 28% of Key Stage 4 pupils receiving FSM achieved grades 5 or above in English and Maths GCSEs, compared to 68% of pupils not receiving FSM.

School attendance also impacts on educational attainment and future opportunities. In Stratford during the 24/25 academic year, there was a 6.3% overall absence level, a slight decrease from the previous two academic years where this was 6.8%. Persistent absence rates have decreased since 22/23 from 17.2% to 14.9%, whereas severe absent rates have increased since 22/23 from 2.0% to 2.5%.

In September 2025, 3.5% of 18–24-year-olds were claiming Universal Credit. This is one of the lowest rates in the West Midlands, but it has seen the largest proportional increase over the past year, so youth unemployment is rising fast in the local authority (DWP).

These changes, alongside the national 'Our Children, Our Future – Tacking Child Poverty' strategy and 'Youth Matters: Your National Youth Strategy', will drive the activity identified in the 'Breaking down barriers to opportunity' section of the Action Plan. These strategies include key areas of focus including:

- Investing in family services to break the cycle of poverty
- Investing in young futures
- Providing enriching and meaningful activities for young people in and outside of education.

Measurement of our effectiveness in combating these challenges can be established through monitoring the number of children in low-income families, the rate of FSM uptake, and analysis of attendance rates, attainment and NEET levels.

5. Build an NHS fit for the future

The Residents Survey asked residents to say what were the five most important things making somewhere a good place to live. The second highest consideration reported by residents were health services with 59.8% of residents placing this in their top five, this rises to 73% for those age 65 and older.

With only one LSOA in the 30% most challenged neighbourhoods, Stratford District is fortunate in that residents enjoy relatively good health in comparison with neighbouring authorities and the national picture.

Despite this, the District faces challenges around its aging population and health. The 2021 Census demonstrated that between 6% and 9% of residents of ten LSOAs self-reported as experiencing bad or very bad health. Similarly, using the same data, between 20% and 28% of residents reported being disabled under the Equality Act, with day-to-day activities limited a lot or a little.

Similarly, in the most recently available data, life expectancy fluctuates according to where you live, with those living in the least deprived areas, on average expected to live up to 4.4 years longer than those in the most deprived areas.

Disparities like these, alongside the Warwickshire Joint Local Health and Wellbeing Strategy, South Warwickshire Place's priorities for 2026-31 (see below), will drive the activity identified within the 'Build an NHS fit for the future' Mission of the Action Plan.

- Mental health and wellbeing, with a focus on prevention and early intervention
- Physical activity
- Deprivation, with a focus on rural and hidden inequalities.

Measurement of our effectiveness in combating these challenges can be established through assessments of the levels of receipt of disability benefits including Disability Living Allowance or Personalised Independence Payments, and through measurements of child health and development, Year 6 obesity prevalence, physical inactivity measurements or oral health assessments.

6. Overcoming rural inequalities

Historically, our District has always had comparatively more relative deprivation for both the Barriers to Housing & Services and Living Environment domains within the IMD, and this remains clear in the most recent results, with 27 (35%) of all district LSOAs in the 20% worst performing in England. The main driver of this level of relative deprivation was 'connectivity': this is the amount of time it takes to travel to retail, education, health, employment and leisure/entertainment destinations. The rurality of our District, particularly the eastern side of it, means that almost 50% our LSOAs (35 out of 77) fall into the 1st decile (worst 10%) for this particular measure with the Residents Survey suggesting that 42% of residents in the Southam area feeling public transport needed improvement.

The Residents Survey also revealed that 32% of residents would like to see improvements in public transport and 32% would like to improvements in activities for teenagers. Poor connectivity will present challenges in respect of access to work, education and training, healthcare and other vital services that enable the maximisation of potential. This challenge is experienced more by those without their own transport, including children and young people, young families and older households who no longer drive.

As indicated above the primary challenge of rurality is connectivity and therefore any activity within the Growing Opportunities Plan relating to rurality must focus on enabling connectivity, particularly for those groups who are most likely to experience a lack of access to transport. Measures exist including locally available utilisation data for public transport alongside more sophisticated scoring based on the Department for Transport Connectivity Tool.

7. Social Inclusion Partnership development

The Social Inclusion Partnership was formed in 2014 from partners working across the District including statutory, third sector and voluntary organisations. The aim was to target interventions to address social exclusion, including access to employment, education and training opportunities, poor housing, limited health services, minimal or high interest products and services, and lower incomes.

The SIP has expanded since its inception, from eight to 25+ member organisations, and also works with other partners on shared objectives as part of the Growing Opportunities Plan both previous (2023-25) and new (2026-29). This ensures specific expertise is accessed depending on the goal, and the work of the SIP reaches across the District to all residents through the many organisations providing opportunities and support.

There have been three statements/plans produced by the SIP (2014-2019, 2019-2023 and 2023-2025), all of which have been developed in partnership with SIP members using the most current data available, to address the ongoing and emerging needs of residents living in the District.

This continuing development has been necessary to adapt to the changing landscape both locally and nationally, not least because of the COVID-19 pandemic and subsequent ongoing cost of living crisis. These and other pressures continue to impact the lives of residents, in some cases significantly preventing growth and progression.

For the SIP to remain effective and successful in such a changing environment, it is important to review and evaluate the partnership itself, understand and address internal challenges and support the development and resilience of its members, which is why this mission has been included in the 2026-29 plan. A strong, robust and collaborative group enables better support to residents that need it.

To measure the success of this development, we will regularly assess:

- SIP membership, ensuring the right organisations are represented and involved in the SIP's work.
- Communication between members and wider partners, ensuring information is shared efficiently, and opportunities for collaboration are encouraged.
- The support provided to SIP members and the wider VCFSE through the Development Officer at WCAVA, commissioned by SDC, ensuring groups can continue to provide vital services.
- How SDC funding is distributed to SIP members and wider partners, ensuring services align with the strategic priorities of the GO Plan.

Glossary

Armed Forces Covenant is a promise by the nation that people who serve or have served in the UK Armed Forces, and their families, will be treated with fairness and respect. It recognises that members of the Armed Forces make unique sacrifices and therefore should not be disadvantaged compared to other citizens. At its core, the Covenant is a moral obligation between the Government, the Armed Forces, and society. It acknowledges the responsibilities each party owes to one another because of the demands of military service.

ARP stands for the Afghan Resettlement Programme — a UK Government scheme created to bring together all existing Afghan resettlement and relocation routes into one unified programme. It was announced on 18 December 2024 and took effect from 1 March 2025.

Census Official count or survey of the population. The Census takes place every 10 years and gives a picture of all the people and households in the UK. It is undertaken by the Office for National Statistics and was most recently completed in 2021. (*ons.gov.uk)*

Community Safety Partnership (CSP) is a statutory, multi agency partnership established under Section 6 of the Crime and Disorder Act 1998. Its purpose is to bring together key local organisations to prevent and reduce crime, disorder, antisocial behaviour, drug/alcohol misuse, and reoffending in their area.

Community stakeholder Someone who has a vested interest in the health, wellbeing, advancement and success of the community. They usually have first-hand knowledge about their community and their role is to help promote and advance the interests of the community.

Core20PLUS5 is a national approach developed by NHS England to help reduce healthcare inequalities at national, system, and local levels. It identifies a target population (Core20PLUS) and highlights five clinical priority areas requiring accelerated improvement.

CSA Performance Framework can be used in different organisational contexts, within UK public services - especially Children's Social Care (CSC) - the term generally refers to a performance management and quality assurance system used by Children's Social Care to understand, monitor, and improve how well services support children, young people, and families.

Demand Responsive Transport (DRT) A flexible public transport service where vehicles operate based on passenger bookings rather than fixed routes or timetables, improving access in rural or low demand areas.

Disabled Facilities Grant (DFG) is a capital grant offered by local councils to cover the cost of essential home adaptations for eligible disabled people, regardless of housing tenure (owner occupier, private tenant, housing association, etc.).

DWP stands for the Department for Work and Pensions — the UK government department responsible for welfare, pensions, and child maintenance policy. It is the largest public service department in the UK, administering the State Pension and a wide range of benefits to around 20 million people.

EHRC stands for the Equality and Human Rights Commission. It is the independent statutory body responsible for promoting and enforcing equality and human rights laws in England, Scotland, and Wales.

Energy Performance Certificate (EPC) A document rating a building's energy efficiency from A to G, showing running costs and recommended improvements, required when selling or renting property.

Equality Act 2010 is the main piece of UK legislation that legally protects people from discrimination in the workplace and wider society. It combines over 116 previous anti discrimination laws into one single Act, making the law easier to understand and strengthening protections in various situations.

Fuel poverty This relates to households that cannot meet their energy needs at a reasonable cost. How fuel poverty is measured in the UK is detailed at the end of this link. Office for National Statistics *(ons.gov.uk)*

Gross pay An individual's total earnings before taxes or other deductions.

HVO stands for Hydrotreated (or Hydrogenated) Vegetable Oil. It is a renewable, synthetic diesel fuel produced by hydrotreating vegetable oils, used cooking oils, animal fats, or other biological feedstocks.

IDVA stands for Independent Domestic Violence Adviser. An IDVA is a trained, specialist professional who supports people at high risk of serious harm from domestic abuse.

Index of Multiple Deprivation (IMD) The official measure of relative deprivation for small areas in England. It is the most widely used of the Indices of Deprivation and ranks every small area in England from 1 (most deprived area) to 32,844 (least deprived area). The IMD combines information from the seven domains to produce an overall relative measure of deprivation.
The seven domains are:

- Income Deprivation
- Employment Deprivation
- Education, Skills and Training Deprivation
- Health Deprivation and Disability
- Crime
- Barriers to Housing and Services
- Living Environment Deprivation.

English Indices of Deprivation 2019 FAQs *(publishing.service.gov.uk)*

Integrated Care System (ICS) A statutory partnership bringing together NHS organisations, local authorities, and other partners to plan and deliver integrated health and care services, aiming to improve population health, reduce inequalities, and enhance efficiency.

ISVA stands for Independent Sexual Violence Adviser. An ISVA provides specialist support to anyone who has experienced rape or sexual assault, whether recently or in the past.

Local Government Association (LGA) A national membership body representing local authorities, providing support, guidance, policy influence, and advocacy to help councils deliver effective public services.

Lower-Layer Super Output Areas (LSOAs) Made up of between 400 and 1,200 households, LSOAs usually have a population between 1,000 and 3,000 persons and are a standard area that allows for comparison between areas over time. *(ons.gov.uk)*

Median The value or quantity at the midpoint of a range of data.

Not in Education, Employment, or Training (NEET) A category describing young people not currently studying, working, or in training, often used to identify and support those needing targeted interventions.

OPCC stands for the Office of the Police and Crime Commissioner. It is the supporting office that enables an elected Police and Crime Commissioner (PCC) to carry out their statutory duties.

PRS standards refers to the quality, safety, and management requirements that apply to homes in the Private Rented Sector (PRS) in the UK.

Public body A formally established organisation that is publicly funded to deliver a public or government service, though not as a ministerial department.

Social Inclusion Partnership (SIP) A partnership of public, voluntary, charity and community sectors across the District. The partnership aims to tackle social exclusion, including initiatives to address social isolation, loneliness, health and wellbeing, unemployment, older people and supporting local communities.

The Levelling Up White Paper (2022) sets out how the government intends to spread opportunity more equally across the UK.Levelling Up. *(gov.uk)*

THRIVE is a needs-led, person-centred framework for delivering mental health services to children, young people, and their families. It was developed collaboratively by the Anna Freud Centre and the Tavistock and Portman NHS Foundation Trust.

UKRS stands for the UK Resettlement Scheme. It is one of the UK government's primary refugee resettlement programmes, providing a safe and legal route for vulnerable refugees who have been identified by the United Nations High Commissioner for Refugees (UNHCR) as being in urgent need of protection.

VAWG stands for Violence Against Women and Girls. It is an umbrella term used in the UK to describe all forms of violence and abuse that disproportionately affect women and girls, often because of their gender.

Voluntary, Community Faith and Social Enterprise (VCFSE) A non-governmental organisation that is value-driven, and which principally reinvests its profits to further social, environmental or cultural objectives.

If you find the text in this document difficult to read,
we can supply it in a format better suited to your needs,
please call 01789 267575
or email socialinclusion@stratford-dc.gov.uk

For further information please contact:

The Social Inclusion Team
Stratford-on-Avon District Council
Elizabeth House, Church Street, Stratford-upon-Avon CV37 6HX

socialinclusion@stratford-dc.gov.uk

01789 267575

Nick Cadd
Communities and Social Inclusion Manager

nick.cadd@stratford-dc.gov.uk

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