

# Cabinet

Date: Thursday 16 February 2023  
Time: 1.45 pm  
Venue: Committee Room 2, Shire Hall

## Membership

Councillor Isobel Seccombe OBE (Chair)  
Councillor Margaret Bell  
Councillor Peter Butlin  
Councillor Andy Crump  
Councillor Andy Jenns  
Councillor Kam Kaur  
Councillor Jeff Morgan  
Councillor Wallace Redford  
Councillor Heather Timms  
Councillor Martin Watson

Items on the agenda: -

## 1. General

### (1) Apologies

### (2) Disclosures of Pecuniary and Non-Pecuniary Interests

### (3) Minutes of the Previous Meeting

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To approve the minutes of the meeting held on 27 January 2023.

### (4) Public Speaking

To note any requests to speak on any items that are on the agenda in accordance with the Council's Public Speaking Scheme (see footnote to this agenda).

## 2. Council Plan 2022-2027 - Integrated Performance Report Quarter 3 2022/23

13 - 68

A report outlining the Quarter 3 organisational performance, progress against the Integrated Delivery Plan, management of Human Resources and Risk, for the period April to December 2022.

- 3. Determination of Admission Arrangements, Co-ordinated Scheme and In Year process for school admissions for the 2024/2025 Academic year** 69 - 106  
A report seeking approval of the Admission Arrangements, Co-ordinated Scheme and In Year process for school admissions during the 2023/2025 Academic year.
- 4. Educational Attainment Working Group Report** 107 - 112  
To note and comment on the progress made by the Educational Attainment Member Working Group. Cabinet are also asked to consider for approval the recommendations made by the Member Working Group, support their development into a costed action plan and consider approving continuation of the group to facilitate this work.
- 5. Warwickshire Violence Against Women and Girls Strategy 2023-2026** 113 - 210  
This report presents a new Warwickshire Violence Against Women and Girls Strategy for 2023-2026, as endorsed by the Safer Warwickshire Partnership Board, Violence Against Women and Girls Board and VAWG Strategy Task and Finish Group.
- 6. Reports Containing Exempt or Confidential Information**  
To consider passing the following resolution:  
  
'That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972'.
- 7. Exempt Minutes of the 27 January 2023 Meeting of Cabinet** 211 - 212  
To consider the exempt minutes of the 27 January 2023 meeting of Cabinet.

**Monica Fogarty**  
Chief Executive  
Warwickshire County Council  
Shire Hall, Warwick

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A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web  
<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

### Public Speaking

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter that features on the agenda. This can be in the form of a statement or a question. If you wish to speak please notify Democratic Services in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

### COVID-19 Pandemic

Any member or officer of the Council or any person attending this meeting must inform Democratic Services if within a week of the meeting they discover they have COVID-19 or have been in close proximity to anyone found to have COVID-19.

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# Cabinet

Friday 27 January 2023

## Minutes

### Attendance

#### Committee Members

Councillor Isobel Seccombe OBE (Chair)  
Councillor Margaret Bell  
Councillor Peter Butlin  
Councillor Andy Crump  
Councillor Andy Jenns  
Councillor Kam Kaur  
Councillor Jeff Morgan  
Councillor Wallace Redford  
Councillor Heather Timms  
Councillor Martin Watson

### 1. General

#### (1) Apologies

None.

#### (2) Disclosures of Pecuniary and Non-Pecuniary Interests

None

#### (3) Minutes of the Previous Meeting

The minutes of the meeting of Cabinet held on 15 December 2022 were agreed as an accurate record.

#### (4) Public Speaking

None.

## **2. 2023/24 Budget and 2023-28 Medium Term Financial Strategy - Updated Information**

Councillor Peter Butlin (Deputy Leader of the Council) introduced the published report which provided an update on the current financial position since the publication of the last report in December:

- The report was set against a backdrop of uncertain economic times.
- The Local Government finance settlement confirmed the positive allocation for Local Government, but again was only confirmed as a one-year settlement for 2024/25. The change from the estimates in the December report gave a short term loss of grant in 2023/24 of £0.472m, which rose to an overall on-going gain of £0.674m by the end of the MTFS in 2027/28.
- In terms of Council Tax and business rates, there were still some outstanding figures relating to the Council Tax base increase.
- Reserves were key to managing the short-term budget position and the reserves strategy was unchanged from the current financial year. The review of reserves identified £44.1m as available for use in this budget cycle, in addition to the £23.1m of investment funds that were as yet unallocated. The review of general risk reserves had identified the need to maintain the £26m from 2021/22, although there were changes to specific allocations highlighted in the report. The Section 151 Officer would not support the budget as balanced and sustainable if the £26m general risk reserves were not sustained.
- Since the report to Cabinet in December, there had been two further material changes which were summarised in the report: additional Adult Social Care pressures of £2.28m and a saving from reducing the DSG overspend offset provision by £2m due to additional High Needs Block funding from Central Government.
- The Capital Strategy had not changed since the previous report.
- The changes outlined in the report were provided to Cabinet for information to consider when finalising a balanced budget for 2022/23 and a sustainable MTFS for 2022-27 as part of the Cabinet's budget resolutions to Full Council on 7 February 2023.

In response to questions from Councillor Roodhouse, Councillor Butlin advised that the County Council was required to set its budget before those of the lower tier councils which required a level of prediction in terms of what the lower tiers would do. He understood that whilst the other districts and boroughs had considered the issue of Council Tax Support Schemes, they had not deemed them affordable. Councillor Butlin advised that £44.1m reserves had been identified as available for use in this budget cycle, in addition to the £23.1m of investment funds that were as yet unallocated. The Section 151 Officer required the general risk reserve of £26m to be maintained for the budget to be considered balanced and sustainable.

### **Resolved**

That Cabinet:

1. Notes the latest resource and spending information, the advice and the impact on the emerging budget proposals presented in the report;
2. Notes the Strategic Director for Resources' risk assessment on the level of general reserves, as detailed in Appendix B of the report;
3. Publishes, in light of the information provided, their 2023/24 budget resolutions for recommendation to Council on 7 February 2023; and

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27.01.23

4. Authorises the Strategic Director for Resources to incorporate the outstanding resource information into the budget resolutions to be considered by Council on 7 February 2023.

### **3. Allocation of 2023/24 Dedicated Schools Grant**

Councillor Kam Kaur (Portfolio Holder for Education) explained that the Dedicated Schools Grant (DSG) was the ring-fenced grant from Government that provided each local authority with an allocation of funding for schools and services for pupils. She indicated that the report outlined the context and position for each of the four blocks of the DSG, and the current proposed allocations.

There were no questions or comments on the report.

#### **Resolved:**

That Cabinet:

1. Approves the allocation of the Schools Block DSG, as outlined in Section 3 of the report;
2. Approves the Early Years Block DSG allocation of funding for all early years providers as outlined in Section 4 of the report;
3. Approves the allocation of the High Needs DSG budget for 2023/24, as set out in Section 5 of the report; and
4. Supports the proposals for allocating the 2023/24 Central School Services DSG budget, as set out in Section 6 of the report.

### **4. Treasury Management Strategy and Investment Strategy**

Councillor Peter Butlin (Deputy Leader of the Council) presented the Treasury Management Strategy and Investment Strategy for endorsement. He noted that this was an annual report which had greater significance due to the implications of the Warwickshire Property and Development Group (WPDG) and the Warwickshire Rescue and Investment Fund (WRIF). A key aspect covered in the strategy was the intention to pre-pay the Council's next 3 years' pension fund contributions in April 2023, yielding a one-off gross benefit of £6.2m, through the pension fund being able to invest the pre-payment earlier to achieve a return equivalent to the discount provided.

In response to a question from Councillor Jerry Roodhouse regarding the Council's overborrowing position and the associated risk, Councillor Butlin advised that he was comfortable with the level of borrowing, which focussed on invest to save schemes.

Councillor Isobel Seccombe observed that unexpected events (eg Covid, the war in Ukraine and the associated outcomes of them both in terms of the price of energy and the increasing cost of living) were happening more frequently and it was important for the Council to take a wise view of finances as a result.

In terms of the proposed pre-payment of pension fund contributions, Councillor Andy Crump, noted the significant checks and balances that were required. Overall, he considered this to be a good report.

#### **Resolved:**

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That Cabinet recommends to Council that:

1. The Treasury Management Strategy for 2023/24 (Appendix 2 to the report) be approved with effect from 1st April 2023.
2. The Investment Strategy for 2023/24 (Appendix 3 to the report) be approved with effect from 1 April 2023.
3. Council requires the Strategic Director for Resources to ensure that gross borrowing does not exceed the prudential level specified (Appendix 2 to the report, at Section 3.22, Table 12 "Authorised Borrowing Limit").
4. The revised lending limits for the Warwickshire Property Development Group come into immediate effect (Appendix 3 to the report at Annex 7).
5. The revised lending limits for the WRIF come into immediate effect (Appendix 3 to the report at Annex 7).
6. Council requires the Strategic Director for Resources to ensure that gross investment in non-Treasury investments does not exceed the prudential levels specified (Appendix 3 to the report at Annex 7).
7. Council authorises the Strategic Director for Resources to undertake delegated responsibilities in respect of both strategies (Appendix 2 to the report at Annex 7, and Appendix 3 to the report at Section 2.5).
8. Council requires the Strategic Director for Resources to implement the Minimum Revenue Provision (MRP) Policy (Appendix 2 to the report at Section 2.11).
9. Council requires the Strategic Director for Resources to enact an early payment of pension fund contributions subject to the conditions set out in Appendix 1 to the report at Section 5.14 being met.

## **5. 2022-23 Financial Monitoring - Forecast Position as at Quarter 3**

Councillor Peter Butlin (Deputy Leader of the Council) presented this report, noting that in terms of the revenue forecast, an overall overspend was still forecasted since the position at quarter 2. He noted that the net overspend would be funded from Directorate and General risk reserves, and at 1.9% difference to budget it remained within the acceptable tolerance limit. Councillor Butlin commended officers, who were dealing with inflationary pressures, for keeping the overspend at these levels.

Councillor Isobel Seccombe noted that it had been a challenging year to manage budgets and added her thanks to officers.

There were no questions or comments on the report.

### **Resolved:**

That Cabinet:

1. Notes the adjusted forecast overspend of £6.689m (1.9%) that would need to be funded from the Directorate and General Risk Reserves at the end of 2022/23;
2. Notes the forecast delivery of savings for 2022/23 of £9.415m (91.9%), a shortfall of £0.829m against the target;
3. Notes the forecast capital spend for 2022/23 of £99.834m;

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4. Approves the reprofiling of spend on the capital programme of £14.214m from 2022/23 into future years and notes the carry forward of s278 contributions of £1.030m and the reduction in the estimated Warwickshire Recovery and Investment Fund and Warwickshire Property and Development Group capital spend of £31.041m flowing from the refreshed business plans;
5. Approves the reclassification of the Digital Road Map Programme of activity as an Investment Fund; and
6. Approves the transfer of £10.872m to the 'Available for Use' reserve following the reserve review to support the MTFS and the Council Plan.

## **6. A426/A4071 Avon Mill/Hunters Lane Improvements, Rugby**

Councillor Wallace Redford (Portfolio Holder for Transport & Planning) introduced this report which sought authority to proceed with the required statutory applications, processes and agreements for the preliminary and detailed design stages associated with the proposed scheme as outlined in the report.

Councillor Jerry Roodhouse sought further information about the proposed Starbucks 'Drive-Thru' in/out access junction and requested sight of the consultation responses to enable a more detailed discussion to take place.

Councillor Secombe suggested that it would be helpful for local members to be kept informed on a weekly basis.

Councillor Jonathan Chilvers noted that paragraph 3.1 of the report referenced a proposed segregated foot/cycleway and bridge and questioned whether there were any figures available about the anticipated level of modal shift.

### **Resolved:**

That Cabinet:

Approves the further development of the A426/A4071 Avon Mill/Hunters Lane Improvement scheme in Rugby and authorises the Strategic Director for Communities, in consultation with the Portfolio Holder for Transport and Planning, to take all necessary steps required to progress the scheme to Outline Business Case (OBC) submission stage including:

- (i) Finalising designs and determining land requirements;
- (ii) Commencing negotiations with third-party landowners;
- (iii) Negotiating terms and entering agreements for alterations to private accesses;
- (iv) Securing all necessary statutory consents (including licences and planning permissions) and entering any necessary agreements with other regulatory bodies;
- (v) Exercising any statutory rights of entry for the purposes of carrying out surveys, examinations or other investigations or executing works;
- (vi) Undertaking public and wider stakeholder consultation;
- (vii) Submission of an Outline Business Case (OBC) to the Department for Transport (DfT) in accordance with the programme outlined in Section 7 of the report.

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## **7. Customer Platform**

This report was introduced by Councillor Andy Jenns (Portfolio Holder for Customer and Transformation) who explained that the development of a new Customer Platform was fundamental to delivering the objectives of the Council's Digital & Data Strategy to improve digital service delivery to residents. He explained that an assessment of the products available on the market had taken place and the advantages and disadvantages were detailed in the report.

Councillor Jeff Morgan emphasised that it was a key requirement for the platform to integrate with the proprietary systems that were used by Adult Services and Childrens Services.

Councillor Isobel Seccombe requested that the project plan include a presentation of the system for Members for assurance purposes and this was supported by Councillor Jenns.

### **Resolved:**

That Cabinet:

1. Supports the implementation of the Microsoft Technology Platform as the Council's customer platform and as a replacement for the existing Firmstep solution;
2. Approves the investment of up to £2,000,000, to be funded from the monies set aside for the digital roadmap, for the procurement of an external partner to support the implementation of the Microsoft Technology Platform; and
3. Authorises the Strategic Director for Resources, in consultation with the Portfolio Holder for Customer and Transformation, to undertake an appropriate procurement process for an implementation partner and authorises the Strategic Director for Resources to enter into all necessary agreements on terms and conditions considered acceptable to him.

## **8. WFRS Preparedness for Potential Industrial action**

Councillor Andy Crump (Portfolio Holder for Fire & Rescue and Community Safety) presented this report which sought to provide reassurance of the Fire and Rescue Service's preparedness for potential industrial action. In proposing the recommendations, he suggested a third recommendation "that Cabinet commits to continuing with a collective coherent approach to negotiation of rates of firefighter pay through the national negotiating bodies".

Councillor Jerry Roodhouse noted that the issues raised were national issues and commented that it was essential that councillors be kept advised of the emerging situation.

Councillor Isobel Seccombe noted that the report was an observation on the current position and welcomed the opportunity to provide confidence that the Cabinet was aware of the situation and was taking the necessary steps. She welcomed opportunities to keep group leaders apprised of the situation.

### **Resolved:**

That Cabinet:

1. Notes the current situation in relation to firefighter pay and the potential for industrial action;

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2. Supports the steps being taken by WFRS to plan for and mitigate against the impact of industrial action on communities in Warwickshire; and
3. Commits to continuing with a collective coherent approach to negotiation of rates of firefighter pay through the national negotiating bodies.

## **9. Warwickshire Recovery & Investment Fund Investment Strategy and Business Plan**

Councillor Peter Butlin (Deputy Leader of the Council) explained that the report presented a refreshed strategic document outlining the Warwickshire Recovery and Investment Fund's investment activities. The objectives of the WRIF were comprehensively detailed in the report.

Councillor Isobel Seccombe welcomed the report and the Council's flexibility to respond to business need in the county.

### **Resolved:**

That Cabinet:

1. Approves the Warwickshire Recovery Investment Fund ("WRIF") Investment Strategy attached at Appendix 4 to the report;
2. Approves the WRIF Business Plan attached at Appendix 5 to the report;
3. Authorises the Strategic Director for Communities in consultation with the Portfolio Holder for Finance and Property to make such additional changes to the Investment Strategy as he considers necessary but only where such changes do not reduce or remove any of the current checks and balances on investments included within the Strategy or Business Plan; and
4. Authorises the Strategic Director for Communities in consultation with the Portfolio Holder for Finance and Property to update the process for BIG Fund assessments as set out in Section 4.5 of the report.

## **10. Reports Containing Exempt or Confidential Information**

### **Resolved:**

That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraphs 3 and 7 of Schedule 12A of Part 1 of the Local Government Act 1972.

## **11. Exempt Minutes of the 15 December 2022 Meeting of Cabinet**

The exempt minutes of the Cabinet meeting held on 15 December 2022 were agreed as an accurate record.

## **12. Supported Housing - Dispersed Accommodation**

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Councillor Andy Crump (Portfolio Holder for Fire & Rescue and Community Safety) introduced this item and summarised the exempt report.

**Resolved** that the recommendations as set out in the exempt report be approved.

### **13. Bermuda Connectivity**

Councillor Peter Butlin (Deputy Leader of the Council) introduced this item and summarised the exempt report.

**Resolved** that the recommendations as set out in the exempt report be approved.

### **14. Warwickshire Property & Development Group (WPDG) Business Plan for 2023**

Councillor Peter Butlin (Deputy Leader of the Council) introduced this item and summarised the exempt report.

**Resolved** that the recommendations as set out in the exempt report be approved.

The meeting rose at 3.05pm

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Chair

## **Cabinet**

**16<sup>th</sup> February 2023**

### **Council Plan 2022-2027 Integrated Performance Report Quarter 3 2022/23**

**Period under review: April to December 2022**

#### **Recommendations**

That Cabinet considers and comments on the Quarter 3 organisational performance, progress against the Integrated Delivery Plan, management of Human Resources and Risk.

#### **1 Executive Summary**

- 1.1 This report is a retrospective summary of the Council's performance at the end of the third quarter (April - December 2022) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. Performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework.
- 1.2 Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within Appendix 2.
- 1.3 Management of Human Resources is summarised in Section 4 and the summary dashboard is presented in Appendix 3.
- 1.4 Management of Risk is summarised in Section 5 and more detailed information is presented in Appendix 4.
- 1.5 The paper sets out a combined picture of the Council's delivery, performance, HR, and risk. Officers continue to embed the new approach and performance framework, and a number of new measures will not be available for reporting until Year End. The format and content of these integrated performance reports continues to evolve within the current financial year. Both the Performance Management Framework and the Integrated Delivery Plan are under review in preparation for the 2023/24 reporting to begin.
- 1.6 Quarter 3 has seen an improvement in performance compared with the Quarter 2 position and is now closer to the Quarter 1 position, although assessed against significantly more reported KBMs. The encouraging position is in spite of the volatile, uncertain, and high-risk external environment which is impacting on resources and the wider economic environment, capacity, and uncertainty about a number of key policy areas.

- 1.7 Of the 63 KBMs available for reporting this quarter the following table indicates an assessment of performance, compared to previous quarters, for 62 of the reportable KBMs.

Quarter	On Track	Not on Track
1	70% (35)	30% (15)
2	63% (34)	37% (20)
3	69% (43)	31% (19)

- 1.8 Appendix 1 details performance for all measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the Performance Portal available via [this link](#).
- 1.9 There are some key emerging themes highlighted by this report, including:
- Increasing demand being reported in services, specifically in the People Directorate and Business & Customer Services, such as Brokerage, Family Support Workers, the Local Welfare Scheme and as a result the Customer Service Centre; and
  - Capacity and workload issues are impacting delivery across the organisation. Through the YourSay survey and Big Conversations, workload has been highlighted by colleagues and forms a priority in terms of actions. Difficulties in recruiting and retaining staff in a highly constrained national and local labour market are reflected within the commentary on the Integrated Delivery Plan and performance and in paragraph 4.6 of the Management of Human Resources section in this report. Given the significant and growing financial/ inflationary pressures, there is no easy solution to these strategic workforce issues, which are being actively considered by the HR Strategy team.
- 1.10 Notable aspects of positive performance for specific measures include:
- % of applications made to the Warwickshire Local Welfare Scheme which are supported; currently achieving 99%, despite increased demand;
  - Number of children subject to a Child Protection Plan, which has seen figures continues to reduce this Quarter, following consistently high and above target numbers since November 2021;
  - % of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET), which has remained at or below the target figure despite current economic pressures;
  - the % of people with Special Educational Needs and Disabilities supported by Warwickshire Employment Support Team moving into employment;
  - % of 16-17 years olds participating in education and training, which is showing strong performance in Warwickshire when compared to figures for England, the West Midlands and statistical neighbours; and
  - a number of education measures with large proportions of the youngest children accessing their early years entitlement and a high proportion of early years settings and maintained primary schools being judged Good or Outstanding.

1.11 The main performance challenges relate to:

- The % of in year applications that have a school place offered within the target deadline of 10 school days, and % of in year applications that have a school place offered within the statutory deadline of 15 school days, which are both demonstrating lower levels than expected due to a new system being introduced last year. It remains an area of focus for improvement activity and encouragingly performance has improved month to month, with December achieving levels of 82% and 92% respectively;
- the number of Domestic Abuse Incidents reported to the Police which is behind prior year and considerably below target;
- % times a first appliance arrives at life risk or property incidents within agreed response standards as the target has not been achieved for a considerable time;
- the number of properties better protected from flooding, which is significantly under target, with only 3 properties taking up the scheme to date; and
- Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan as performance is significantly above target, mainly due to the increased growth in Independent special school provision demand.

Overall performance is of concern in the 'Deliver major infrastructure, digital connectivity and improved transport options' Area of Focus. This performance projection is likely to remain in that position for Year End. The three main drivers for this are the delay in the procurement of the Joint Venture partner for the Warwickshire Property and Development Company; the stability of the UK economy impacting on investments and capital projects and slower than expected market appetite for large loans from the Warwickshire Recovery & Investment Fund.

1.12 The report sets out services' projected performance trajectory, which recognises a more volatile than usual environment as a result of external factors.

1.13 Implementation of the Integrated Delivery Plan (IDP) continues with Quarter 3 seeing a further 17 projects completed and work beginning on 4 that had not started in Quarter 2. In the context of the challenging external environment the overall delivery position remains strong, with 65% of actions On Track and a further 8% Complete, 23% are At Risk/Compromised and 4% Not Started, and it is these actions which are reported on an exception basis in Appendix 2.

1.14 Six of the Council's 18 strategic risks have a red status. The red risks arise generally as a result of the impact of current inflation on living standards and levels of inequality; Warwickshire's economy; and Council funding, levels of demand for services and consequentially the Council's capacity to deliver all of its priorities. At a more detailed service level 86 risks are currently being monitored, of which 19 are rated as a high residual risk.

1.15 The wider national context remains a critical frame within which to view the Council's performance. The UK continues to experience the consequences of

both significant political, global and macro-economic turbulence, including industrial action across many sectors, the legacy impact of the pandemic, and the war in Ukraine. High inflation, rising interest rates and the resulting fiscal challenges are impacting the cost of living, increasing pressure on an already tight labour market, demand for public services and public finances.

- 1.16 Such an unprecedented combination of events at a global and national level leaves the country facing a period of significant uncertainty and a very challenging financial outlook in the short- to medium-term. This volatility is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and uncertainty about a number of key national policy areas including Adult Social Care reform, devolution, levelling up, cost of living and climate change Net Zero ambitions.
- 1.17 Inevitably these factors, which were not anticipated at the time the Integrated Delivery Plan and the Performance Management Framework were developed, are impacting on our priorities, focus, capacity and project delivery timescales. The reporting of performance will track and highlight these impacts on delivery and performance, and inform the basis of prioritising activity and resource allocation as we undertake the refresh of the Integrated Delivery Plan.

## **2. Performance against the Performance Management Framework**

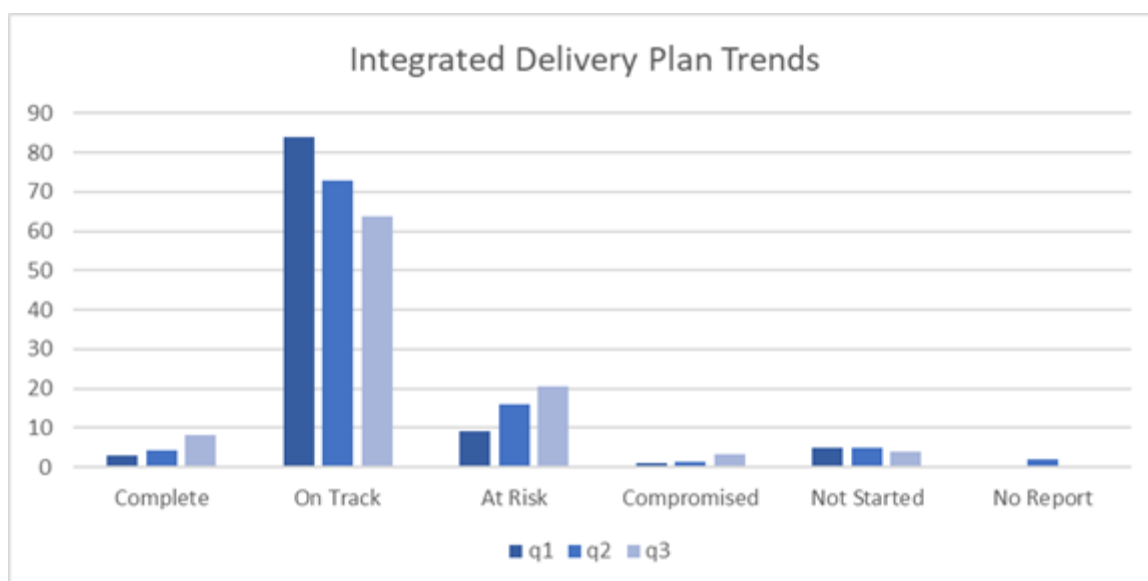
- 2.1 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition to these, there are three further areas to support the Council to be known for as 'a Great Council and Partner'. The full performance summary is contained in [Appendix1](#).
- 2.2 A set of high-level Warwickshire Outcome Measures, which the Council can influence improvement in performance but do not solely own, are also contained in the Performance Management Framework. Reporting against these is under development and will inform our ongoing State of Warwickshire reporting which will include Levelling Up and the Cost of Living priorities and will be accessible by April 2023.
- 2.3 Comprehensive performance reporting is enabled through the Power BI link [Performance Portal](#) as part of the revised and adopted Performance Management Framework. Where applicable, some performance figures may now have been updated on the reporting system. For the latest situation, please refer to the Performance Portal.
- 2.4 The new approach to performance reporting is evolving, building on the recommendations of the Member Working Group. The number of reportable measures will change each quarter as the framework considers the availability of new data.



- 2.5 Of the 63 KBMs available for reporting this quarter, 69% (43) are reported as being On Track and 31% (19) being reported as Not on Track. There is one other measure being reported but has a status of Not Applicable as no grant funding applications have been supported for Regeneration & Place Shaping initiatives as none have been received to date.
- 2.6 A total of 62 reporting measures have a forecast projection from the responsible service for the forthcoming period. Of the 43 measures that are forecast to be On Track at Quarter 3, 18 are forecast to improve, 23 to remain static and 2 to decline over the next quarter. Of those 19 that are forecast to be Not on Track, 8 are forecast to improve and 8 to remain static and 3 forecast to decline at the next reporting period. Overall, it is forecast that Year End position will be similar to Quarter 3, however, there are 15 additional measures scheduled for reporting at Year End.
- 2.7 As an agile approach is being taken to the new Performance Management Framework and the changes as agreed by Cabinet at Quarter 2 have been reflected at Quarter 3 which includes new measures to monitor the school admissions process. No further requests for changes in the Framework are sought at this time and work is underway through the Business Planning process to review the PMF ready for 2023/24 reporting.

### **3. Performance against the Integrated Delivery Plan**

- 3.1 The Integrated Delivery Plan aligns priority activity from across all Service areas against the Areas of Focus within the Council Plan 2022-27. The Plan shows how activity across services collectively contributes to delivering these priorities.
- 3.2 Detailed information on the performance summary of the Integrated Delivery Plan is included at [Appendix 2](#). A new [Power BI reporting dashboard](#) is now available and will enable Members to track progress by Service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.
- 3.3 There are 205 remaining actions within the Integrated Delivery Plan, with 21 having closed during the first half of the year. A further 17 have closed this quarter. At Quarter 3, 65% are On Track and 8% Complete, 23% are At Risk/Compromised and 4% Not Started, and it is these actions which are reported on in Appendix 2 on an exception basis.
- 3.4 This graphic shows emergent trends of activity status by Quarter.



3.5 The following table shows the breakdown of statuses by Area of Focus:

Area of Focus	Complete	On Track	At Risk	Compromised	Not Started	TOTAL
Create vibrant places with safe and inclusive communities	0	9	4	0	1	14
Deliver major infrastructure, digital connectivity and improved transport options	1	4	10	0	1	16
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills	1	19	9	0	1	30
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	2	17	2	2	2	25
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	8	13	6	2	1	30
Through education, improve life opportunities for children, young people and those with special educational needs and disabilities	3	21	2	1	0	27
Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities	1	24	5	0	0	30
Great Council and Partner - Harnessing Community Power	0	11	0	0	1	12
Great Council and Partner - Using our data and digital solutions to improve service delivery	0	8	4	2	1	15
Great Council and Partner - Our people and the way we work	1	5	0	0	0	6

3.6 Several actions remain at risk relating to capital programmes and projects, where current inflation levels and supply chain challenges are creating significant levels of risk and uncertainty about capacity to deliver as planned within available resources, a challenge common to all Councils. Scheme-by-scheme due diligence is underway to review inflationary pressures on the existing capital programme to help inform decisions about allocation of the £15m inflation contingency fund agreed at Council on 29<sup>th</sup> September.

3.8 Important emerging points to flag in terms of delivery, the impacts of which will be followed up during Quarter 4, are:

- Lending under the Business Investment Growth (BIG) pillar of the Warwickshire Recovery and Investment Fund has slowed due in part to the general uncertainty in the economy. An external review of the BIG pillar is due in Quarter 4;
- Timescales for commissioning of a new programme to support Warwickshire businesses with the transition towards a net zero economy have slipped due to the delays in Government approving the local UK Shared Prosperity Fund investment plans and the implications of this for the review of business support in Warwickshire, which is now taking place in the final quarter of 2022/23;
- The local municipal Waste Management Strategy review is yet to start due to awaiting clarity on the Government's new resources and waste strategy;
- The Solar Power Purchasing Programme continues to be behind schedule however the expectation is that Phase 1 will complete by end of February 2023. Approximately 300 installations are expected from first phase, against a target of 439;
- The work to extend the pilot of the Warwickshire Family Safeguarding Service is subject to review due to financial pressures and awaiting the Department for Education response to the National Social Care review;
- Lack of foster carers has resulted in the work around equalities within the young offenders in care becoming compromised. A further recruitment campaign has been undertaken to address this;
- The government budget announcement in November 2022 had a significant impact on the Adult Social Care Reforms Programme, including pushing back Care Cap until 2025 and new funding arrangements for Fair Cost of Care; and
- Several activities in the IDP are being impacted by uncertainty around decisions from Central Government, including funding decisions relating to the UK Shared Prosperity Fund and National Health Service England. Pending decisions and missing guidance around the Adult Social Care Reforms and Liberty Protection Scheme are resulting in slippage of delivery.

#### **4. Management of Human Resources (HR)**

4.1 The HR performance reporting dashboard is included at [Appendix 3](#).

4.2 Sickness Absence:

- Through Quarter 3 the annualised sickness absence rate has continued to decrease from 8.61 days at the end of Quarter 2 to 8.5 days per Full Time Equivalent (FTE) colleague at the end of Quarter 3. It is encouraging that sickness absence has now started to reduce compared to the levels at the end of 2021/22. The Council remains on target to achieve 8 days/FTE with a tolerance of +/- 1 day.
- Levels of absence attributed to Covid-19 have stabilised for the first time since March 2020, with a small reduction from 1.66 days per FTE to 1.43 days per FTE Covid-19, however, this remains the second highest reason for absence at 16.8 % of all absence.

- The winter flu vaccination programme for 2022 for Council employees has concluded with over 700 colleagues being vaccinated in one of the Council bases.
- The key focus areas continue to include the development of a wellbeing delivery plan, launching the attendance data dashboard for managers, reviewing the success of the Approach to Wellbeing as well as collating the evidence required to apply for the Silver Thrive at Work accreditation.

#### 4.3 Headcount and FTE:

- The headcount increased by 40 from 4,942 in Quarter 2, to 4,982 in Quarter 3. The FTE also increased by 45 from 4,186 in Quarter 2 to 4,231 in Quarter 3. The increase is an ongoing trend, with a net increase in headcount across all the directorates since April 2022. This is as a result of increased recruitment activity and stabilising retention rates, resulting in more vacancies being filled.

#### 4.4 Age profile:

- The age profile of the organisation remains relatively static, with over half of the workforce, 54.2%, being aged between 25 and 50, decreasing from 54.8% during the previous quarter.

#### 4.5 Ethnicity:

- The ethnicity profile of the organisation remains relatively static with 72.4% of the workforce being white British which is again a slight reduction from 72.7% at the end of Quarter 2.

#### 4.6 Staff turnover:

- Turnover, at 13.4% for the rolling 12 months, has shown another slight reduction from 13.7% in the last quarter and continues to stabilise. Whilst this is encouraging, this remains higher than before the Pandemic. It is anticipated that the recently settled Local Government Pay Award, may aid recruitment, particularly at the lower end of our pay bands, although many of our recruitment challenges remain and ongoing industrial disputes in a number of sectors may impact.
- 72% of leavers are due to voluntary resignations, although this is an increase from 67% in the previous quarter, it only relates to 1 additional resignation.
- The WCC approach to reward and recognition continues to be reviewed to ensure that the overall employment offer is competitive, and WCC is seen as an employer of choice, continuing to capitalise on the very positive results of the recent staff survey and Big Conversations.
- Following the Strategic Workforce Planning sessions which took place with Assistant Directors in the Autumn, a number of key themes have been identified for prioritisation within the Our People Strategy Year 3 plan.
- Recruitment and retention challenges exist across many of our services, particularly including children's social work, engineering, ICT, finance and business intelligence.

## 5. Management of Risk

- 5.1 The strategic risk register reflects an increase in the assessed risk of adverse issues arising due to the effects of a deteriorating economic position and increases in inflation and the cost of living. Risks relating to social care reform and levelling up have been identified. The following 6 of our 18 strategic risks have a red status after allowing for mitigating actions:
- economic growth slows or stalls;
  - widening inequalities post pandemic;
  - SEND resources are insufficient to meet demand;
  - inflation and the rising cost of living;
  - 2050 County net zero targets not met; and
  - Uncertainty of external influences, e.g. government policy
- 5.2 Risk registers are also maintained at service (Assistant Director) level, with 86 risks currently being monitored across 13 Services at Quarter 3. Key service risk issues are highlighted in two ways:
- by a red/amber/green rating signifying low through to high risk: at Quarter 3, 17 risks out of 86 are classified as net red risks after mitigating actions; and
  - by comparing the actual assessed risk with a target level of risk: at Quarter 3, 17 risks have been exceeding their target for 3 quarters or more and are currently exceeding the target by a score of more than 3.
- 5.3 Risk targets were introduced to help the Council operate in a more risk-aware way; for example, it may be necessary to accept certain risks in order to access certain opportunities to deliver service outcomes (such as supporting economic recovery), or it may be prohibitively expensive to resource a service or process to operate at zero risk.
- 5.4 A summary performance reporting dashboard for risk is included at [Appendix 4](#) showing:
- Appendix 4a – a summary of the strategic risk register analysed by risk likelihood and risk impact; and
  - Appendix 4b – a summary of service risks highlighting red risks and risks consistently above target for 3 quarters or more (and still scoring more than 3 points higher than the target risk).
- 5.5 Identified risks have an assessment of mitigating actions that is reviewed and updated periodically by relevant managers.

## 6. Financial Implications

- 6.1 There are none specific to this report, but Cabinet is referred to the associated finance performance report, which was reported to Cabinet on 27<sup>th</sup> January 2023.

## 7. Environmental Implications

- 7.1 There are none specific to this report.

## Appendices

- Appendix 1 – [Quarterly Performance Report](#)  
 Appendix 2 – [Progress on Integrated Delivery Plan](#)  
 Appendix 3 – [Management of Human Resources dashboard](#)  
 Appendix 4 – [Management of Strategic Risk](#)

## Background Papers

Role	Name	Contact Information
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The report was circulated to the following Members prior to publication:

Local Member(s):

Other Members:

## 1. Quarterly Performance Report Quarter 3

1.1 Detailed measure-by-measure performance reporting is accessible through the [Performance Report](#).

1.2 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition to these, there are three further areas to support the Council to be known for as 'a Great Council and Partner'. These are detailed in the table below alongside the number of KBMs that will be used to assess delivery, and the number being reported at Quarter 3.

Area of Focus	No. of KBMs	No. of KBMs available for reporting Quarter 3
Create vibrant places with safe and inclusive communities	8	7
Deliver major infrastructure, digital connectivity and major transport options	7	6
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills	10	6
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	7	3
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	10	7
Through education, improve life opportunities for children, young people and those with special educational needs and disabilities	16	12
Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities	12	10
A Great Council and Partner	No. of KBMs	No. of KBMs available for reporting Quarter 3
Harnessing community power	3	2
Our people and the way we work	8	6
Using our data and digital solutions to improve service delivery	4	4

### 1.3 Key Insights for Quarter 3 2022/23

Chart 1 details the reported status of the 62 KBMs which are being reported at Quarter 3, the other measure has a status of Not Applicable at this Quarter as no grant funding applications have been supported for Regeneration & Place Shaping initiatives as none have been received to date.

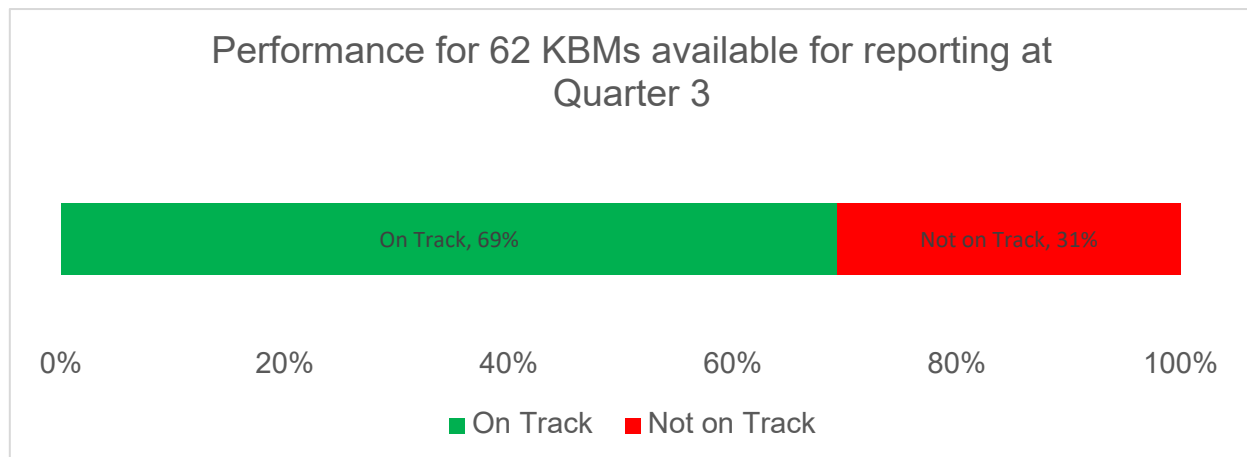


Chart 1

Chart 2 details the projected performance based on a Service forecast for the reportable KBMs at the next Quarter.

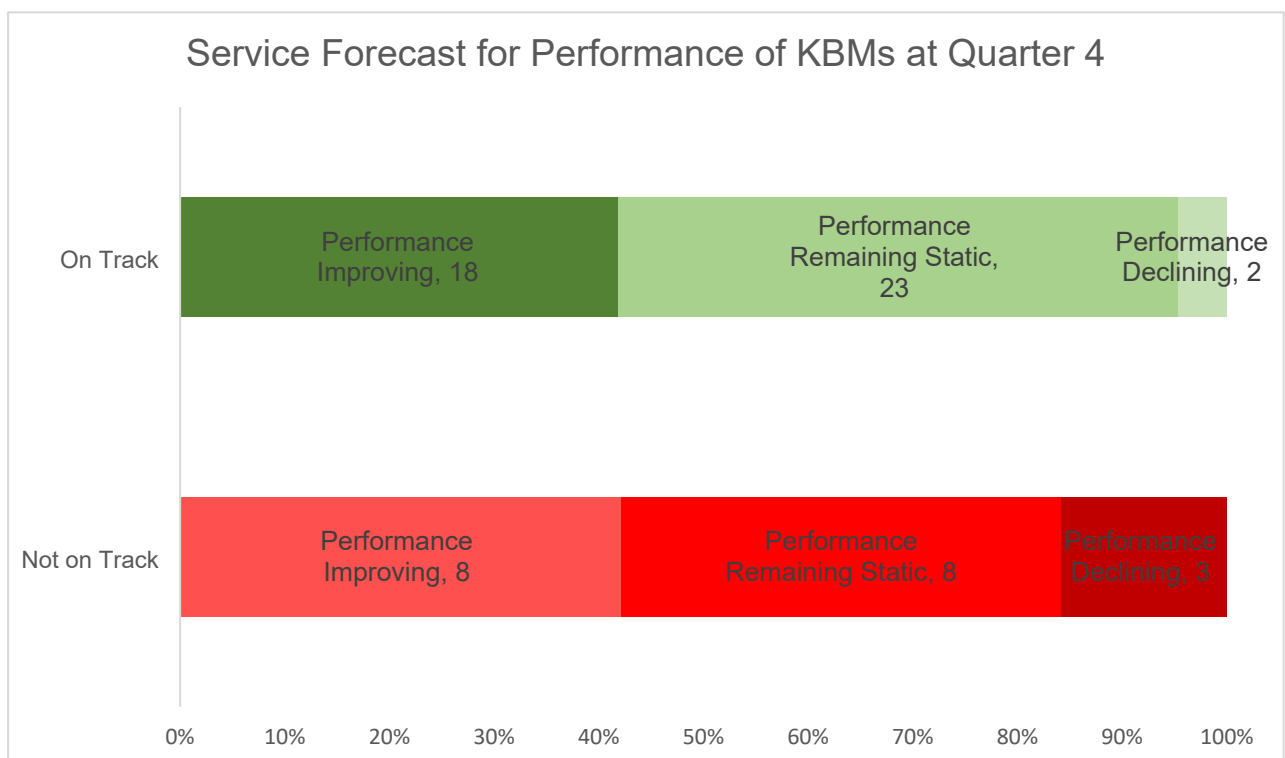


Chart 2

### Explanatory Notes on Summary Tables

The following sections provide an overview of current performance by Area of Focus. The measure summary tables are a representation of the tables in the full Cabinet report on Power BI and are interactive. Please note:

- data is being added into the system as it becomes available so new information may be in the reports since the writing of this Quarterly position report;
- measure names in the summary tables and where highlighted are all links to take the reader directly to the measure report page in Power BI which provides full detail on the measure including charted data, performance narrative, improvement activity, trends, and targets if applicable;
- a measure status is included based on performance either against the target and polarity of measure or where there is no target on improving/ declining performance;



- Services provide a forecast of where performance is heading over the next reporting period, this is informed by local knowledge, improvement activity and trend information;
- where the measure status or projection is Not Applicable, this is due to exceptional circumstances regarding the measure such as it is setting a baseline this year, the Power BI report will provide the reason by measure;
- the Latest Figure column represents the most current data available including last quarter, previous year or longer if data is lagged, full details are on Power BI report;
- not all measures have targets and the approach now is to have improving performance and targets where appropriate; and,
- as the framework is more responsive there are annual or termly measures included on the tables with no reported data, this will be added as the relevant data becomes available e.g. attainment data from November.

#### 1.4 Create vibrant places with safe and inclusive communities

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
No. of Domestic Abuse Incidents reported to the Police	936	11339*	Not on Track	Not on Track Performance Improving
No. of secondary schools engaged in violence prevention Whole Schools Approach	13	10	On Track	On Track Performance Improving
% complaint satisfaction with Trading Standards action	67	N/A	On Track	On Track Performance Remaining Static
No. of fire related deaths	4**	0	Not on Track	Not on Track Performance Remaining Static
No. of fire related injuries	23**	26*	Not on Track	Not on Track Performance Remaining Static
% times a first appliance arrives at life risk of property incidents within agreed response standards	62	75	Not on Track	Not on Track Performance Remaining Static
No. of Road Traffic Collisions attended by WFRS	40	N/A	On Track	On Track Performance Remaining Static
% KSI collision reduction at sites where casualty reduction schemes have been implemented	Due for reporting at Year End			

\*Cumulative Year End Target

\*\*There has been 1 fire related deaths and 3 fire related injuries for the month of December, the numbers shown in the latest figure are cumulative year to date.

Overall performance is of concern in relation to fire related deaths, injuries and appliance arrival time at incidents. Due to the geography of Warwickshire, it is not possible to achieve current attendance standards across the whole county. The performance is likely to remain in this position whilst Warwickshire Fire and Rescue Service actively work towards a resourcing to risk review using risk analysis. A review of the targets in relation to fire related deaths and injuries is also planned and there are questions surrounding whether should be information rather than a target.

Area of Good Progress due to being above target and seeing an improvement since Quarter 2 reporting:

- No. of secondary schools engaged in violence prevention Whole Schools Approach

Improvement Activity due to being behind prior year:

- No. of Domestic Abuse Incidents reported to the Police

Improvement activity for not achieving the aspirational target of zero:

- No. of fire related deaths

Improvement Activity due to having a greater number than prior year:

- No. of fire related injuries

Improvement activity for not achieving the target over a considerable period of time:

- % times a first appliance arrives at life risk of property incidents within agreed response standards

## 1.5 Deliver major infrastructure, digital connectivity and improved transport options

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of site specific business cases approved for Warwickshire Property & Development Group	50	100	Not on Track	Not On Track Performance Remaining Static
% Company Borrowing profile Warwickshire Property & Development Group	86.40	100	Not on Track	Not On Track Performance Remaining Static
Gross Warwickshire Recovery & Investment Fund lending (£)	2,500,000	32,000,000*	Not on Track	Not on Track Remaining Static
% of all capital schemes completed on budget	Due for reporting at Year End			
% of projects seeking member approval to changes in cost, time, scope or risk	54	0	Not on Track	Not on Track Remaining Static
No. of properties better protected from flooding	3	32*	Not on Track	Not on Track Performance Improving
No. of schools signed up to our Safe and Active Programme	96	80	On Track	On Track Performance Improving

\*Cumulative Year End Target

Overall performance is of concern in the 'Deliver major infrastructure, digital connectivity and improved transport options' Area of Focus. This performance projection is likely to remain in that position for Year End. The main drivers for this are:

- The extended time to secure a Joint Venture partner for the Warwickshire Property and Development Company delayed a number of site-specific business cases. However, the extra time taken to secure the overall deal has led to an estimated £4m additional benefit over the initial life of the Joint Venture. Consequently, the delay in site specific business cases is not deemed an issue as we move forward;
- The significant uncertainty driven by the instability of the UK economy, cost of living rises / inflation and supply chain / workforce issues have all impacted negatively on the delivery of a large proportion of capital projects, leading to timing delays and cost increases reflected in the performance measure. Under the extreme circumstances being experienced, the current performance level could be deemed acceptable; and

- In respect of the Warwickshire Recovery and Investment Fund, we are seeing strong demand for lower value revenue loans for small and medium sized businesses in the early stages of their development through the Local Community Enterprise fund, although a delayed start to the fund has limited the overall level of loans provided. However, it has taken longer to deliver the Property & Infrastructure fund (£10m 22/23), which won't now start until 23/24. The Business Investment & Growth (BIG) fund has seen lower demand for purely capital loans to allow growth and expansion. The number of BIG fund expressions of interest has been impacted by a stronger range of alternative financing options available in the market than anticipated at the outset of WRIF, the lack of revenue financing to complement the capital injection, economic conditions making it hard for many established businesses to consider significant capital investment to expand and some expressions of interest having to higher risk profile than the Council is able to justify supporting through the BIG Fund.

Area of Good Progress due to being above target:

- No. of schools signed up to our Safe and Active Programme

There are two measures being highlighted as improvement activity at Quarter 3.

Improvement activity due to being behind target:

- No. of properties better protected from flooding

Improvement activity due to a being behind the lending profile:

- Gross Warwickshire Recovery & Investment Fund lending

## 1.6 Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% Business Centre Occupancy Rate	89	N/A	On Track	On Track Performance Declining
% of employees in our key priority sectors	31	N/A	On Track	On Track Performance Remaining Static
No. of successful Foreign Direct Investment projects	45	N/A	On Track	On Track Performance Remaining Static
Value (£) of external funding secured by Communities or other WCC services/ partners to support Council priorities	Annual measures due for reporting at Year End			
Value (£) of investment secured by Warwickshire businesses as result of WCC funded business support activities				
No. of apprenticeships created through WCC support				
No. of grant funding applications supported for the delivery of the Regeneration & Place Shaping initiatives	0	N/A	Not Applicable	Not Applicable

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
Total visitor related spend (£)	860,972,410	N/A	On Track	On Track Performance Improving
% of people with Special Educational Needs and Disabilities supported by Warwickshire Employment Support Team moving into employment	33	N/A	On Track	On Track Performance Improving

Performance within this Area of Focus is within expected levels and projection for the next period is to remain at similar levels.

Area of Good Progress due to improved performance over the last quarter:

- % of people with Special Educational Needs and Disabilities supported by Warwickshire Employment Support Team moving into employment

## 1.7 Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
No. of tonnes of carbon emitted by the Council as a waste disposal authority	- 3659	N/A	On Track	On Track Performance Remaining Static
Proportion of capital programme total spend allocated to Sustainable Futures (%)	7	N/A	On Track	On Track Performance Improving
% of household waste re-used, recycled and composted	49.9	50	On Track	On Track Performance Improving
Net carbon emissions for Council (scope 1&2 plus staff business travel)	Due for reporting at Year End			
Annual scope 1&2 carbon reduction (tonnes of carbon)				
% habitat biodiversity net gain in WCC rural estate				
Annual change in soil and vegetation carbon storage by habitat (tonnes of Carbon per hectare) in WCC rural settings				

Area of Good Progress due to positive progress, and it is anticipated that this will further improve over the next reporting period:

- Proportion of capital programme total spend allocated to Sustainable Futures (%)
- % of household waste re-used, recycled and composted

## 1.8 Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of Children receiving a 6-8 Week Health Check	42.3	90	Not on Track	Not on Track Performance Improving
% Population vaccination coverage – Measles, mumps and rubella (MMR) (5 years old)	89.60	These are annual lagged measure with new data available March 2023		
No. of hospital admissions for intentional self-harm in children (10-24 year olds)	494.30			
No. of under 18 hospital admissions for alcohol, per 100,000 population	41.10			
No. of children subject to a Child Protection Plan	346	350	On Track	On Track Performance Remaining Static
No. of children with an open Child in Need category including Child Protection Plans and Children in Care	3,745	3,500	On Track	On Track Performance Improving
No. of Children in Care excluding unaccompanied asylum seeking children	693	670	On Track	On Track Performance Improving
% of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET)	33	33	On Track	On Track Performance Improving
% of women who smoke at the time of delivery across Warwickshire (Cov & Warks)	8.8	9.6	On Track	On Track Performance Remaining Static
Under 18 conception rate, crude rate per 1,000 females aged 15-17 (No.)	13.6	n/a	Not On Track	Not On Track Performance Declining

Area of good progress due to figures being back on track, following consistently high numbers between November 2021 and September 2022:

- No. of children subject to a Child Protection Plan

Area of good progress due to this measure remaining at or below target despite the economic climate:

- % of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET)

Improvement activity as figures are significantly below target and levels have been reducing over last few reported periods due to lack of qualified Health Visitors. This is being monitored and an action plan being followed after discussion at the Health and Wellbeing Board which includes a local measure to ensure children get a visit from a professional within the 6-8 weeks.

- % of Children receiving a 6-8 Week Health Check

### 1.9 Through education, improve life opportunities for children, young people and those with special educational needs and disabilities

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of Early Years providers graded as Good or Outstanding	94	97	Not on Track	Not On Track Performance Improving
% uptake of places for eligible 2 year olds	91	75	On Track	On Track Performance Improving
% of children accessing 3 & 4 year old entitlement	97	96	On Track	On Track Performance Improving
% of Good and Outstanding Maintained Primary Schools	92	n/a	On Track	On Track Performance Remaining Static
% of children and young people with an Education, Health and Care (EHC) plan attending a mainstream school	49	48	On Track	On Track Performance Declining
% of in year applications that have a school place offered within the target deadline of 10 school days	65	n/a	Not on Track	Not On Track Performance Improving
% of in year applications that have a school place offered within the statutory deadline of 15 school days	76	n/a	Not on Track	Not On Track Performance Improving
% of top three school place primary & secondary preferences	95.60	Due for reporting in March		
% of Key Stage 2 children looked after achieving the expected standard for combined reading, writing and maths	31			
% of Key Stage 4 children looked after achieving grades 5 or above in English and Maths GCSE	7			
No. of education settings engaged with the support available to them through the Outdoor Education and Learning Strategy	75	n/a	On Track	On Track Performance Improving
% of 16-17 years olds participating in education and training	94.9	n/a	On Track	On Track Performance Improving
% of 19 year olds qualified to Level 2 including English and Maths	73.40	Due for reporting in June		
Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan	120	9	Not on Track	Not on Track Performance Declining
% of schools with a deficit budget	13.08	0	Not on Track	Not on Track Performance Declining
% of new school places delivered compared to target need	100	100	On Track	On Track Performance Improving

Area of Good Progress due to consistently high levels of performance:

- % uptake of places for eligible 2 year olds



- % of children accessing 3 & 4 year old entitlement

Area of Good Progress due to strong, positive performance when compared to figures for England, the West Midlands and statistical neighbours:

- % of 16-17 years olds participating in education and training

Improvement activity as current performance is below expected levels for these new measures:

- % of in year applications that have a school place offered within the target deadline of 10 school days
- % of in year applications that have a school place offered within the statutory deadline of 15 school days

Improvement activity as performance is greatly above target, mainly due to the increased growth in Independent special school provision demand:

- Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan

#### 1.10 Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of people open to Adult Social Care with eligible needs living in the community with support under the age of 65	82	82	On Track	On Track Performance Remaining Static
% of people open to Adult Social Care with eligible needs living in the community with support over the age of 65	59	60	On Track	On Track Performance Improving
No. of people supported to live independently through the provision of social care equipment	1,509	1,500	On Track	On Track Performance Remaining Static
No. of carers in receipt of support on the final day of the reporting period	60	128	Not on Track	Not on Track Performance Improving
No. of providers that exit the care home, domiciliary care or supported living markets, in Warwickshire, through business failure	0	0	On Track	On Track Performance Remaining Static
No. of people supported in residential or nursing care: under 65	388	390	On Track	On Track Performance Remaining Static
No. of people supported in residential or nursing care: over 65	1,656	1,600	On Track	On Track Performance Remaining Static
No. of people with a learning disability or autism in an inpatient unit commissioned	8	11	On Track	On Track Performance Remaining Static

by the Clinical Commissioning Groups (CCG)				
Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of applications made to the Warwickshire Local Welfare Scheme which are supported	99	85	On Track	On Track Performance Remaining Static
% Smoking prevalence in adults	12.1	Annual measure due for reporting at Year End		
% of successful completions as a proportion of all in treatment (Opiates, Non Opiates, Alcohol and Alcohol & Non Opiates)	18.3	20.1	On Track	On Track Performance Remaining Static
No. of suicide rates for those aged 10 & over, directly standardised rate per 100,000 population	11.20	Annual measure due in September		

Areas of good progress as performance consistently remains high, despite increases in demand:

- % of applications made to the Warwickshire Local Welfare Scheme which are supported
- No. of providers that exit the care home, domiciliary care or supported living markets, in Warwickshire, through business failure

Area of good progress due to consistently decreasing figures since Quarter 4 21/22:

- No. of people with a learning disability or autism in an inpatient unit commissioned by the Clinical Commissioning Groups (CCG)

Improvement activity due to a reduction in figures for this Quarter, although this can be attributed to additional support provided by the Carer's Trust:

- No. of carers in receipt of support on the final day of the reporting period

### 1.11 Harnessing Community Power

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of positive media coverage	94	90	On Track	On Track Performance Improving
Total no. of community groups	9700	N/A	On Track	On Track Performance Improving
Total amount of money going into community groups	Due for reporting at Year End			

Performance within this Area of Focus is within expected levels and projection for the next period is either to remain at similar levels or improve. At this time there are no measures which need highlighting.



### 1.12 Our people and the way we work

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% Employee Engagement Score	76	N/A	On Track	On Track Performance Remaining Static
% of staff agreeing that they are proud to work for WCC	80	79	On Track	On Track Performance Remaining Static
% Employee Wellbeing score	77	N/A	On Track	On Track Performance Remaining Static
% of staff agreement with "I feel safe to be my authentic self at work"	79	N/A	On Track	On Track Performance Remaining Static
% of staff agreeing "The council's internal communication keep me informed of what the council is doing"	N/A	88	Annual measure due for reporting after survey has been conducted	
No. of days sick absence per FTE (rolling 12 months)	8.5	8 (+/- 1 day)	On Track	On Track Performance Improving
% occupancy rate of WCC Warwick office space	27	40	Not on Track	Not on Track Performance Improving
% reduction of WCC Warwick Office space	Due for reporting at Year End			

Performance within this Area of Focus for all measures except one, is within expected levels and projection for the next period is to remain at similar levels or improve further. At this time there are no measures which need highlighting.

Although this measure is Not on Track, it is a measurement of the usage of workspaces, including desks, meeting rooms and collaboration spaces and this is improving. The WCC office is positively experiencing an increase in the number of people coming in for meetings.

- % occupancy rate of WCC Warwick office space

### 1.13 Using our data and digital solutions to improve service delivery

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% satisfaction with Customer Service Centre	86	85	On Track	On Track Performance Remaining Static
% of Local Government and Social Care Ombudsman adverse determinations	67	70*	On Track	On Track Performance Remaining Static
% Net Variation of Outturn Forecasts to Revenue Budget (Whole Council)	3.74	+/-2	Not on Track	Not on Track Performance Remaining Static
% of green ratings against Value for Money (VFM) audit	67	83	On Track	On Track Performance Remaining Static

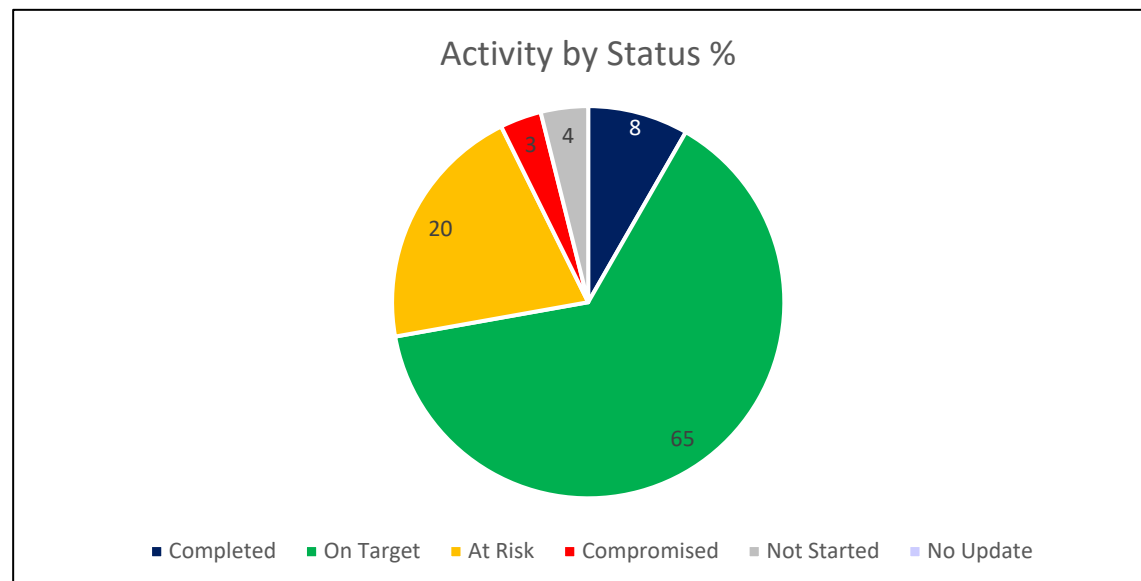
\*Cumulative Year End Target

Performance within this Area of Focus for all measures except one, is within expected levels and projection for the next period is to remain at similar levels. At this time there are no measures which need highlighting.

## 1. Progress on the Integrated Delivery Plan Quarter 3

### 1.1 Key Updates for Quarter 3 2022/23

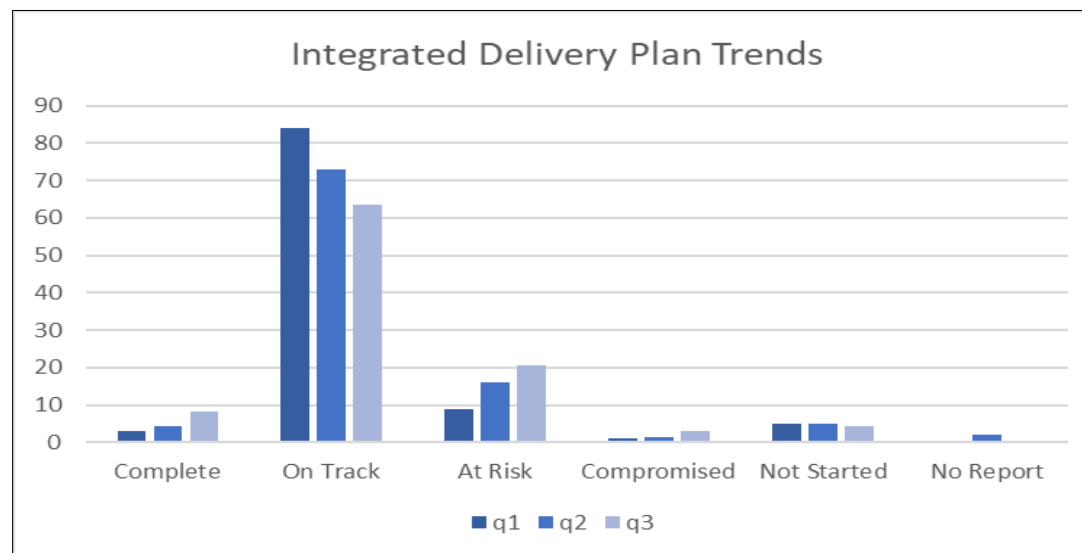
There are 205 remaining actions within the Integrated Delivery Plan. At Quarter 3 65% are On Track and 8% Complete, 23% are At Risk/Compromised and 4% Not Started, and it is these actions which are reported on in Appendix 2 on an exception basis.



Quarter 3 sees a further 17 projects completed and work beginning on 4 that had not started in Quarter 2. There is a 7% increase in projects At Risk/ Compromised. Commentaries suggest this is for three main reasons:

- increase in costs;
- reduced service capacity to implement the activity because of growing service demand; and
- delayed Central Government decisions.

The graphic below shows emerging trends in terms of the overall status of activities.



#### Completed activity:

The following activities have been completed this Quarter:

- **Work collaboratively with the organisers of the Commonwealth Games to deliver a successful Games by supporting the key sporting events taking place in Warwickshire. Showcase Warwickshire and enable opportunities for economic benefit, public engagement and skills development arising from a major sporting event.**

The Economic impact report has revealed that Warwickshire welcomed 104,000 spectators to its Commonwealth Games venues in Warwick and Leamington over 11 days of operation. Just over 50,000 of those attended the Women's and Men's Cycling Road Races in Warwick. This by far exceeded original estimates of 30,000. The cycling is estimated to have generated £1.9million to the local economy, and directly supported the creation of 26 new jobs in the accommodation, catering and retail sectors. In addition to the road race, the Live Festival Site in Warwick Market Place was hugely popular and entertained nearly 20,000 locals and visitors during the Games.

- **Continue to take action to promote recycling: Work with Warwick District Council and Stratford District Council to introduce a new kerbside recycling scheme including food waste.**

The new kerbside waste collection system was introduced in Stratford and Warwick Districts on 1 August. Kerbside collection has settled and is working well. Food waste bulking has been implemented at 2 recycling centres and the delivery, bulking and haulage are all operating effectively. We will continue to work with the kerbside collection contractor to maximise efficiency. As a result of the new collection system including weekly food waste and 3 weekly residual waste collections, overall waste has reduced, and recycling has increased.

- **Maximise the potential that our Country Parks can provide in terms of green spaces, biodiversity, health and wellbeing, outdoor education; and develop plans for improved commercial opportunities within our Parks with proposals to be considered by Cabinet by Autumn 2022.**

A Report on the Commercial Strategy was considered and supported by Commercial Delivery Group and Directorate Leadership Team. The strategy is still high level and outlines the direction of travel for the Country Parks service to be more commercial. It is not seeking authorisation for investment decisions at this stage but may need to go to Cabinet later on with more detailed proposals. Commercial initiatives and actions are progressing. The environmental and health benefits of our country parks continue to be enhanced. Recent initiatives include, guided health walks, very well attended Halloween events and sold-out wreath making workshops.

- **Increase access to Early Help and Targeted Youth Work: Increase youth outreach work on the streets through the Youth Service bus being out and about in all communities.**

Detached youth sessions are continuing in all areas. Youth workers have also responded to concerns of children on ice.

- **Increase access to Early Help and Targeted Youth Work: Provide free youth services led support in schools.**

All secondary schools have access to the courses if they wish to book them.

- **Increase access to Early Help and Targeted Youth Work: Continue to provide free parenting courses and advice, including exploration of new parenting approaches.**

We have established a programme of parenting support and outcomes are strong.

- **Increase access to Early Help and Targeted Youth Work: Further increase timely access to brokerage and family support workers.**

We have had a surge in demand in 2 areas of Warwickshire: Nuneaton and Bedworth and Warwick. There are waiting lists in both these areas which have also been impacted by staff sickness and requirements of Occupational Health. Extra staff have been recruited which we are hopeful that once induction is complete will positively impact upon waiting times.

- **Increase access to Early Help and Targeted Youth Work: Provide a warm welcome and support to navigate services for refugees from Ukraine and other countries moving to Warwickshire.**

The redesign of the resettlement service has been completed and there are now consistent workers in the teams.

- **Continue to implement and evaluate Warwickshire Family Values (Council & DfE funded until 2023): Extend our use of Family Group Conferences (FGC) by guaranteeing access to an FGC for all children on the edge of care and subject to a child protection plan.**

The profile of Family Group Conferences continues to increase and are available and targeted towards all children on the Edge of Care and those subject to a Child Protection Plan. The FGC team are now linked into to key decision-making panels to ensure that children and families who fit this criteria are identified quickly and family meetings arranged to influence positive change. The service continues to work with individuals and teams to embed the expectation that a FGC is considered at the right time to prevent escalations and find family solutions.

- **Continue to implement and evaluate Warwickshire Family Values (Council & DfE funded until 2023): Continue to train Children's Services and other professionals in Restorative Practice.**

Restorative practice training continues to be available to all members of staff in Children & Families as well as bespoke sessions being provided to other Directorates and partner agencies. The recent sustainability planning has retained Restorative Practice

practitioners as we move to make our Children & Families academy a relational centre where all our Learning and Development will be restorative in nature.

- **Improve stability and outcomes for young offenders, children in care and care experienced young people: Implement new placement hub to identify the best homes for children in care and increase wrap around support for foster carers and children in care.**

The team has now settled and is working well with other teams across the County. We are recruiting additional workers to support identifying placements and will be looking to relaunch the Wrap Around Service in March 2023 (although those currently in post are still offering support) once the team has been fully recruited to.

- **Support young people and schools catch up on learning from Covid-19 by supporting schools with peer support initiatives to include: Encouraging schools requiring support to engage with locality-based consortia groups where small groups of schools and governors can have supportive and challenging conversations about self-evaluation of performance.**

The categorisation process has been completed with full engagement from all primary schools and 57% of secondary schools. The School Improvement team have Quality Assured the process for all schools who took part.

- **Support young people and schools catch up on learning from Covid-19 by supporting schools with peer support initiatives to include: Reviewing the latest schools performance data due to be published (not available since 2019 due to the pandemic) at each of the key stages from Early Years to Key Stage 3 and 4 and allocating support to schools to address identified areas requiring performance improvement.**

Completed, support for vulnerable maintained schools has been commissioned for the academic year from system leaders. The School Improvement team monitors record of visits to review progress. Support for academy schools is discussed at Keep in Touch (KIT) meetings with the Trust CEO.

- **Provide support to Safeguarding in Education by contributing to a programme of audits to ensure safeguarding policy, practice and arrangements in schools and settings.**

This is now complete.

- **Work with the ethnically diverse community (including those coming into Warwickshire) to mitigate the elevated risk of the Covid-19 mortality and morbidity experienced by this community including: Facilitating a “Health Equity Group” with community residents and representatives to identify ways of closing the gap on health outcomes and address the health inequalities agenda.**

The pilot phase is completed. Some interest by some members in a continuing involvement in something similar. This is likely to be impacted by the loss of Covid-funded staff.

- **Support our subsidiary property company, Warwickshire Property and Development Group to Enter into a Joint Venture (JV) Partnership to deliver homes across the county.**

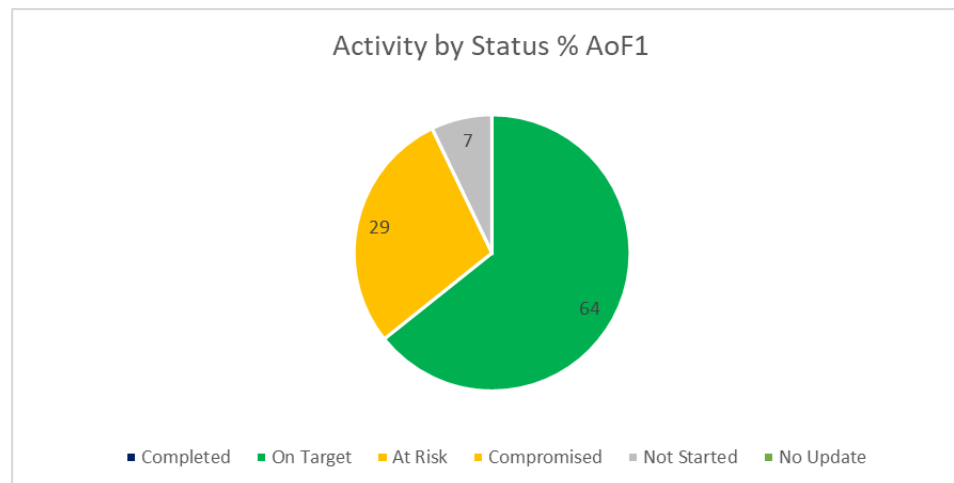
This is now in place.

- **Deliver Year 2 of “Our People” strategy action plan in 2022/23 to include: Undertaking a review of our culture to enable delivery of the Council plan and support our values and behaviours.**

Corporate Board considered a stocktake report on culture activity in December and agreed the actions going forward as part of the wider Our People Strategy delivery. This action should now close.

Activity within the Integrated Delivery Plan is aligned to the delivery of the priorities within the Council Plan 2022-27, progress is therefore shown below against each Area of Focus. Commentary is by exception, with detail provided against activity that is At Risk, Compromised or Not Started.

## 1.2 Area of Focus 1 - Create vibrant places with safe and inclusive communities

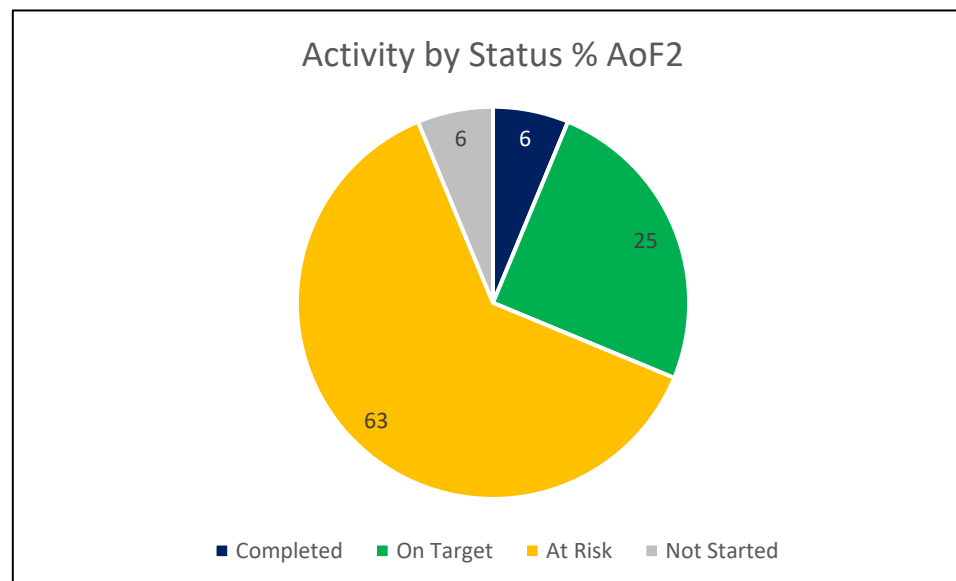


Activity	Status	Commentary
Continue to deliver the Transforming Nuneaton regeneration programme - <b>Finalising plans to redevelop Vicarage Street with planning permission secured and contractor appointed.</b>	At Risk	Vicarage Street Development Site: the outline planning application for the residential scheme and new Library & Business Centre (LaB) is still to be determined. Relocation of Royal Mail continues to progress, planning approval has been received for the new Royal Mail facility. Transforming Nuneaton Highways Schemes: planning approval has been given for the new cycle route on Abbey Green, due on site to start construction Spring 23. Other schemes in detailed design. For both the LaB, residential and transport schemes cost pressures through inflation and supply chain issues are generating risks to delivery due to budget constraints. Work is underway looking at options/Value Engineering/ scope. Abbey Street Development: hotel construction continues, demolition of new century way units underway, planning in for Digital Skills centre.
Continue to deliver the Transforming Nuneaton regeneration programme - Implementing highway improvement schemes with the first scheme on site during 2022/23.	At Risk	The programme of projects is expected to start with the first construction works in Q1 2023/24, and the second project in Q4 2023/24.
Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - <b>Deliver new firefighter training sites to upgrade our facilities. review of fire station facilities.</b>	At Risk	Planning application for Minerva Unit is now in and stakeholder engagement is proceeding. This project has inflationary pressures which will be addressed through a Corporate Board paper providing options. West Midlands Fire Service have withdrawn availability of their



		facilities from January 1st, significantly weakening WFRS's negotiating position with other 3rd party suppliers for this capability.
Continue to deliver the Transforming Nuneaton regeneration programme - <b>Developing plans for a new library, culture and community hub in Nuneaton with planning permission secured and contractor appointed.</b>	At Risk	The outcome of the outline planning application is still to be determined. Financial pressures have impacted the budget and following a cost review exercise options are being explored to try and reduce costs.
Bring together and embed our work on Volunteering with our approach to harnessing Community Power to support our voluntary and community organisations to increase local and social activities (see Harnessing Community Power section 8.6).	Not Started	Whilst this activity is still a priority it has been delayed and will be incorporated into the wider Community Powered Warwickshire and Levelling Up activity being planned.

### 1.3 Area of Focus 2 - Deliver major infrastructure, digital connectivity and improved transport options

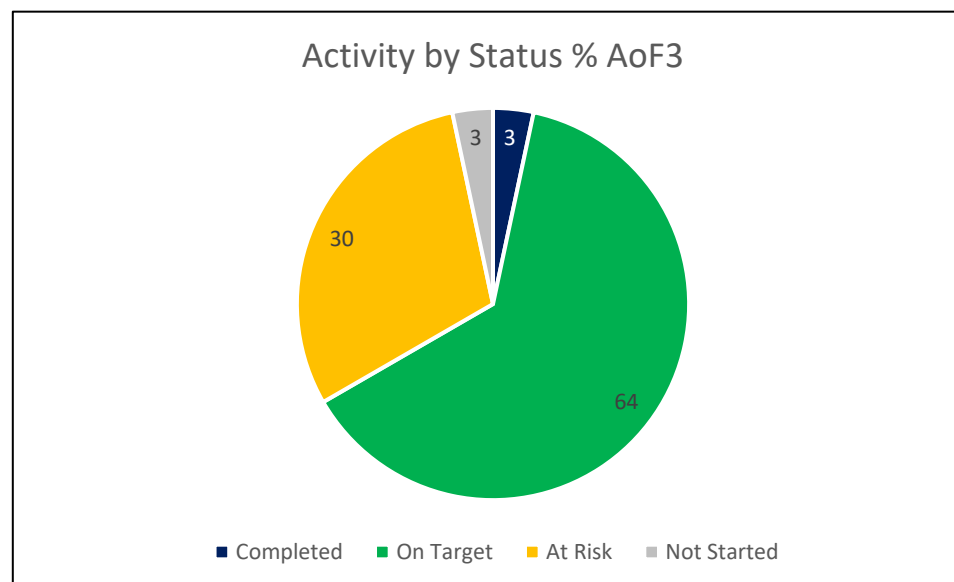


Activity	Status	Commentary
Implement 6 new planned Cycle schemes (subject to planning and land consents) across Warwickshire, with construction either completed or underway, to support an improved network of cycle and pedestrian facilities and promote sustainable travel choices.	At Risk	<p>1) St Nicholas Park COMPLETE.</p> <p>2) Woodloes COMPLETE.</p> <p>3) Coventry Road Warwick - commencement delayed avoiding impact on the overall network because of other planned works around the Warwick/Leamington area.</p> <p>4) Kenilworth Road (K2L Phase 1a) – work commenced Jan 23 with first phase due to complete 31<sup>st</sup> March &amp; next phase 1<sup>st</sup> Sept to 9<sup>th</sup> Oct.</p> <p>5) Birmingham Road Stratford Phase 1 COMPLETE.</p> <p>6) Birmingham Road Stratford Phase 2 -Planned commencement Feb 23.</p>

Deliver priority Road schemes that will make it easier to travel around the County including <b>opening up the existing Bermuda Bridge over the A444 to two-way traffic delivering additional highway capacity and improved connectivity between West Nuneaton and Griff Roundabout.</b>	At Risk	The works on site are progressing and the bridge bearings have now been replaced, but there have been several delays to the programme which are impacting on the project cost. The indicative Benefit Cost Ratio is still high, and the completion of the scheme will support improved connectivity in the area for motorised and non-motorised travel.
Deliver priority Road schemes that will make it easier to travel around the County including <b>improvements to the Europa Way corridor in Leamington Spa / Warwick to improve connectivity to the M40, reduce congestion and support local development.</b>	At Risk	The Europa Way programme of works continues to be delivered. The Warwickshire County Council scheme at the Myton Road/Princes Drive and Queensway/Europa Way roundabouts is due to start on site in the next financial year. Developer led projects are on site at Gallows Hill and Banbury Road.
Work with our partners to encourage the expansion of 4G and 5G coverage across Warwickshire, aiming for connectivity by 2025 - 85% of premises are gigabit connected	At Risk	Unfortunately, there have been delays in progressing contractual agreements which has led to some slippage in the programme. We are working hard to get back on track.
Work with our partners to encourage the expansion of 4G and 5G coverage across Warwickshire, aiming for connectivity by 2025 - 100% of areas have 4G coverage (including rural locations).	At Risk	Unfortunately, there have been delays in progressing contractual agreements which has led to some slippage in the programme. We are working hard to get back on track.
Work with our partners to encourage the expansion of 4G and 5G coverage across Warwickshire, aiming for connectivity by 2025 - 60% of urban areas have 5G coverage.	At Risk	Unfortunately, there have been delays in progressing contractual agreements which has led to some slippage in the programme. We are working hard to get back on track.
Work with our partners to encourage the expansion of 4G and 5G coverage across Warwickshire, aiming for connectivity by 2025 - 99% of areas have access to Broadband superfast.	At Risk	Unfortunately, there have been delays in progressing contractual agreements which has led to some slippage in the programme. We are working hard to get back on track.
Develop an infrastructure strategy and create a supporting action plan that sets out our priority infrastructure opportunities and schemes across Warwickshire.	At Risk	Delays due to other commitments on Sustainable Futures. A Specification to procure a 3rd party specialist to deliver the strategy is drafted, with input from Finance and Communities Assistant Directors. Some further work is required to finish. 3 potentially suitable suppliers were briefed in October, and market engagement expected in February. Input from Corporate Policy

		Unit on Levelling Up is included. A timeline for implementation will be secured from the chosen suppliers.
Support our subsidiary property company, Warwickshire Property and Development Group to <b>provide flexible ownership models for priority workers with the first scheme/s identified, if viable.</b>	At Risk	This is still part of the Warwickshire Property and Development Group agenda; however, our priority has moved toward initial site development. This action will be reconsidered at a later date.
Support our subsidiary property company, Warwickshire Property and Development Group to <b>identify land acquisition opportunities to support our plans for new homes, business development and growth in the county.</b>	At Risk	Work is ongoing on this activity.
Investigate our approach to renewable energy as part of the development of the sustainable futures strategy.	Not Started	The approach to Renewables will be defined as part of the Energy Strategy.

# 1.4 Area of Focus 3 - Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills

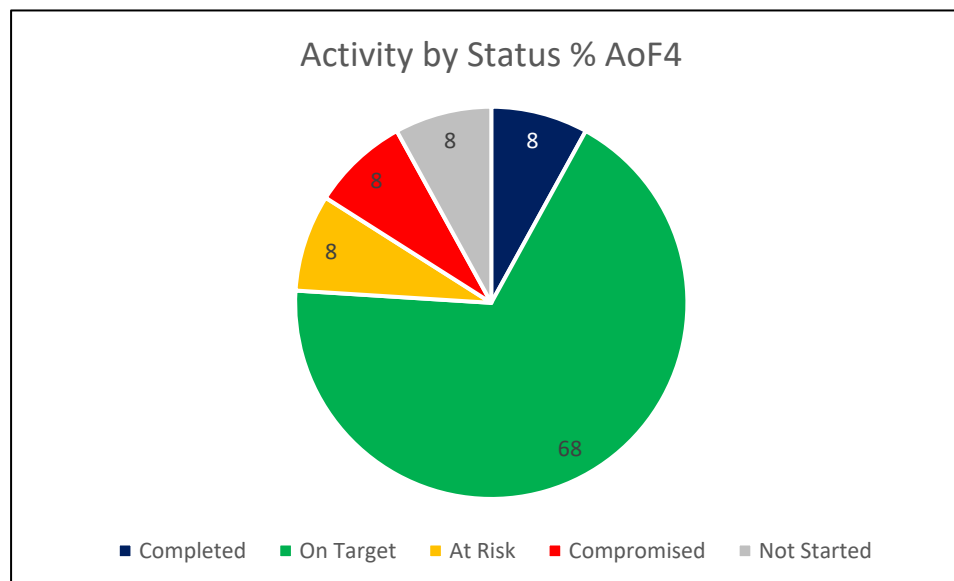


Activity	Status	Commentary
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and <b>review the impact of the loans on the number of businesses supported</b>	At Risk	<p>The Local Communities and Enterprise pillar of the WRIF has so far provided loans worth £0.69 million to 14 businesses across Warwickshire.</p> <p>The Business Investment Growth pillar of the WRIF has so far provided £0.4 million and agreed to a remaining £0.6 million to one Warwickshire Business.</p> <p>There were two businesses seeking £14 million that fell through due to uncertainty with the economic climate. Currently have a £2.5m BIG deal at Stage 2.</p> <p>An external Warwickshire Recovery and Investment Fund Review is planned as part of the Business Support Review across Warwickshire. Some amendments to the WRIF business plan were approved in the January Cabinet after an internal WRIF review and now forms part of February Budget Resolutions.</p>

Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and <b>review the impact of the loans on the level of private sector investment levered</b>	At Risk	The Local Communities and Enterprise pillar of the WRIF has so far levered £0.8 million of private sector investment. The Business Investment Growth pillar of the WRIF has so far levered £1.5 million of private sector investment.
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and <b>review the impact of the loans on the number of jobs safeguarded</b>	At Risk	The Local Communities and Enterprise pillar of the WRIF has so far safeguarded 61 jobs. The Business Investment Growth pillar of the WRIF has so far safeguarded 6 jobs.
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and <b>review the impact of the loans on the number of new jobs created</b>	At Risk	The Local Communities and Enterprise pillar of the WRIF is so far forecasted to create 45 new jobs. The Business Investment Growth pillar of the WRIF has so far created 49 new jobs.
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and <b>review the impact of the loans on the GVA increase</b>	At Risk	The GVA increase is calculated on an annual basis. At this stage, the Local Communities and Enterprise pillar of the WRIF is on track. The Business Investment Growth pillar of the WRIF is behind schedule, but performance is expected to improve once the findings of the internal and external reviews are implemented.
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and <b>review the impact of the loans on the amount of land and development enabled</b>	At Risk	Following approval of the updated WRIF Investment Strategy by Cabinet, we will be doing a soft launch of the PIF via a press release and conversations with developers and agents, followed by a larger formal at UKREIIF (the UK Real Estate Investment & Infrastructure Forum) event in May 2023.
Promote Warwickshire and secure inward investment by developing and delivering Sector Growth Plans for our key priority sectors; automotive, advanced engineering & manufacturing, digital creative and tourism	At Risk	Delay in completion due to alignment with the Warwickshire Economic Strategy that is currently being developed. A workshop is being held this week between all growth plans (including tourism) to agree format and timeline for delivery.
Work with our partners and businesses to transition towards a goal of decarbonising the Warwickshire economy including <b>Working with partners to develop and commission a future programme to support</b>	At Risk	Timescales for commissioning of a new programme have slipped due to the delays in Government approving the local UK Shared Prosperity Fund investment plans and the implications of this for the

Warwickshire businesses with the transition towards a net zero economy and the growth of the low carbon sector in Warwickshire.		review of business support in Warwickshire which is now taking place in the final quarter of 2022/23. However, the contract for the business support review has now commenced and the Coventry & Warwickshire Green Business Programme is continuing to deliver until June 2023.
Develop, commission, manage and (where appropriate) deliver a range of skills programmes and initiatives which help ensure an appropriately skilled population can access well-paid jobs to include <b>through the “My World of Work” programme, support consistent and high-quality careers provision through showcasing future careers opportunities and informing young people about the range of careers pathways available to raise aspirations and support positive transition from education into employment.</b>	Not Started	Ambition to launch My World of Work and new model is in development. Funding is yet to be sourced.
Explore place-based opportunities to deliver regeneration and improve social mobility as part of the Levelling-Up strategy to include <b>delivery of the Transforming Nuneaton programme, specifically Abbey Green Cycle Route and a new public realm and wayfinding project.</b>	At Risk	Abbey Green cycle route has planning permission and construction will start Spring 23. Public realm project under review as part of the wider Towns Fund programme.

## 1.5 Area of Focus 4 - Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero

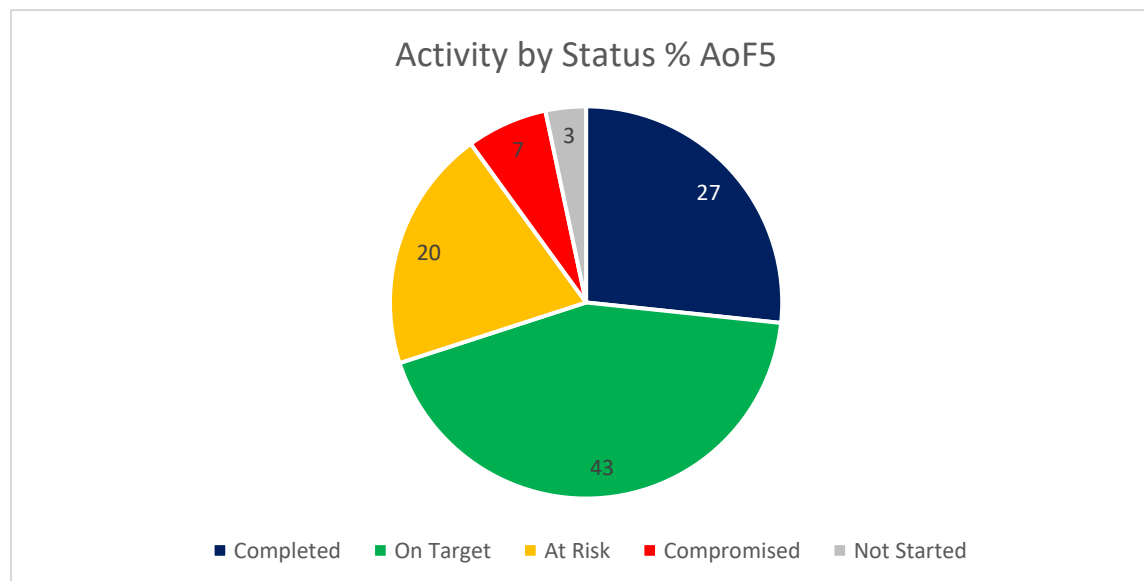


Activity	Status	Commentary
Progress with plans on sustainable transport to include <b>developing a strategy and action plan to move our Council fleet to sustainable energy.</b>	At Risk	Awaiting the appointment of Commissioning Lead on Transport Delivery to work on measures to increase Transport Delivery fleet and use electric vehicles if possible. Also requires input of the Sustainable Futures Programme.
Continue to take action to promote recycling: <b>Review and refresh the joint waste strategy and action plan for Warwickshire with our partners</b>	Not Started	The County and District and Borough Councils are working well through the Warwickshire Waste Partnership. Service and performance improvements continue to be made wherever possible. The local municipal Waste Management Strategy is due for review, but clarity on the Government's new resources and waste strategy is awaited to allow this work to start in earnest. Jan - Mar 2023, we will contribute to the development of the national strategy which also gives us more information about the Government's direction of travel. Changes to waste collection services in Stratford and Warwick have



		reduced waste and increased recycling which also reduced our carbon footprint.
Develop and deliver on our plans to decarbonise our Council buildings with our carbon reduction target developed and agreed as part of our sustainable futures strategy.	At Risk	Further commissions of de-carbonisation studies continue to take place, including Shire Hall in Jan 23. There is an assumption that the Energy Strategy development will help identify the scope of deliverables to achieve targets within the built Environment. Significant funding will be required to support wider decarbonisation outside of normal Maintenance programs.
Move forward with renewable energy initiatives to include <b>a 3-year programme to implement a Solar Panel purchasing scheme for Warwickshire homeowners with a target of 1,200 installations completed in total.</b>	Compromised	The Programme continues to be behind schedule however the expectation is that Phase 1 will complete by end of February 2023. Approximately 300 installations are expected from first phase, against a target of 439. The scheme is due to be reviewed at the end of this first phase.
Move forward with renewable energy initiatives to include <b>exploring opportunities with District and Borough Councils and partners to develop a scheme to support residents make choices and take action within their homes to become carbon neutral.</b>	Not Started	This is a broad action that has not yet been allocated to a specific area of WCC.
Commission a research study to review possible adaptation impacts from climate change on three priority business service areas to include Flooding. Review the findings to inform any policy or service changes required.	Compromised	Delivery of the final reports did not meet the planned October deadline, but draft final reports have now been submitted and will be approved in January. Findings as they stand will be reported to the Sustainable Futures Programme Board on 10/1/23 seeking approval for a recommendation to start to implement work areas.

## 1.6 Area of Focus 5 - Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children



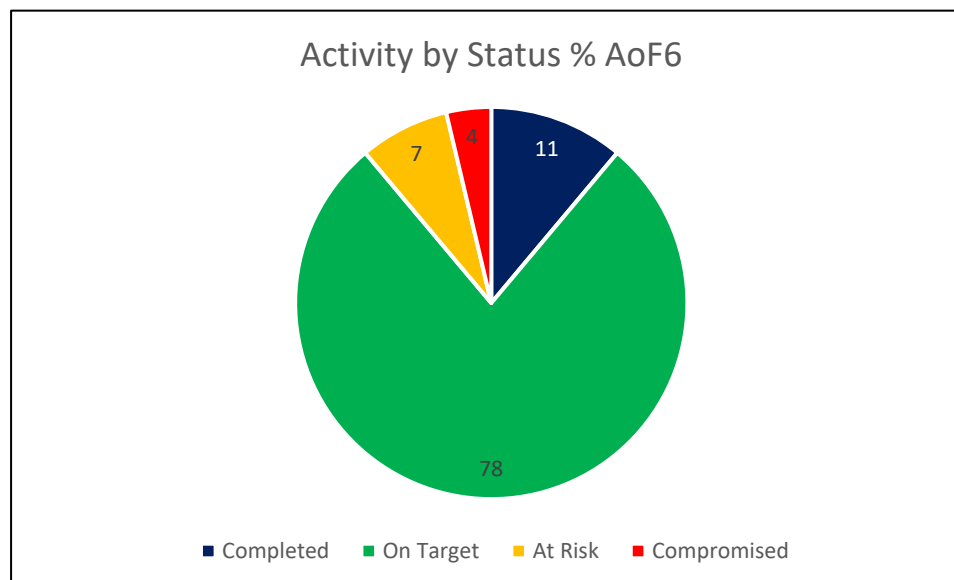
Activity	Status	Commentary
Open our first Family Hub at the Wheelwright Lane Centre which will specialise in support for children, young people and their families with Special Educational Needs and Disabilities (SEND) and Social Emotional Mental Health (SEMH) issues.	Compromised	Corporate Board are awaiting options from Children and Families and Property Services.
Increase access to Early Help and Targeted Youth Work: <b>Open the new Youth Centre in Bedworth.</b>	At Risk	We still have no clear timescale for the opening of a site in Bedworth, with a number of options being considered and reviewed.
Continue to identify and protect children at risk of abuse and neglect: <b>Evaluate and seek to extend across the county Warwickshire Family Safeguarding being piloted in the north of the county, which integrates professionals specialising in mental health, substance misuse and domestic abuse with children's services social workers.</b>	At Risk	The Children and Families new Structure is now in place, and elements of Family Safeguarding have been introduced across the Service with multi-disciplinary practitioners now in our new Adolescent Service and in Corporate Parenting. A wider roll out of Family Safeguarding has been postponed at this time, pending

		the Department of Education's response on the National Social Care review due in February.
Continue to identify and protect children at risk of abuse and neglect: <b>Improve the timeliness of Children and Family Assessments.</b>	At Risk	Performance still remains below target, but good progress has been made with the target being met in sight.
Improve stability and outcomes for young offenders, children in care and care experienced young people: <b>Ensure that Youth Justice and Children in Care Teams are sensitive to all aspects of diversity and work to address unfavourable disproportionality in the system.</b>	Compromised	There continue to be considerable risks with a lack of suitable placements both locally and nationally. However, we continue to see an increase in connected persons carers, are awaiting Ofsted registration for our first children's home and are progressing a further 2 homes one in the south and one in the north of the county.
Improve stability and outcomes for young offenders, children in care and care experienced young people: <b>Open our first Children's Home and identify properties for three other homes open by December 2023.</b>	At Risk	Home 1 - still awaiting Ofsted registration. Home 2 - plans on track. Registered Manager recruited. Home 3 - community engagement completed with several objections and concerns raised from residents. Subject to the consideration of these, the next step is to apply for planning approval. Home 4 - continue to explore the market for a suitable property.
Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People's Mental Health Improvement Strategy and action plan: <b>Continue to develop the eating disorder pathway and services.</b>	At Risk	Improving performance in relation to urgent and routine referral times into the Eating Disorder Service remains a focus. Now that workforce issues have been resolved, there was improved performance seen in waiting times at the end of 2022. There is still more work needed to improve performance to the required level.  Work has been undertaken during the end of 2022 to develop an Avoidant/Restrictive Food Intake Disorder (ARFID) consultation service. A workshop took place in November which brought together practitioners from across different disciplines where children with ARFID were presenting to develop this offer. Further work will take place in early 2023 to finalise this.  Meetings have been undertaken between Coventry and Warwickshire Partnership Trust and local GPs to scope

		out issues of support with step up and step down into the Eating Disorder service.
Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People's Mental Health Improvement Strategy and action plan: <b>Strengthen support for vulnerable children and young people including those in crisis, looked after children, those with autism, Learning Disabilities and young offenders.</b>	At Risk	<p>Work continues in the bronze and silver children in crisis escalation meetings to look at admission avoidance. An options appraisal has been completed detailing ways of approaching this and Fine Futures has been funded to deliver an admissions avoidance service for children aged 12-16 in Warwickshire. This will begin in January 2023 and will run as a proof-of-concept initiative. Other options considered but not approved will be looked at in early 2023 by the wider system.</p> <p>Commissioners from Children and Young People's Mental Health and Autism/Learning Disabilities continue to work with partner agencies to support the implementation of the Autism Strategy. There is also a dedicated Children and Young People mental health provision linked into the Youth Justice Team.</p>
Improve the health of children and young people in Warwickshire: <b>Deliver the Child Accident Prevention work programme in partnership with key stakeholders.</b>	Not Started	A desktop review and audit of child accident/unintentional injury activity in Warwickshire North has completed. The final product is a report with recommendations for action/action plan. Addressing child accidents/injuries can only be effectively done through partnership working - WCC Public Health expertise, commissioned services such as Health Visiting, NHS providers and the Borough Council. Plans for Rugby still to be finalised with partners but conversations are ongoing. Higher rates in Rugby have been investigated, and some of it is how the local hospital (University Hospital Coventry & Warwickshire) codes admissions compared to other hospitals in the system. Coventry City Council also identified this when they investigated higher rates there. However, the public health team will bring a data analysis to Rugby Health and Wellbeing partnership for discussion and to look at what actions can be progressed. A child accident prevention audit at George Eliot Hospital (GEH) is to be carried out if GEH capacity allows. This is a piece of work that was stood down during the pandemic, GEH have initially agreed to begin this work in 2023 but first meeting

(scheduled Dec 2022) was postponed due to hospital pressures.

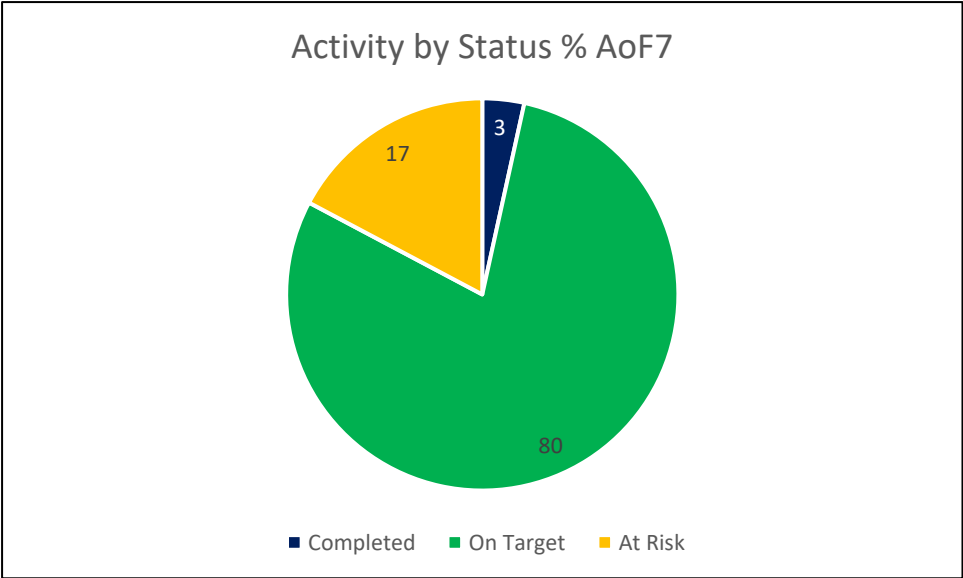
## 1.7 Area of Focus 6 - Through education, improve life opportunities for children, young people and those with special educational needs and disabilities



Activity	Status	Commentary
Work with partners and early years providers to tailor support to improve outcomes for children at the end of Reception to secure school readiness for all Warwickshire children and increase the take up of funded 2-year-old places to include: <b>Improving transition arrangements for children moving from nursery to reception.</b>	Compromised	Recruitment of a business support officer will enable further work in this area, but there is a still a vacancy and it has been difficult to recruit to both vacancies. Changes to the Integrated Disability Service creates a potential risk in supporting transitions for children with SEND, with a potential reduction in the number of visits, particularly within the Private, Voluntary or Independent providers and childminders; Early years leaders and managers can feed in these concerns through the current review of the SEND service offer, which will review need and make recommendations.
Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSoA) following the Ofsted and	At Risk	Waiting time continues to reduce - 153 weeks in October 2022 versus milestone of 177 weeks for September 2022. IT issues continue following the cyber-attack upon an NHS IT supplier in August 2022 so

Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: <b>Reduce waiting times for autism diagnostic assessments with the longest wait for a diagnostic assessment reduced from 242 weeks to 13 weeks or lower by September 2024.</b>		the figures for longest waits are estimates. The system continues to over-perform in the number of assessments it is carrying out, with assessments being delivered by Coventry and Warwickshire Partnership Trust and a range of commissioned external partners. In October 2022, 287 assessments were planned, yet 360 were delivered, an additional 73. Papers have been produced for executives from our partner organisations on future funding needs and options regarding securing ongoing capacity to deliver assessments.
Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: <b>Ensure the effective delivery of services across SEND and Inclusion by reviewing current service delivery, engaging in a public consultation and implementing a future operating model.</b>	At Risk	Public consultation on the new service model for SEND is underway, with online surveys, face to face events and broadcasts - up to 22nd February 2023

1.8 Area of Focus 7 - Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities



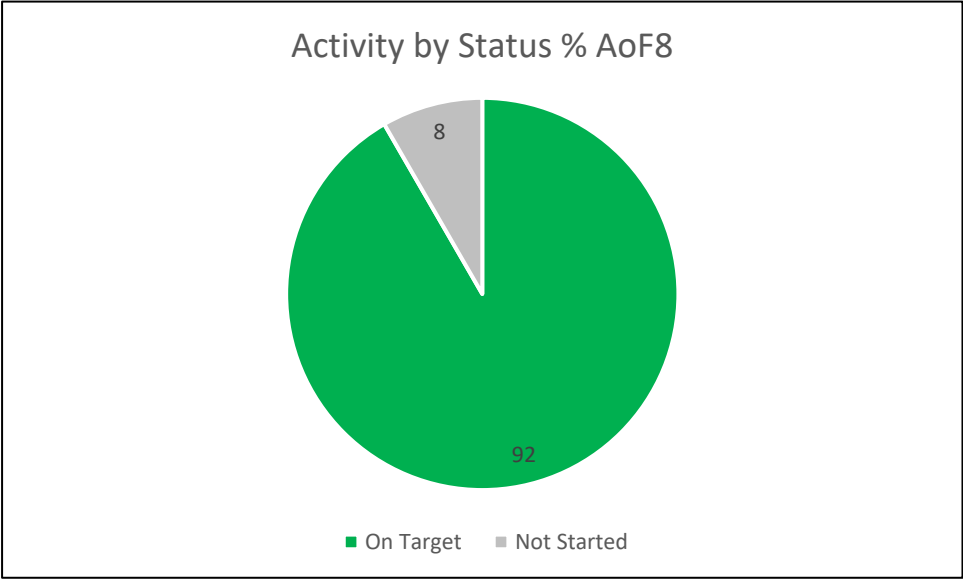
Activity	Status	Commentary
Implement the response to the Government's new "Fair Cost of Care", Care Cap and Care Quality Commission Inspection requirements	At Risk	<p>The Government budget announcement in November 2022 had a significant impact on the Adult Social Care Reforms Programme, including pushing back the Care Cap until 2025 and new funding arrangements for Fair Cost of Care. The programme has understood this impact and is in the process of realigning the programme to support the following three themes.</p> <p>Care Cap: Ensure readiness for Care Cap in 2025, through tackling long-term issues/challenges and delivering projects that will start to add value as we progress.</p> <p>Fair Cost of Care: Work to strengthen the market, building resilience, including the wider market not</p>

		<p>initially included in the Fair Cost of Care exercise.</p> <p>CQC Inspection: To continue as planned.</p> <p>The programme will run until the end of 2025 and it is intended to become part of a wider Adult Social Care programme, with new governance arrangements. The Adult Social Care Reforms Board approved the new Programme at the end of January.</p>
Develop a strategic plan for accommodation-based care services for adults, informed by a needs assessment, the Adult Social Care strategy, the national Cost of Care requirements and funding programmes.	At Risk	A Needs Assessment for Care Homes has been completed and signed off by the Joint Senior Leadership Team: People Strategic Commissioning and Adult Social Care and Support. Cost of Care reporting requirements have been met. The Adult Social Care strategy has been delayed by staff absences and resource being diverted to support Hospital Winter Pressures.
Improve the offer of Assistive Technology (AT) solutions to support people in Warwickshire to stay safe, healthy and independent to include: <b>Expanding the Assistive Technology offer in Warwickshire through procurement of a service to deliver a wide range of AT solutions, including life-line provision and self-assessment for customers wishing to purchase their own equipment.</b>	At Risk	The tender for AT provision was withdrawn due to lack of market interest, the tender will be revised and reissued in 2023.
Improve the integrated support offer for people with learning disabilities and/or autistic people: <b>Lead the integrated commissioning activity to deliver Coventry and Warwickshire Learning Disability and Autism 3 Year Plan.</b>	At Risk	A Range of activity is in place currently. A number of schemes previously funded by non-recurrent system monies are currently at risk from 23/24 onwards pending agreement on localised funding options and/or national National Health Service England financial allocation confirmation.
Deliver the significant service provision changes that will be needed to meet the new Mental Capacity (Amendment) Act 2019, and its new Liberty Protection Safeguards (LPS) scheme that will supersede current consent arrangements for vulnerable people.	At Risk	The Government essential code of practice which is needed to plan for the implementation of the Liberty Protection Safeguards has not yet been finalised, neither has an implementation date been set for the



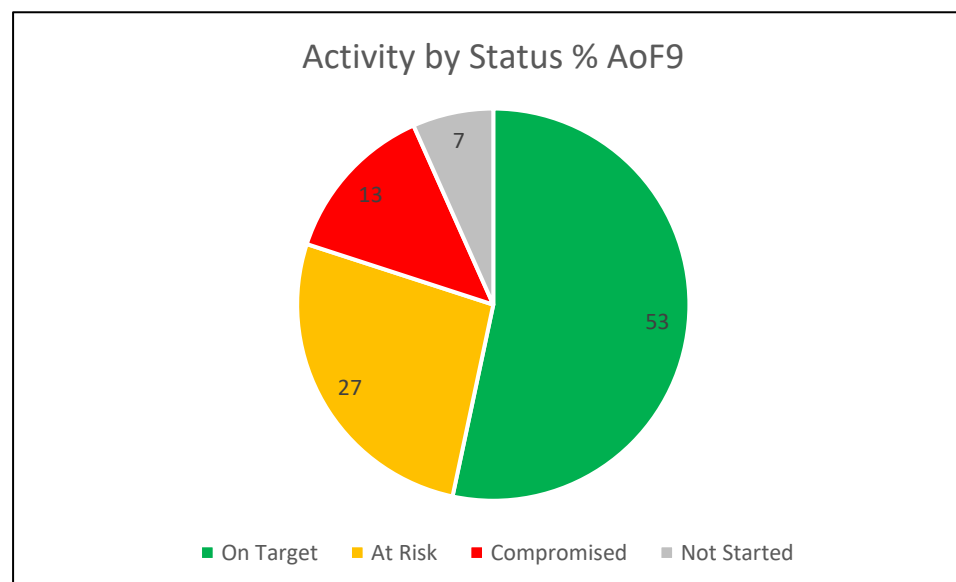
new legislation to be 'live'. On this basis the project is currently paused until Government agrees the code of practice and an implementation date.

1.9 Area of Focus 8 – Great Council and Partner - Harnessing Community Power



Activity	Status	Commentary
Deliver the 5 “ground breaker” Community Power projects: <b>Supporting wellbeing by drawing on what is available in local neighbourhoods.</b>	Not Started	This deliverable will be incorporated into the broader set of deliverables around Levelling Up and Community Powered Warwickshire.

## 1.10 Area of Focus 9 – Great Council and Partner - Using our data and digital solutions to improve service delivery

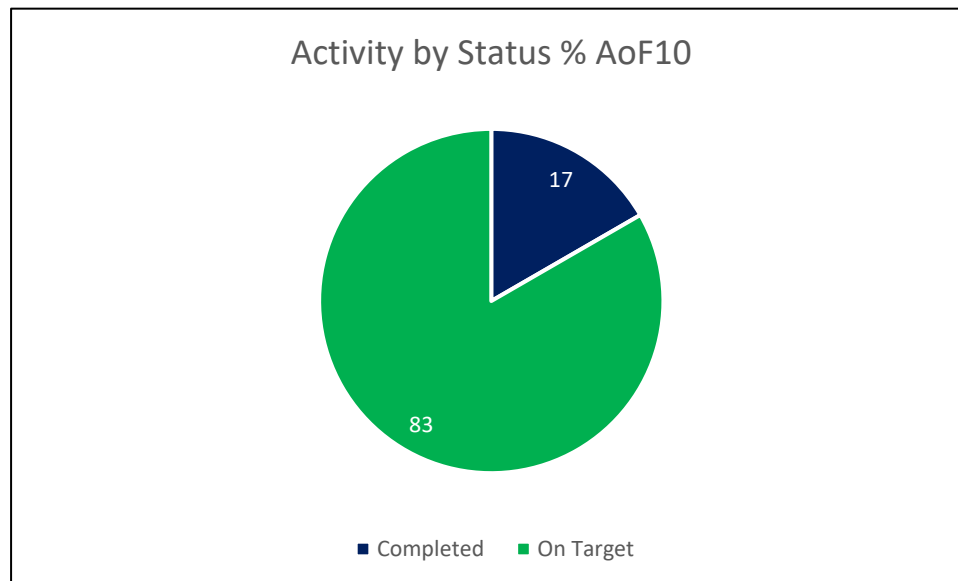


Activity	Status	Commentary
Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving Home-to-School Transport: <b>Build on our review of school admissions to undertake a complete end to end review of our Home to School Transport arrangements to support the provision of school places.</b>	Not Started	Commissioning and Delivery for School Transport moved to Communities on 1.12.22. A Member Working Group has been assembled to provide additional governance and scrutiny regarding SEN and Mainstream Transport budget pressures. It is suggested that review and activity is informed by this forum.
Implement a refreshed and automated process for managing payments between the Council and care providers.	At Risk	A decision has been made to go ahead with the centralised version of the system. A report is being produced to get this signed off by Corporate Board and other governance groups before taking it forward. This will include changing the end date to August 2024.

Implement staff rostering, digital and technology improvements for our social care team supporting people with reablement needs, to help provide early intervention & prevention and reduce or delay the need for higher cost, ongoing packages of care.	At Risk	<p>Priority improvements have been identified for the reablement service.</p> <p>The Electronic Medical Administration Records System, which will replace paper records in customer homes is delayed as the full functionality required has not yet been developed.</p> <p>The improvement of the reablement reporting dashboard has not yet been scheduled because the ICT work needs to be understood and agreed before any data transfer that will be required to build the reporting dashboard can take place.</p>
Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving Correspondence and Complaints: <b>Change how we respond consistently across all our services to improve customer experience.</b>	At Risk	<p>The Quality Assurance and Business Improvement Officers are now working directly with services to improve the way complaints are handled and responded to. Standardised guidance for handling and responding to complaints will be produced once the refreshed Complaints policy (currently in draft) has been signed off. The status is 'At risk' because the next phases are reliant upon the replacement for ContactUs being implemented.</p>
Deliver our digital Roadmap to improve automation and the provision of services while driving cost-reduction, with the first phase being the implementation of a new Customer Relationship Management system to ensure we can capture all the interactions we have with residents.	Compromised	<p>Procurement for external expertise to support implementation of the Customer Platform was approved by Cabinet in January following approval from the Procurement Manager. Investigation into automation opportunities has been undertaken with planning and benefits analysis being undertaken with Assistant Directors.</p>
Implement a single “cloud-based” contact telephony system that enables other modes of getting in touch with the Council (such as chat functionality).	Compromised	<p>A new procurement exercise is underway, a preferred supplier has been selected and the project team is working with procurement to notify suppliers and move towards contract award. The aim is to select our preferred supplier by the end of January. Timescales for go live are</p>

		not absolutely defined at this point, and there is a dependency on one of the incumbent telephony contracts. The system is likely to require 12 weeks to implement but could potentially be escalated or staggered depending on internal requirements.
Increase the number of payments to the Council that are able to be made electronically.	At Risk	As part of the Agresso Development Plan, approval has been given to make significant changes to financial systems which will allow a much easier route for customers to make payments. Purchase of the Heycentric Income Management system will provide the required functionality for this.

1.11 Area of Focus 10 – Great Council and Partner - Our people and the way we work



No exceptions to report

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## HR People Metrics - Q3 October to December 2022



## Understanding Your People Metrics

This spreadsheet outlines the HR People Metrix for your Directorate/Service for the most recent quarter. Listed below is information to help you understand the figures reported in Your People Metrics.

**Sickness absence**

Insights into sickness absence and the breakdown of Other\* causes of absence are reported on the 'Sickness Absence Insight' Tab on this spreadsheet. Raw data for sickness absence is reported on the 'Sickness Absence' tab and includes: 7% reduction target, Days lost per FTE, Long term days per FTE, Short term days per FTE, Stress and Mental health trend, Top 3 sickness absence reasons reported as percentage of days lost and number of days lost, Top 3 episodes of sickness absence reported as the number of episodes of absence and percentage of episodes of absence.

**HR Information**

The 'HR Information tab' on this spreadsheet shows the raw data for Your People Metrics. This includes:

**Headcount and FTE**

Headcount and FTE is reported quarterly. Headcount and FTE headline figures for the most recent quarter are reported on the 'Insights' tab.

**Retention, Starters and Leavers**

Retention is reported as a percentage within the rolling year and the headline figures are reported on the 'Insights' tab. Starters and Leavers are reported as headcount within the current quarter and the headline figures for the most recent quarter are reported on the 'Insights' tab.

**Appraisals**

Appraisals are reported as the number of the appraisals input into the Your HR System from the beginning of the financial year (April 1st) to the current quarter reported. Appraisal headline figures are reported on the 'Insights' tab.

**Demographics**

Demographical data is reported within the current quarter. Gender and Age are reported as the headcount within the current quarter, Ethnicity is reported as a percentage of headcount within the current quarter and limited to Directorate level reporting to avoid individual identification, Disability is also reported as a percentage of headcount within the current quarter and is limited to Directorate and Service level reporting to avoid individual identification. Demographical headline figures are shown on the 'Insights' tab.

## Navigating Your People Metrics

Take the time to follow these steps when reviewing your metrics This approach should enable you to identify some initial areas for focus, including what you might want to celebrate. These areas will then help you identify where you want to take some further action or a deeper dive into the data.

**Consider the context...**

What was happening in your Service over the last quarter?  
Consider the impact of external factors as well as internal.  
Have the actions taken since the last report had any impact?

**Make use of the comparisons**

How does the data compare to comparison areas e.g. Directorate / WCC?  
What might be contributing to the difference?  
Note that there may have been changes to your Service structure which means that there is no longer a valid trend comparison.

**Identify areas for focus...**

What improvements are you aiming for?  
What action are you going to take?  
How do these actions align and support with other Service priorities?  
Do you want to go further into the data?

2 1 3

**Look through the headlines**

What areas can you celebrate?  
What areas are causing concern?

**Look for connections**

What story is the data telling you?  
E.g. if sickness and retention is concerning what impact is this having on other metrics?  
Does this align any other Service performance data?  
What themes have can you identify?



## WCC Reporting - Q3 October to December 2022

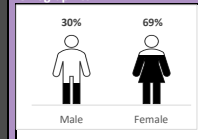
## Sickness Absence

Target (+/-1 day)	Days per FTE	Long term days per FTE	Short term days per FTE
8.00	8.5	4.86	3.64
Top 3 sickness absence reasons			
1st by days lost	2nd by days lost	3rd by days lost	
Stress and Mental Health	Coronavirus	Musculo-Skeletal	
Stress and Mental Health (% days lost)			
Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23
28.2%	26.7%	28.2%	28.8%
Stress and Mental Health (days per fte)			
Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23
2.43	2.38	2.43	2.40

## Appraisals

	% of appraisals Financial YTD	% Appraisals Rolling Year
Communities Directorate	37.0%	37.5%
People Directorate	29.6%	29.7%
Resources Directorate	43.1%	43.1%
Warwickshire County Council		
	35.9%	36.1%

## Demographics



54.2%

Between the ages of 25 and 50 in Warwickshire County Council

1.5%	Gay / Lesbian
57.9%	Heterosexual / Straight
0.1%	Other
34.4%	Not Declared
4.5%	Prefer not to say

Ethnicity (WCC)	
White British	72.4%
White (non-British)	4.6%
Asian or Asian British	6.9%
Black or Black British	2.3%
Mixed	1.4%
Other Ethnic Groups	0.2%

## Headcount FTE

	Headcount	FTE
Communities Directorate	1118	1006.8
People Directorate	2131	1789.7
Resources Directorate	1728	1430.1

Warwickshire County Council	4982	4231.0
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## Retention, New Starters, and Leaving Reasons

	Starters	Retention Rate * Rolling year	Leavers
Communities Directorate	31	86.7%	16
People Directorate	68	86.3%	77
Resources Directorate	61	87.2%	38

Warwickshire County Council	160	86.6%	131
Top Leaving Reason			
	Resignation		72%
	2 Retirement		8%
	3 By Mutual Agreement		8%
	4 End of Contract		2%
	5 Retirement - Fire		2%
	6 Did Not Start		2%
	7 Retirement - Ill		2%
	8 Transfer		2%
	9 Dismissal		1%
	10 Failed Probation		1%
	11 New Payroll Provider		<1%
	12 Redundancy		<1%

## Notes

**COVID-19** – The authority continues to assess the impact of the Covid-19 pandemic and is monitoring sickness and isolation due to the virus and staff wellbeing.

**Transformation** – Structure changes on Your HR have are not complete in all areas. Some teams are still being updated on YourHr and this has resulted in both the previous and current team being reported on and some trend not being available. We are monitoring this and discussing any issues with HR to ensure the reporting is robust for future reporting.

**Appraisals** - these were due to take place between June – September, which is slightly later than usual due to Covid-19. A light touch appraisal process will be in place for this year as well.

## Insights

Please note that for Q3 and subsequent reporting, changes have been made to the system to reflect the recent restructure. For the 'Sickness absence' tab:

- Teams highlighted in Grey are team names that were accurate for Q2 reporting, but have since changed for Q3 reporting and therefore there will be no data for these teams for Q3.
- Team names in red are new team names for Q3. If this is replacing an old team/s name, this will be indicated in *italics* next to the team name. Reporting will start from Q3

## Sickness absence

- For Q1 and future reporting, 'Other' causes of sickness absence has divided further in order to produce the most accurate picture of sickness absence reasons across WCC. The updated list of 'other' sickness absence is listed on the sickness absence tab.
- WCC target is to reduce sickness absence to 8 days per fte (+/- 1 day). At the end of Q3, WCC actual was 8.5 days per FTE which is within the target range set for 22/23 reporting.
- All Directorates are above the target range set for 22/23 reporting, apart from the Communities Directorate which is below the target range.
- Stress and Mental Health is the top cause of absence for WCC, the same across all three directorates. For Q3, Coronavirus is the 2nd cause for sickness absence across all Directorates, aside from Communities Directorate, where the second cause for sickness absence is Musculo-Skeletal and Coronavirus is the third cause for sickness absence.
- The percentage of days lost to Stress and Mental Health for sickness absence has remained the same from Q3 21/22 to Q3 22/23. There has been an increase in the % days lost to Stress and Mental Health from Q2 22/23 (28.2%) to Q3 22/23 (28.8%). The days per FTE figure for Stress and Mental Health has slightly decreased in this time, ending Q3 22/23 with 2.40 days per fte. Further investigation into the contributing factors for this is ongoing. Wellbeing is actively being monitored using the check-in surveys.
- WCC has lost more time to long term sickness compared to short term sickness. There has been a slight decrease in long term days per FTE and a slight increase in short term days per FTE in this quarter.

## Headcount and FTE

- Headcount has increased for WCC in this quarter and is higher than the same period last year.
- All Directorates report an increase in headcount in Q3 22/23, however the Resources Directorate has seen the highest increase from the previous quarter. The Resources Directorate reports a decrease in the number of leavers in Q3 22/23 (38 leavers) compared to Q2 22/23 (59 leavers). In Q3 22/23 the top leaving reason for the Resources Directorate was resignation (72%) which was also the top leaving reason in Q2 22/23, however reported slightly lower (67%). The number of starters has remained relatively stable Q3 22/23 (61 starters) and in Q2 22/23 (69 starters). This has impacted the overall headcount within this Directorate.

## Appraisals

- As of the end of December, all Directorates have had an increase in the percentage of appraisals entered in Your HR compared to the previous quarter. The highest increase has been within the Communities Directorate.
- WCC percentage of appraisals financial year to date has increased from Q2 22/23 (30.1%) to Q3 22/23 (35.9%).

## Retention, New starters and Leaving Reasons

- Resignation was the top leaving reason for WCC (72%)
- For WCC, there were more starters than leavers in Q3, which is consistent across within the Communities and Resources Directorate. The People Directorate has had more leavers than starters in this quarter.
- Retention rate in the People Directorate (86.3%) is lower than what is reported at the WCC level. All other Directorates have a retention rate above what is reported at WCC level.

## Demographics

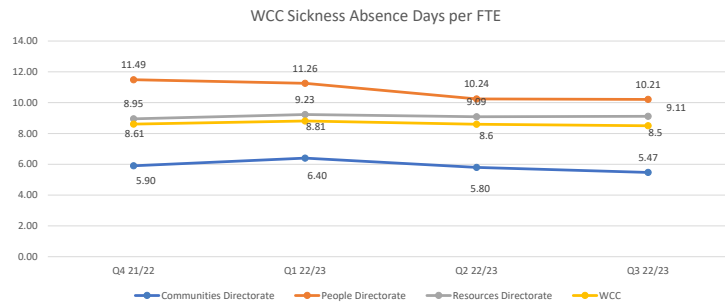
- WCC Workforce comprises of a higher percentage of female employees (69%) compared to male employees (30%).
- Just over half of the WCC workforce are between the ages of 25 and 50 (54.2%).
- The majority of the WCC workforce ethnicity is White British (72.4%)



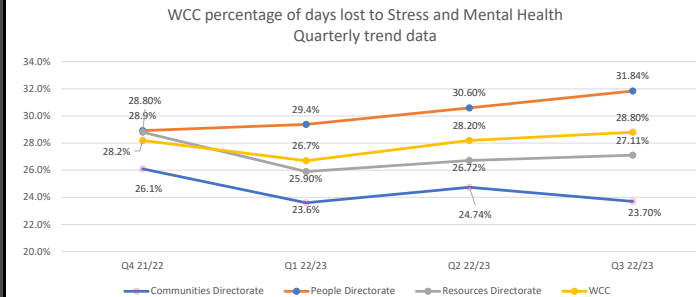
## Sickness Absence - Q3 October to December 2022



### Sickness Absence -WCC Days per FTE



### Stress and mental health Service level with Directorate



### Insights

The highest percentage of absence was for Stress and Mental Health which resulted in a total of 10663 days lost and accounts for 29% of absence in WCC.

The most frequent reason for absence in the rolling 12 month period is Coronavirus resulting in a total of 1376 episodes of absence. This is 25% of the episodes of absence and 17% of the days lost, suggesting it is the most frequent reason for absence and is a very significant cause of days lost.

% of return to work interviews recorded on Your HR

- For Q3 22/23 the % of return to work interviews recorded on Your HR for WCC is 11%, which is a total of 178 return to work interviews recorded from a potential 1600.
- The Resources Directorate (13%) is slightly above the WCC reported percentage of 11%.
- The Communities Directorate (11%) is the same as WCC percentage and for this quarter and the People Directorate (10%) is slightly below.

Other\* Absences Includes:  
Haemorrhoids  
Hernia  
Other  
Prostate Disorder  
Thyroid Condition  
Varicose Veins

### Sickness Absence Reasons by Service (days lost)

WCC		
Stress and Mental Health 29%	Coronavirus 17%	Musculo-Skeletal 12%
Communities Directorate		
Stress and Mental Health 24%	Musculo-Skeletal 20%	Coronavirus 15%
People Directorate		
Stress and Mental Health 32%	Coronavirus 17%	Other 8%
Resources Directorate		
Stress and Mental Health 27%	Coronavirus 17%	Musculo-Skeletal 13%

### Sickness Absence Reasons by Service (episodes of absence)

WCC		
Coronavirus 25%	Chest or Respiratory 16%	Digestive System 12%
Communities Directorate		
Coronavirus 23%	Chest or Respiratory 15%	Digestive System 13%
People Directorate		
Coronavirus 24%	Chest or Respiratory 16%	Digestive System 11%
Resources Directorate		
Coronavirus 26%	Chest or Respiratory 16%	Digestive System 13%

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**Strategic Risk Register Net Risk Scores (after mitigating actions)**

**4a** At Quarter 3, the following 6 of our 18 strategic risks have a red status after allowing for mitigating actions

		Likelihood				
		Highly Unlikely	Unlikely	Possible	Probable	Very Likely
Impact	Catastrophic	6. Failure to protect vulnerable children and communities 7. Failure to protect vulnerable adults and communities				
	Major	11. Staff health and wellbeing	4. Continued covid transmission impacts 8. Disruption to care markets 9. 2030 council climate change targets not met 12. Negative commercial and investment results	5. Widening inequalities post pandemic 13. SEND resources insufficient to meet demand 14. Uncertainty of external influences e.g. government policy 18. 2050 county climate targets not met		
	Moderate	16. Reputational harm	15. Legal, regulatory, or information non compliance	2. Area based regeneration priorities not delivered 3. Education and skills gap widening	1. Economic growth slows or stalls 17. Inflation and cost of living	
	Minor		10. Failure to modernise, innovate, and use technology			
	Insignificant					

## Appendix 4 Cabinet Management of Risk

**Appendix 4b – Key Service Risks Summary**

Key risks are highlighted where they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more over target. At Quarter 3, 17 risks out of 86 are classified as net red risks after mitigating actions. The relevant service area is shown in brackets.

Key Service Risks	Net risk is currently green or amber	Net risk is currently red
Risk level has not exceeded the target for 3 quarters in a row	<ul style="list-style-type: none"> <li>62 other risks</li> </ul>	<ul style="list-style-type: none"> <li><b>(Adult Social Care)</b> Demand for services and current market forces</li> <li><b>(Education)</b> SEND and mainstream transport pressures</li> <li><b>(Finance)</b> Inflation creates an unbalanced budget.</li> <li><b>(Fire and Rescue Services)</b> Cyber Attacks</li> <li><b>(Fire and Rescue Services)</b> Emergency services network (Airwave)</li> <li><b>(Fire and Rescue Services)</b> Industrial action</li> <li><b>(Fire and Rescue Services)</b> National power outages</li> </ul>
Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target	<ul style="list-style-type: none"> <li><b>(Fire and Rescue Services)</b> Control Room Systems Critical Failure of ICT system</li> <li><b>(Fire and Rescue Services)</b> Training Project - Financial Risk</li> <li><b>(Adult Social Care)</b> Inability to deliver in house services due to increase in demand</li> <li><b>(Children and Young People)</b> Children and Young people and vulnerable adults suffer avoidable injury or death</li> <li><b>(Enabling Services)</b> Your HR Stabilization isn't achieved to a level that optimizes benefits for all users/organizations</li> <li><b>(Governance and Policy)</b> Increase in serious data breaches and/or failure to address organisational backlog of Subject Access Requests</li> <li><b>(Communities)</b> Insufficient resources to deliver the council plan</li> </ul>	<ul style="list-style-type: none"> <li><b>(Education)</b> Being unable to deliver Local Area SEND Inspection Written Statement of Action within required timescales</li> <li><b>(Education)</b> Impact of Covid on learning outcomes</li> <li><b>(Education)</b> Loss of grant income for Adult and Community Learning</li> <li><b>(Fire and Rescue Services)</b> On Call Availability</li> <li><b>(Fire and Rescue Services)</b> Protection Capacity</li> <li><b>(Fire and Rescue Services)</b> Water Rescue Training Inability to effectively maintain Firefighter competence using external water rescue training facilities.</li> <li><b>(Adult Social Care)</b> Market Failure and lack of sustainability of the care market</li> <li><b>(Public Health)</b> If ongoing Covid related response and recovery priorities for Public Health continue to absorb team resources then other statutory and priority services can't be consistently fulfilled</li> <li><b>(Business and Customer Services)</b> Interruptions to the Customer Service Centre due to the transition to a new telephone supplier</li> <li><b>(Communities)</b> Transport and highways scheme delays leading to loss of time limited funding</li> </ul>

## **Cabinet**

**16 February 2023**

### **Determination of Admission Arrangements, Co-ordinated Scheme and In Year process for school admissions for the 2024/2025 Academic year**

#### **Recommendations**

1. That Cabinet approves the Admission Arrangements, Co-ordinated Scheme and In Year process for school admissions during the 2024/2025 Academic year, as outlined in Appendix 1, Appendix 2 and Appendix 3; and
2. authorises the Strategic Director People, in consultation with the Portfolio Holder for Education, to approve the Admission Arrangements, Co-ordinated Scheme and In Year admission process in future years, unless those arrangements or schemes are subject to consultation as outlined in Section 1.

#### **1. Executive Summary**

- 1.1 All schools must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places at the school. Admission arrangements are determined by the relevant admission authority for that school.
- 1.2 Warwickshire County Council are the admissions authority for all Community and Voluntary Controlled Schools within Warwickshire.
- 1.3 For Academies, Foundation and Voluntary Aided schools the governing body or academy trust, as appropriate, is responsible for determining the admission arrangements
- 1.4 All documents have been produced in line with and to meet the statutory requirements of the Department for Education's School Admission Code 2021.
- 1.5 The admission arrangements and coordinated scheme outline key dates, terminology and parameters for the delivery of the admissions function in Warwickshire but do not specify or detail the day-to-day operational practice of the Admission Service.
- 1.6 Admission authorities must set (or 'determine') admission arrangements annually. Where changes are proposed to admission arrangements, the

admission authority must first publicly consult on those arrangements. If no changes are made to admission arrangements, they must be consulted on at least once every 7 years.

- 1.7 Minor changes are proposed for the 2024/ 2025 Admission Arrangements for any schools where the Local Authority is the admission authority.
- 1.8 Changes include the reduction in the published admission number at 3 schools to better reflect the pupil intakes, alongside revision of dates and duplication of existing information relating to waiting lists, summer born children and children educated out of their chronological year group across all documents for consistency.
- 1.9 The schools where reductions to PANs are proposed are Long Lawford Primary School and Exhall Junior School, to better support the schools' organisational planning and support sustainable budget setting by formalising the existing reality of pupil intakes over the last few years, and at Brownsover Infant School, to accommodate the previously approved conversion to a primary school.
- 1.10 As required under the Admission Code 2021 where a change is proposed consultation has been undertaken. The consultation began on 5 December 2022 and ran until 27 January 2023.
- 1.11 Details of the consultation were published via Ask Warwickshire and the head teacher and chair of governors for all Warwickshire all schools and academies were notified directly. In addition, the Catholic Archdiocese and Church of England Diocese were notified alongside all neighbouring Local Authorities.
- 1.12 In total three responses were received to the consultation, none of which were concerning the proposed changes. Of the three responses received two were seeking clarification of what the changes entailed. The third was feedback from Birmingham Diocesan Board of Education outlining how their arrangements work alongside the In Year process. A summary of those consultation responses can be found in Appendix 4.
- 1.13 In line with the Department for Education School Admissions Code 2021 if no future changes are proposed consultation is not required again until 2030.
- 1.14 The majority of admission authorities wish for the Local Authority to continue to carry out the in-year application function on their behalf. No additional resources are required to continue this function.
- 1.15 As part of the ongoing commitment to improve communication and engagement a member development session on School Admissions took place on 9<sup>th</sup> February 2023. This session covered the challenges and improvements to the delivery of the Admissions Service to date, outlined the national context along with the limitations and requirements in accordance with the relevant legislation, as well as providing members the opportunity to discuss feedback received from residents.

## 2. Financial Implications

2.1 None arising directly from this report

## 3. Environmental Implications

3.1 None arising directly from this report

## 4. Timescales associated with the decision and next steps

4.1 If approved, the proposed admission arrangements will apply to applications received for the 2024/25 academic year.

## Appendices

Appendix 1 – Warwickshire County Council admissions arrangements 2024-25

Appendix 2 – Warwickshire County Council Coordinated Scheme 2024-25

Appendix 3 – Warwickshire County Council In-Year Admission Process 2024-25

Appendix 4 – Consultation Responses

## Background Papers

None

	Name	Contact Information
Report Author	Bern Timings	berntimings@warwickshire.gov.uk
Assistant Director	Chris Baird Assistant Director Education (Interim)	chrisbaird@warwickshire.gov.uk
Strategic Director	Nigel Minns Strategic Director for People	nigelminns@warwickshire.gov.uk
Portfolio Holder	Councillor Kam Kaur Portfolio Holder for Education	

The report was circulated to the following members prior to publication:

Local Member(s): not applicable – county wide report

Other members:

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## **Warwickshire County Council Admission Arrangements 2024/25 for community and voluntary controlled schools**

Warwickshire County Council is the Admissions Authority for all community and voluntary controlled schools within Warwickshire.

These admission arrangements should be read in conjunction with the Warwickshire coordinated scheme for admission to school in 2024.

A separate application must be made for any transfer from nursery to primary school, and from infant to junior school

Offers for the 2024 entry year will be made up to each schools Published Admission Number (PAN) as outlined in this document.

If the number of applications for any school is less than the published admission number then all applicants will be offered a place.

The Admissions Service may request additional evidence to determine a child's eligibility for particular oversubscription criteria.

Warwickshire County Council's relevant area for consultation is contained within the administrative area of Warwickshire County Council.

When a Warwickshire Community or Voluntary Controlled school is over-subscribed, after the admission of pupils with an Education, Health and Care plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order.

**Primary Schools (reception entry):**

1. Looked after children and all previously looked after children, including those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted.
2. Children who receive the Early Years Pupil Premium for their early years provider at the time of the making of the application, with no more than 14% of the places available to be allocated under this category.
3. Children who are currently, or have been at any point since birth, subject to a Child in Need Plan or a Child Protection Plan, with no more than 9% of the places available to be allocated under this category.
4. Children living in the Priority Area for the school, who will have a sibling attending the same school in Years 1 to 6 at the time of admission in September 2024.
5. Other children living in the Priority Area for the school.
6. Children living outside the Priority Area for the school, who will have a sibling attending the same school in Years 1 to 6 at the time of admission in September 2024.
7. Other children living outside the Priority Area for the school.

**Infant Schools (reception entry):**

1. Looked after children and all previously looked after children, including those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted.
2. Children who receive the Early Years Pupil Premium for their early years provider at the time of the making of the application, with no more than 14% of the places available to be allocated under this category.
3. Children who are currently, or have been at any point since birth, subject to a Child in Need Plan or a Child Protection Plan, with no more than 9% of the places available to be allocated under this category.
- 4a. Children living in the Priority Area for the school, who will have a sibling attending the same school in Year 1 or 2 at the time of admission in September 2024.
- 4b. Children living in the Priority Area for the school, who will have a sibling attending the Partner Junior School in Years 3 - 6 at the time of admission in September 2024\*.
5. Other children living in the priority area for the school.
- 6a. Children living outside the Priority Area for the school, who will have a sibling attending the same school in Year 1 or 2 at the time of admission in September 2024.
- 6b. Children living outside the Priority Area for the school, who will have a sibling attending the Partner Junior School in Years 3 - 6 at the time of admission in September 2024\*.
7. Other children living outside the priority area for the school.

\* If you are also applying for a Year 3 place at the Partner Junior School for another child, for entry in September 2024, please be aware that they will not be considered as a sibling link for the infant school applicant until after that child has been offered a place at the junior school and you have confirmed your acceptance of the Year 3 place.

**Junior Schools (Year 3 entry):**

1. Looked after children and all previously looked after children, including those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted.
2. Children who receive the Pupil Premium, or Service Premium, through their current school.
3. Children who are currently, or have been at any point since birth, subject to a Child in Need Plan or a Child Protection Plan, with no more than 9%\*\* of the places available to be allocated under this category.
4. Children who currently attend the Partner Infant School and who intend to remain at that school until the end of the 2023/2024 academic year in July 2024.
- 5a. Children living in the Priority Area for the school, who will have a sibling attending the same school in Years 4, 5 or 6 at the time of admission in September 2024.
- 5b. Children living in the Priority Area for the school, who will have a sibling attending the Partner Infant School at the time of admission in September 2024\*.
6. Other children living in the Priority Area for the school.
- 7a. Children living outside the Priority Area for the school, who will have a sibling attending the same school in Years 4, 5 or 6 at the time of admission in September 2024.
- 7b. Children living outside the priority area for the school, who will have a sibling attending the Partner Infant School at the time of admission in September 2024\*.
8. Other children living outside the Priority Area for the school.

\* If you are also applying for a Reception place at the partner infant school for another child, for entry in September 2024, please be aware that they will not be considered as a sibling link for the junior school applicant until after that child has been offered a place at the infant school and you have confirmed your acceptance of the Reception place.

### **Definition of looked after and previously looked after children**

Previously looked after children are children who were looked after but ceased to be so because they were adopted (or became subject to a child arrangements order or special guardianship order). All references to previously looked after children mean such children who were adopted (or subject to child arrangements orders or special guardianship orders) immediately following having been looked after and those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A 'looked after child' is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989) at the time of making an application to a school. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society. This includes children who were adopted under the Adoption Act 1976 (see Section 12 adoption orders) and children who were adopted under the Adoption and Children Act 2002 (see Section 46 adoption orders).

Child arrangements orders are defined in Section 8 of the Children Act 1989, as amended by Section 12 of the Children and Families Act 2014. Child arrangements orders replace residence orders and any residence order in force prior to 22 April 2014 is deemed to be a child arrangements order. Section 14A of the Children Act 1989 defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians)

A copy of any relevant documents may be requested as evidence at any time during the admissions process.

### **Clarification on places available for those in receipt of Early Years Pupil Premium**

Where stated, priority is available for children who are in receipt of the Early Years Pupil Premium through their early years' provider, with no more than 14%\* of the places available to be allocated under this category. The child must be in receipt of the premium at the time the application is made;

*Check your eligibility at: [www.warwickshire.gov.uk/freeschoolmeals](http://www.warwickshire.gov.uk/freeschoolmeals)*

*\*14% represents the national figure (13.7%) of children in receipt of Free School Meals, as stated within the Department for Education's Statistical Publication entitled, 'Schools, Pupils and their Characteristics', issued in June 2018.*

*If the number of places from the percentage results in a decimal number, then this will be rounded down to a whole number if .4 or below and rounded up to a whole number if .5 or above.*

*E.g.: 14% of 30 = 4.2. In this case, the number of places available to allocate within this category would be a rounded down to a whole number of 4.*

### **Clarification on places available to those subject to a Child in Need Plan or a Child Protection Plan.**

Where stated, priority is available for children who are subject to a Child in Need Plan or a Child Protection Plan at the time of making the application, or who have been at any point since 1 September 2015, with no more than 9%\*\* of the places available to be allocated under this category.

*Further checks will be undertaken by Warwickshire County Council to confirm circumstances for children who are considered under this category. Relevant documents may also be requested from applicants at any time during the admissions process.*

*\*\*9% represents an average figure (8.7%) within the local authority of children either in need or on a child protection plan (where the conference stage commenced), when compared with cohort sizes of children aged 4 – 16, resident in Warwickshire within the 2017/18 academic year. Data obtained from the Department for Education's statistical publication entitled, 'Characteristics of Children in Need', which contains analysis of data obtained in March 2017.*

*If the number of places from the percentage results in a decimal number, then this will be rounded down to a whole number if .4 or below and round up to a whole number if .5 or above.*

*E.g.: 9% of 30 = 2.7. In this case, the number of places available to allocate within this category would be a rounded up to a whole number of 3.*

If there are more applicants who comply with either category 2 or 3 than the number of places available under that category, places will be allocated based on the distance between home and school, in line with the rules set out in these criteria for 'Priority within each over-subscription criterion'.

### **Definition of Priority Areas**

Each community and voluntary controlled school have an area identified as its Priority Area (this is sometimes referred to as a 'catchment area').

Full details of Priority Areas are available on the Warwickshire County Council website and can be viewed using interactive maps.

Infant and Primary School Priority Area Maps can be viewed at:

<http://www.warwickshire.gov.uk/mapinfantprimaryschools>

Junior and Primary School Priority Area Maps can be viewed at:

<http://www.warwickshire.gov.uk/mapjuniorprimaryschools>

### **Priority within each oversubscription criteria**

Where applicants are allocated the same oversubscription criteria, priority is given in order of distance between the child's home address and the school applied for, with the shortest distance being given highest priority.

Distance will be calculated by using a straight-line measurement from the address point location of the applicant's home address (as set by Ordnance Survey) to the pre-determined point ('centroid') of the school in question. All distances are subject to changes which may occur with updates of mapping data.

### **Tie Break**

Where the distance from home to school is identical for two or more applicants within the same oversubscription criteria individual priority will be determined by random allocation using a random number generator. The allocation will be carried out by two officers of the Admissions Service in the presence of a local authority solicitor. The result of the draw will be recorded and countersigned at the time by all parties involved. Applicants will be notified of the outcome in writing.

### **Definition of Sibling**

Sibling is defined as a brother or sister, a half brother or sister, a step brother or sister, an adopted brother or sister, a child living at the same address who is being Looked After by a local authority, or the child of a parents' partner, where the child

for whom the school place is being sought is living in the same family unit and at the same address as that sibling.

### **Waiting lists**

Children will automatically be added to the waiting list of any community and voluntary aided schools listed as a higher preference than the school allocated.

Waiting lists are ranked according to the relevant oversubscription criteria above and will not take into account the date individual applications were received or the length of time a child has been on the list.

Waiting lists are held until at least 31 December of each school year of admission and any new child added will require the list to be ranked again in line with the published oversubscription criteria

### **Admission of children below compulsory school age and deferred entry to school**

Admission authorities are required to provide for the admission of all children in the September following their fourth birthday.

Children offered a place in Reception are entitled to a full-time place in the September following their fourth birthday. However, parents can defer the date their child is admitted to the school until later in the school year but not beyond the point at which they reach compulsory school age (the term after their fifth birthday) and not beyond the beginning of the final term of the school year for which it was made.

Where parents wish, children may attend part-time until later in the school year but not beyond the point at which they reach compulsory school age.

In both cases, an application for a school place must be made in line with the coordinated admissions process for the relevant year of entry. Once a school place is offered parents or carers can request that entry is deferred or for their child to attend part-time.

### **Admission of children outside their normal age group**

Parents may seek a place for their child outside of their normal age group, for example, if the child is gifted and talented or has experienced problems such as ill health.



In addition, parents of a summer born child may choose not to send that child to school until the September following their fifth birthday and may request that they are admitted out of their normal age group – to reception rather than year 1.

To apply for your child to be educated outside of their normal age group a Delayed Entry Request Form must be completed and submitted to the local authority at the same time that you apply for your child to start in Reception in their chronological year group. This will ensure that your application can still be processed if your request to delay is not supported.

Each request will be looked at individually, with all available information considered. Any decision taken will be on the basis of what is in the child's best interests. Decisions as to whether or not a child is educated out of year group will be taken by the admission authority.

Parents/carers will be notified once a decision is reached, along with the reasons for the decision. Parents will also be notified of the potential risks of a child being taught out of year group and it will be made clear that, when the child moves schools, the admission authority of the new school will be responsible for deciding which year group the child will be placed in. This could result in a child being required to skip or repeat a year.

**For further information or to download the Delayed Entry Request Form please visit [deferringstartingschool](#)**

## Warwickshire Partner Infant and Partner Junior schools for oversubscription criteria

Area	Infant schools	Partner with	Junior schools
<b>Nuneaton &amp; Bedworth</b>	Abbey C of E Infant School	<i>Partner with</i>	Queen's C of E Academy
	Arden Forest Infant School (Bulkington)	<i>Partner with</i>	St James C of E Academy (Bulkington)
	Chilvers Coton Community Infant School and Nursery	<i>Partner with</i>	Queen's C of E Academy
			Middlemarch Junior School
	Exhall Cedars Infant School, Exhall	<i>Partner with</i>	Exhall Junior School, Bedworth
	Galley Common Infant School	<i>Partner with</i>	Michael Drayton Junior School (Hartshill)
	Nathaniel Newton Infant School		
	Glendale Infant School	<i>Partner with</i>	Croft Junior School
			Middlemarch Junior School
	Race Leys Infant School (Bedworth)	<i>Partner with</i>	Race Leys Junior School (Bedworth)
	Whitestone Infant School	<i>Partner with</i>	Chetwynd Junior School
<b>Rugby</b>	Abbots Farm Infant School	<i>Partner with</i>	Abbots Farm Junior School
	Bawnmore Community Infant School	<i>Partner with</i>	Bilton C of E Junior School
	Bilton Infant School		
	Boughton Leigh Infant School	<i>Partner with</i>	Boughton Leigh Junior School
	Brownsover Community Infant School		
	Dunchurch (Foundation) Infant School	<i>Partner with</i>	Dunchurch Boughton C of E (Aided) Junior School
	Leamington Hastings C of E Academy		
	Henry Hinde Infant School	<i>Partner with</i>	Henry Hinde Junior School
<b>Warwick/ Leamington</b>	Briar Hill Infant School, Whitnash	<i>Partner with</i>	St Margaret's C of E Junior School, Whitnash
	Emscote Infant School, Warwick	<i>Partner with</i>	All Saint's C of E Junior School, Warwick
	Telford Infant School, Leamington	<i>Partner with</i>	Telford Junior School, Leamington
	Thorns Community Infant School, Kenilworth	<i>Partner with</i>	Park Hill Junior School, Kenilworth
<b>Studley</b>	Studley Community Infant School	<i>Partner with</i>	Studley St Mary's C of E Academy, Studley

**Published Admission Number (PAN) for Warwickshire community or voluntary controlled schools**

School Name	PAN 2023/24	PAN 2024/25	Type
Abbey C of E Infant School	60	<b>60</b>	Infant
Abbots Farm Infant School	60	<b>60</b>	Infant
Abbots Farm Junior School	66	<b>66</b>	Junior
All Saints' C of E Junior School	60	<b>60</b>	Junior
All Saints C of E Primary School and Nursery, Nuneaton	30	<b>30</b>	Primary
Alveston C of E Primary School	30	<b>30</b>	Primary
Arden Forest Infant School	60	<b>60</b>	Infant
Arley Primary School	30	<b>30</b>	Primary
Bawnmore Community Infant School	60	<b>60</b>	Infant
Bidford-On-Avon C of E Primary School	45	<b>45</b>	Primary
Bilton C of E Junior School	105	<b>105</b>	Junior
Bilton Infant School	60	<b>60</b>	Infant
Binley Woods Primary School	30	<b>30</b>	Primary
Bishops Tachbrook C of E Primary School	30	<b>30</b>	Primary
Bishopton Primary School	45	<b>45</b>	Primary
Boughton Leigh Infant School	90	<b>90</b>	Infant
Boughton Leigh Junior School	120	<b>120</b>	Junior
Bournebrook C of E Primary School	20	<b>20</b>	Primary
Briar Hill Infant School	90	<b>90</b>	Infant
Bridgetown Primary School	60	<b>60</b>	Primary
Brookhurst Primary School	60	<b>60</b>	Primary
Brownsover Community Infant School	30	<b>30</b>	Infant
Camp Hill Primary School	60	<b>60</b>	Primary
Chetwynd Junior School	90	<b>90</b>	Junior
Chilvers Coton Community Infant School	60	<b>60</b>	Infant

Clapham Terrace Community Primary School and Nursery	30	<b>30</b>	Primary
Claverdon Primary School	30	<b>30</b>	Primary
Clifton-upon-Dunsmore C of E Primary School	30	<b>30</b>	Primary
Clinton Primary School	30	<b>30</b>	Primary
Coten End Primary School	90	<b>90</b>	Primary
Croft Junior School	90	<b>90</b>	Junior
Cubbington C of E Primary School	30	<b>30</b>	Primary
Eastlands Primary School	30	<b>30</b>	Primary
Emscote Infant School	60	<b>60</b>	Infant
Ettington C of E Primary School	30	<b>30</b>	Primary
Exhall Cedars Infant School	60	<b>60</b>	Infant
Exhall Junior School (formerly St Giles' Junior School)	60	<b>45</b>	Junior
Galley Common Infant School	54	<b>54</b>	Infant
Glendale Infant School	90	<b>90</b>	Infant
Goodyers End Primary School	60	<b>60</b>	Primary
Great Alne Primary School	16	<b>16</b>	Primary
Hampton Lucy C of E Primary School	15	<b>15</b>	Primary
Harbury C of E Primary School	30	<b>30</b>	Primary
High Meadow Community School	30	<b>30</b>	Infant
Hillmorton Primary School	60	<b>60</b>	Primary
Holy Trinity C of E Primary School	60	<b>60</b>	Primary
Hurley Primary School	30	<b>30</b>	Primary
Ilmington C of E Primary School	15	<b>15</b>	Primary
Kingsbury Primary School	45	<b>45</b>	Primary
Lapworth C of E Primary School	30	<b>30</b>	Primary
Lighthorne Heath Primary School	13	<b>13</b>	Primary
Long Lawford Primary School	60	<b>60</b>	Primary
Loxley C of E Community Primary School	6	<b>6</b>	Primary

Mappleborough Green C of E Primary School	17	<b>17</b>	Primary
Michael Drayton Junior School	150	<b>150</b>	Junior
Milby Primary School	60	<b>60</b>	Primary
Milverton Primary School	45	<b>45</b>	Primary
Nathaniel Newton Infant School	90	<b>90</b>	Infant
Newbold And Tredington C of E Primary School	15	<b>15</b>	Primary
Newburgh Primary School	60	<b>60</b>	Primary
Newdigate Primary and Nursery School	60	<b>60</b>	Primary
Northlands Primary School	30	<b>30</b>	Primary
Nursery Hill Primary School	25	<b>25</b>	Primary
Outwoods Primary School	60	<b>60</b>	Primary
Paddox Primary School	90	<b>90</b>	Primary
Park Hill Junior School	66	<b>66</b>	Junior
Priors Field Primary School	30	<b>30</b>	Primary
Provost Williams C of E Primary School	30	<b>30</b>	Primary
Quinton Primary School	30	<b>30</b>	Primary
Race Leys Infant School	60	<b>60</b>	Infant
Radford Semele C of E Primary School	30	<b>30</b>	Primary
Shottery St Andrew's C of E Primary School	15	<b>15</b>	Primary
Shrubland Street Community Primary School	28	<b>28</b>	Primary
Shustoke C of E Primary School	30	<b>30</b>	Primary
Snitterfield Primary School	15	<b>15</b>	Primary
St John's Primary School	30	<b>30</b>	Primary
St Matthew's Bloxam C of E Primary School	30	<b>30</b>	Primary
St Nicholas C of E Primary School	60	<b>60</b>	Primary
St Paul's C of E Primary School, Nuneaton	60	<b>60</b>	Primary
St Margaret's C of E Junior School	90	<b>90</b>	Junior
Sydenham Primary School	60	<b>60</b>	Primary

Telford Infant School	90	<b>90</b>	Infant
Telford Junior School	90	<b>90</b>	Junior
The Dassett C of E Primary School	30	<b>30</b>	Primary
Thomas Jolyffe Primary School	60	<b>60</b>	Primary
Thorns Community Infant School	60	<b>60</b>	Infant
Water Orton Primary School	45	<b>45</b>	Primary
Weddington Primary School	60	<b>60</b>	Primary
Welford-on-Avon Primary School	30	<b>30</b>	Primary
Wembrook Primary School	90	<b>90</b>	Primary
Westgate Primary School	30	<b>30</b>	Primary
Wheelwright Lane Primary School	30	<b>30</b>	Primary
Whitestone Infant School	90	<b>90</b>	Infant
Whitnash Primary School	60	<b>60</b>	Primary
Wolston St Margaret's C of E Primary School	30	<b>30</b>	Primary
Wolvey C of E Primary School	30	<b>30</b>	Primary



## **Coordinated Scheme for admission to school in September 2024.**

### **1. Background**

- 1.1. All local authorities are required to have in place a scheme for coordinating admission arrangements for maintained schools and other mainstream state-funded schools (e.g. academies) within their area.
- 1.2. Warwickshire School Admissions Service will co-ordinate all applications made during the normal admissions rounds (i.e. applications for Reception Year, Year 3 at a Junior School and Year 7)
- 1.3. The scheme sets out general principles and processes for the 2024 main admissions rounds. Further details on school admission and how to apply is available online at: [www.warwickshire.gov.uk/admissions](http://www.warwickshire.gov.uk/admissions)
- 1.4. All processes set out in this scheme will be undertaken in line with the School Admissions Code (2021).
- 1.5. Parents/ carers resident in Warwickshire who are applying for a place for their child to start school or transfer to a junior or secondary school in September 2024 will make a single application to the Local Authority.
- 1.6. The aim of the coordinated scheme is to offer one school place per child. This scheme is intended to simplify the admission process and reduce any chance that a child is left without a school place.
- 1.7. Under the system of coordinated admissions, parents apply directly to their home authority and make a single application for a school place. Parents will then receive a single offer of a school place from their home authority.
- 1.8. Independent (fee-paying) schools are not part of the coordinated scheme. These schools will have their own admission process and parents should contact the relevant school directly if they wish to apply for a place at an independent school.

- 1.9. This scheme relates to children who are due to start school in reception, transfer to a junior school, or transfer to a secondary school in September 2024.
- 1.10. For junior school transfer applications places will only be allocated at designated junior schools, except where places at a primary school have been allocated by the Local Authority in agreement with the individual school to meet a local need for places.
- 1.11. All applications to move to a primary school for Year 3 in September 2024, should follow the in-year admissions process.
- 1.12. Applications from Warwickshire residents who wish to apply to schools outside of Warwickshire for a Year 10 place in a 14-19 UTC or Studio School, as well as those who wish to transfer to Year 5 or Year 6 at Middle schools or Year 9 at a high school (three-tier systems), for entry in September 2024 will be processed in line with the relevant timetable set out for primary or secondary coordination.
- 1.13. For any application for a place in Year 10 of a school which does not have Year 10 as the 'normal point of entry' for that school, the in-year admissions process should be followed.
- 1.14. All other applications to start school in any other year group or to move schools during the academic year should follow the Warwickshire in-year admissions process.

## **2. Application deadlines**

- 2.1. The application process for secondary school applications (Year 7) opens from 1<sup>st</sup> September 2023 and from 1st November 2023 for primary phase applications (Years R and 3).
- 2.2. National deadlines are in place for both primary and secondary admission rounds:

**31 October 2023** - closing date for secondary school applications (Year 7)

**15 January 2024** - closing date for primary phase applications (Years R and 3)

## **3. Admission Arrangements**



3.1. All admission authorities are required to have a set of admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications received than places available at that school. Details of all Warwickshire's publicly funded schools and their admission arrangements will be published on the Admissions website.

3.2. All Admission arrangements are determined by the relevant admission authority, in line with the School Admissions Code (2021).

3.3. The table below outlines the relevant admissions authority for different types of school:

<b>Type of School</b>	<b>Who is the admission authority?</b>
Academies (inc. Free Schools)	Academy Trust
Foundation Schools	Governing Body
Voluntary Aided Schools	Governing Body
Voluntary Controlled Schools	Local Authority
Community Schools	Local Authority

3.4. Schools where the local authority is not the admissions authority are also required to publish their admission arrangements on the school website.

#### **4. Applying for a school place**

4.1. Applications from Warwickshire residents should be made using Warwickshire's online application system, via the [Warwickshire Admissions webpage](#).

4.2. The Warwickshire application form allows Warwickshire parents to:

- Name a maximum of six schools on their application.
- Rank their preferred schools in the order they would like their child to be offered a place (with most preferred school as the first preference).
- Give details of any siblings who will also be attending one of the preferred schools at the point of admission of the child for whom a place is being applied
- Give details of any parent who is a staff member at the school which has been named as a preference
- Provide details of social or medical issues, where relevant for the oversubscription criteria of some own admission authority schools.
- Indicate if the child has an Education, Health and Care Plan, in which case a different admissions process is followed.
- Confirm details in relation to faith if applying to a school that includes faith as part of the admission arrangements.
- Confirm if the child falls within the classification of 'Looked After'\* or

‘Previously Looked After’, in line with paragraph 1.7 of the School Admissions Code (2021).

4.3. Alternatively, parents can contact the Admissions Service and make an application over the telephone. This allows parents to provide the same information as the online system, but in this case the offer of a school place will be sent via second class post, so may not be received as quickly as an online offer, which will be sent electronically.

4.4. Completed applications should be received by the Admissions Service by no later than midnight on the relevant national closing date. Any applications received after the closing date will be considered as late unless suitable evidence of a house move can be provided by the relevant deadlines (see below). Any other amendments to an application will only be accepted before the national closing date. Any changes made to an application after this date will be classed as late.

## **5. Supplementary Information Forms**

5.1. Some schools require parents to complete a Supplementary Information Form in order to assign the oversubscription criteria, this may include details of particular faith and will be outlined in the admission arrangements for that school. This can be attached to the online application, or paper copies can be submitted directly to the school being applied for.

## **6. Child’s Home Address**

6.1. Details of the child’s permanent address must be included on the application, even if they are planning to move after the deadline.

6.2. Children who spend part of their week with one parent and part with another, at different addresses, must use the address at which they spend most of their time. This address will be used for determining any school Priority Area and distance from school.

6.3. If arrangements are such that a child resides at two addresses for equal amounts of time, then parents must decide which address to use for admissions purposes. Failure to agree on the address to use on the child’s application for a school by the national closing date will result in Warwickshire County Council using a random number generator to determine which application to process.

6.4. There is an expectation that the child will be resident at the address used to

allocate a place on a long-term basis, and until at least the start of the autumn term in September 2024.

## **7. Evidence of address and moving home.**

- 7.1. Either during the application process or after the offer of a school place, parents may be asked for proof of address.
- 7.2. School places will be allocated using the child's home address as included on the application form. For house moves after the application deadline parents will be asked to provide evidence of their new address by the dates outlined below.
- 7.3. Applications where new address evidence is received before the 31st December 2023 (Year 7 applicants) or 1st February 2024 (Year R and Year 3 applicants) may amend the original on-time application with the new address and may also change the schools named in their original on-time application if the original preferences are no longer appropriate.
- 7.4. Address evidence received after 31<sup>st</sup> December 2023 (Year 7) or 1st February 2024 (Year R and Year 3) cannot be considered for the on-time application. The new address will be used to communicate the outcome of the application only. The admission service should be contacted after national offer day to amend address details and any preferences will be considered as part of the reallocation process.

Acceptable documents to confirm a child's home address include:

- 2023/2024 Council Tax Bill
- 2023/2024 Council Tax Benefit letter/notice
- Utility bill (gas, water or electric), dated within the last 6 months
- Copy of tenancy agreement or mortgage statement for the property, dated within the last 12 months
- Copy of most recent Child Tax Credits or Child Benefit letter

Additional acceptable proof if moving home includes:

- a full copy of the signed tenancy agreement (which should terminate on, or after, 1st September 2024),
- or a letter from the family's solicitor confirming that there has been an exchange of contracts on the new property.

- 7.5. Some own admission authority schools (including Grammar schools) may have additional residency requirements that parents must abide by for their application to be classed as on time. Please refer to the individual school's

admission arrangements for further details.

7.6. Where a school place is offered based on an address which is subsequently found to be different from the address where the child ordinarily resides, that place may be withdrawn.

7.7. Short-term house moves purely to secure a school place may be considered fraudulent or intentionally misleading and, in such circumstances, the place may be withdrawn.

## **8. Applications for schools outside of Warwickshire and applications for Warwickshire schools from families living in other areas.**

8.1. Applications from Warwickshire residents for schools in other local authorities will be electronically exchanged with the relevant coordinating local authority along with any relevant additional/supplementary information.

8.2. Residents of other areas must apply to their home local authority who will then forward application details to Warwickshire. Parents of Year 2 or Year 6 children attending Warwickshire schools but living in other local authorities should contact their home local authority for information about the application process.

8.3. Notification of any offers will be exchanged between local authorities and offers will only be sent from the home authority.

## **9. Consideration of applications**

9.1. All on-time applications for each school will be considered together. If there are more applications received for a school than there are places available, then the relevant oversubscription criteria, as outlined in that school's admission arrangements, will be assigned to each application.

9.2. If a child can be offered a place at more than one of their preferred schools, reference will be made to preference order as outlined on the application form and a place will be offered at the school listed as the highest preference. If none of the schools named on the application can offer a place, a place will be allocated at the nearest state funded school with a place available.

9.3. A single school place should be identified and offered for each child by the end of the coordinated admissions process.

## **10. Notification of offers**

10.1. National offer day is:

**1<sup>st</sup> March 2024** for secondary school applications (Year 7)

**16<sup>th</sup> April 2024** for primary phase applications (Years R and 3)

10.2. All applicants who made an on-time application online will receive notification of the school place offered, **after** 8.30am on the relevant national offer day. These offers will be available to view via the online parent portal system.

10.3. Offer letters will only be sent to applicants who completed an application over the telephone or via paper copy. Letters will be sent second class, with the intention of them being received by the recipient **after national offer day**.

10.4. Further information on how offers were made and next steps will be available on the relevant national offer day via the [Warwickshire Admission webpage](#).

## 11. Appeals

11.1. Parents will be informed of their statutory right of appeal when they receive the outcome of their application. Parents can appeal for any preference where they have received a refusal.

11.2. Appeals for places at Community and Voluntary Controlled Schools can be lodged on the [Warwickshire School Appeals website](#). Parents should contact own admission authority schools directly for details of their appeals process.

11.3. The appeals timetable and other relevant information is available on the website. This includes the number of appeals heard in previous years and the outcome, for each school (where the local authority administers this process).

## 12. Late applications

12.1. Any application received after the national deadlines, or the extended deadlines for those moving to a new house, will be considered as late. Exceptions will only be considered if there is written evidence of exceptional circumstances.

12.2. Late applications will be processed after all on-time applications and will be considered as part of the relevant reallocation round, depending on when the application is received

12.3. Any requests to include new preferences to a previously on time application after the national closing date will be classed as **late**. Any schools named on

the application prior to the national deadline will not be affected and will remain as on-time.

### **13. Waiting lists**

- 13.1. Children will automatically be added to the waiting list of any non-selective school named as a higher preference than the school allocated.
- 13.2. Each waiting list will be ranked according to the admission policy and oversubscription criteria for that school. Waiting lists will not take into account the date individual applications were received or the length of time a child has been on the list.
- 13.3. Offers from waiting lists will be made in reallocation rounds as outlined in the relevant timetable. When a place becomes available it will be allocated to the child at the top of the waiting list on the date of that reallocation round.
- 13.4. Offers to Warwickshire residents from the waiting list will be made by the local authority. The Admissions Service will attempt to contact the family prior to any re-offer from a waiting list being made. Offers from waiting lists to residents of other local authorities will be sent electronically to the home local authority who will notify the parents.
- 13.5. Only one school place will be offered as part of the coordinated admissions process. When an offer for a higher preference school is made from a waiting list and accepted, the previous school offered will be automatically withdrawn and the child removed from the waiting lists for any other schools listed as a lower preference than the one now offered.
- 13.6. The local authority will continue to operate the coordinated admissions scheme, in relation to processing new applications and allocating places up to and including 31<sup>st</sup> August 2023.
- 13.7. For schools that remain over-subscribed after 31<sup>st</sup> August 2023, Warwickshire Admissions Service will retain a waiting list until the end of the Autumn term (31<sup>st</sup> December 2023). At that point, it will be the decision of each school to determine if they wish to keep a waiting list for the remainder of that academic year, and if they wish for a waiting list to be held either with the school directly or with the local authority, on the school's behalf.

#### **14. UK Military families/ Crown Servants**

- 14.1. For families of UK Service Personnel with proof of a confirmed posting within the county, or crown servants returning from overseas to live in the county with a relocation date, a Unit postal address, quartering area address or future home address will be accepted as the address for the application, in accordance with the School Admissions Code. The application should be accompanied by an official letter that declares a relocation date, and evidence of what the intended address shall be.
- 14.2. The application will follow the coordinated admissions process in all other respects, as outlined in this document.

#### **15. Overseas residents**

- 15.1. There is no legal requirement to process applications from other families coming from overseas who are not yet resident within Warwickshire, except as set out above.
- 15.2. Overseas residents, with a planned relocation to Warwickshire will be asked to provide exchange of contracts, signed tenancy agreement (usually of 12-month duration) or other evidence by the relevant deadline for submitting proof of address. If this cannot be provided, the applicant's current (overseas) address will be used in the application. All such applications will be processed in line with the coordinated scheme.

#### **16. Deferred or delayed entry into Reception and children educated outside of their chronological year group.**

- 16.1. While most children are educated in the year group determined by their date of birth, the School Admissions Code does allow parents to request that their child is educated outside of their normal age group.
- 16.2. Any request for a child to delay entry into reception should be submitted to the local authority at the same time that you apply for your child to start in Reception in their chronological year group. This will ensure that your application can still be processed if your request to delay is not supported.
- 16.3. Requests for delayed entry into reception should be made using the Delayed Entry Request Form available on the [Warwickshire School Admissions webpages](#).

- 16.4. Requests for children to be educated outside of their chronological year group must be made in writing, directly to the headteacher of the school at which an offer has been made and accepted.
- 16.5. Further guidance relating to delayed or deferred entry and the education of children outside of their chronological year group is also available on the Warwickshire School Admissions [webpages](#).

### **17. Timetable for Secondary Coordinated Admissions Scheme, for entry in September 2024**

<b>Date</b>	<b>Activity</b>
1 September 2023	Application process opens for children due to transfer to secondary school in September 2023
<b>31 October 2023</b>	<b>National closing date for Secondary School applications</b>
6 - 10 November 2023	LA exchange of application data with other LAs (then ongoing as further late applications are received)
31 December 2023	Final day to submit proof of address and make any changes to the application required due to a house move.
22 December 2023	All Warwickshire secondary schools to have completed sibling checks and confirm eligibility for school-specific criteria.
08 January to 02 February 2024	LA exchange of offer data with other LAs (then ongoing)
<b>01 March 2024</b>	<b>National offer day for children due to transfer to secondary school in September 2024</b>
15 March 2024	Final day to amend applications ahead of 1st reallocation from waiting lists
22 March 2024	1 <sup>st</sup> reallocation from waiting lists
12 April 2024	Deadline by which appeals must be lodged in order to be guaranteed a hearing by 17 June 2024
19 April 2024	Final day to amend applications ahead of 2nd reallocation from waiting lists
26 April 2024	2nd reallocation from waiting lists
April 2024 to June 2024	Appeal hearings
01 September 2024	Coordinated scheme for 2024 ends, all further applications to be considered in line with Warwickshire's In Year application process



### 18. Timetable for Reception and Junior Coordinated Admissions Scheme, for entry in September 2024

<b>Date</b>	<b>Activity</b>
01 November 2023	Application process opens for children due to start school in reception or transfer to a junior school in September 2023
<b>15 January 2024</b>	<b>National closing date for reception and junior school applications</b>
22 - 26 January 2024	LA exchange of application data with other LAs (then ongoing as further late applications are received)
1 February 2024	Final day to submit proof of address and make any changes to the application required due to a house move.
09 February 2024	All Warwickshire infant, junior and primary schools to have completed sibling checks and confirm eligibility for school-specific criteria.
04 to 22 March 2024	LA exchange of offer data with other LAs (then ongoing)
<b>16 April 2024</b>	<b>National offer day for children due to transfer to reception and junior school in September 2024</b>
30 April 2024	Final day to amend applications ahead of 1st reallocation from waiting lists
8 May 2024	1 <sup>st</sup> reallocation from waiting lists
14 May 2024	Deadline by which appeals must be lodged in order to be guaranteed a hearing by 16 July 2024
5 June 2024	Final day to amend applications ahead of 2nd reallocation from waiting lists
12 June 2024	2nd reallocation from waiting lists
June and July 2024	Appeal hearings
1 September 2024	Coordinated scheme for 2024 ends, all further applications to be considered in line with Warwickshire's In Year application process

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## **Warwickshire County Council In-Year Admissions Process**

### **2024/2025 Academic Year**

#### **Background**

In-year applications are those when a parent or carer wants their child to change schools during the school year, perhaps because of a house move or other change in personal circumstances. They are applications that fall outside the standard Coordinated Scheme and will follow the process outlined in this document.

Warwickshire County Council coordinates the in-year applications for all community and voluntary controlled schools, and the majority of own admission authority schools, such as academies. The full list and contact details of schools that manage their own in-year applications can be found on the [Warwickshire Admissions webpages](#).

All processes set out for In-year school admissions will be undertaken in line with the School Admissions Code (2021).

The document sets out the processes for the In-year change of school applications during the 2024/25 academic year. Further details on school admission and how to apply is available online at: [www.warwickshire.gov.uk/admissions](http://www.warwickshire.gov.uk/admissions)

Details of which school are local to the applicant's home address can be found online using the Warwickshire [Find a School webpage](#). The Warwickshire Admissions Team will be able to advise which schools have places available in each year group.

Non-Warwickshire residents should contact the local authority in which they live to establish the in-year admissions process in relation to their home authority.

Applications to start school in reception or transfer to a junior or secondary school in September 2024 must be made in line with the Coordinated Scheme for admission to school in September 2024.

## **Admission Arrangements**

All admission authorities are required to have a set of admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications received than places available at that school. Details of all Warwickshire's publicly funded schools and their admission arrangements are published on the Admissions website.

All in-year applications will be processed in line with the determined admission arrangements for the relevant schools.

## **Applying for an In-year school place**

Applications from Warwickshire residents wanting their child to move schools during the year should be made using Warwickshire's online application system, via the [Warwickshire Admissions webpage](#)

Application forms for Warwickshire schools that handle their own in-year admissions are available directly from the schools. The full list and contact details of schools that manage their own in-year applications can be found on the [Warwickshire Admissions webpages](#). Any applications received by Warwickshire County Council for schools which handle their own in-year admissions will be forwarded to the school in question.

## **Consideration of applications**

Upon receipt of a completed In-year application, the Admissions Service will consider each school in the order of preference shown on the application beginning with the school listed as the first preference.

All community and voluntary controlled schools, along with the own admission authority schools are required to provide updated data confirming available vacancies data on a weekly basis.

Offers will be made in line with the relevant admission arrangements, including oversubscription criteria where applicable. Application updates and outcomes will be sent via the parent portal where the application is made online, otherwise, a letter will be sent notifying of the decision via email or post. Letters are only posted where an email address is not available.

Where the first preference school is not able to offer a place then the relevant oversubscription criteria will be used to determine the child's place on the school's waiting list.

Further preferences named on the application will then be considered in order, using the same process as outlined above, until a place can be offered at one of the schools named on the application, or all preferences have been exhausted.

Should it not be possible to offer a place at any of the preferences named on the

application, and the child is unable to remain at their current school, then a place will be allocated at the next nearest school with availability. This could be either a community or voluntary controlled school or an own admission authority school which has a space, including voluntary aided schools and academies. The next nearest school with availability will be identified based on distance calculated by a straight-line measurement.

## **Appeals**

Parents will be informed of their statutory right of appeal when they receive the outcome of their application. Parents can appeal for any preference where they have received a refusal.

Appeals for places at Community and Voluntary Controlled Schools can be lodged on the [Warwickshire School Appeals website](#). Own admission authority schools should be contacted directly for details of their appeals process.

## **Waiting Lists**

Children will automatically be added to the waiting list of any Community and Voluntary Controlled Schools named as a higher preference than the school allocated.

Each waiting list will be ranked according to the admission policy and oversubscription criteria for that school. Waiting lists will not take into account the date individual applications were received or the length of time a child has been on the list.

Waiting lists will be cleared at the end of each term and parents must contact the Admissions Service to confirm their continued interest in remaining on the waiting list for a school and the details included in the original In-year application are still accurate.

Failure to confirm continued interest in a particular school by the beginning of both the Spring term and the Summer term will result in the child being removed from the relevant waiting list(s).

Own admission authority schools should be contacted directly for details of their waiting list policy.

## **Timescales**

Warwickshire County Council aims to process in-year applications within 10 school days, in certain circumstances applications may take slightly longer to process but all applications will be processed within a maximum of 15 school days. The County Council will aim to notify the parents of the outcome of the application in writing within 10 school days where possible.

It is often not possible to process applications as effectively during the school holidays when schools are closed, particularly during the summer holiday period.

Once a place is offered parents have ten working days to accept the place, details of how to accept a place will be sent with the offer. If a place is not accepted within this time, then the offer may be withdrawn.

The child should start at the school within twenty school days of the place being offered unless an alternative start date has been agreed with the relevant school

### **Child's Home Address**

Details of the child's permanent address must be included on the application, or details of the child's future permanent address if moving home.

Children who spend part of their week with one parent and part with another, at different addresses, must use the address at which they spend most of their time. This address will be used for determining any school priority area and distance from school.

In all cases it is expected that parents will agree on the address to be used and which schools to apply for before an application is made. If arrangements are such that a child resides at two addresses for equal amounts of time, then parents must decide which address to use for admissions purposes. Failure to agree on the address to use on the child's application for a school will result in Warwickshire County Council using a random number generator to determine which application to process.

There is an expectation that the child will be resident at the address used to allocate a place on a long-term basis.

### **Evidence of address.**

Either during the application process or after the offer of a school place, parents may be asked for proof of address. As part of the application process, documentation concerning the child's home address will be requested.

School places will be allocated using the child's home address as included on the application form.

Acceptable documents to confirm a child's home address include:

- 2023/2024 Council Tax Bill
- 2023/2024 Council Tax Benefit letter/notice
- Utility bill (gas, water or electric), dated within the last 6 months
- Copy of tenancy agreement or mortgage statement for the property, dated within the last 12 months
- Copy of most recent Child Tax Credits or Child Benefit letter

Additional acceptable proof if moving home includes:

- a full copy of the signed tenancy agreement (which should terminate on, or after, 1st September 2024),
- or a letter from the family's solicitor confirming that there has been an exchange

of contracts on the new property.

Where a school place is offered based on an address which is subsequently found to be different from the address where the child ordinarily resides, that place may be withdrawn.

Short-term house moves purely to secure a school place may be considered fraudulent or intentionally misleading and, in such circumstances, the place may be withdrawn.

### **Warwickshire residents applying for a place at schools outside of Warwickshire**

Warwickshire residents wishing to apply for a place at a school outside of Warwickshire should contact the relevant admission authority for that school for information on the application process.

### **Non-Warwickshire residents applying for a place at a Warwickshire school**

Non-Warwickshire residents wishing to apply for a place at a Warwickshire school should, in the first instance, contact the local authority in which they live. In some cases, parents and carers may then be directed to apply via the Warwickshire Admissions Service and the above process should be followed.

### **Children educated outside of their chronological year group**

Guidance relating to the education of children outside of their chronological year group is available on the Warwickshire School Admissions [webpages](#).

### **Fair Access Protocol**

Some applications may need to be considered under Warwickshire County Council's 'Fair Access Protocol' (FAP). This will apply to some children when it has not been possible to secure a school place for them through the normal in-year admissions process.

If a child's application is being considered under the FAP then the parent or carer will be notified of this as soon as possible after submitting the application.

Further information on the FAP can be found on the Warwickshire School Admissions [Webpages](#).

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## Appendix 4

### Determination of Admission Arrangements, Co-ordinated Scheme and In Year process for school admissions for the 2024/2025 Academic year

#### Summary of Consultation Responses

Consultation response received	LA comment
Hello – I've had a good look at your consultation documents but I'm not actually too sure what 'changes' you are consulting on. Could you just tell me in brief what the changes are from the previous arrangements – or highlight which pages I should be looking at?	Explanation given on the minimal changes in each appendix, including details of the schools where a reduction to PAN is proposed as well as updates and clarifications
Are you proposing any changes to your previously determined admission arrangements this time around	As above
<p><b>Formal Response to Warwickshire County Council's consultation on its in-year applications process 2024/25</b></p> <p>Further to previous communication with you on your in-year process, I note that there is still nothing in your formal Process document which acknowledges or allows for the provision of information about all in-year applications to own-admission authority schools (in our case, our VA and Academy schools), whether or not there are spaces, and gives them time to meet to make decisions.</p> <p>It is my understanding, confirmed by the DfE, that ALL own-authority schools should be notified of all in-year applications so that they as admission authority can meet to decide on each application. This is very onerous for the schools concerned; nevertheless, our schools are doing their best to meet the time limits and requirements set out in the Code. I recognise that this does not easily fit in with the process and time limits in your in-year Process document.</p> <p>We have an informal agreement with you that you will deal with our Church of England schools separately within your process so that these legal requirements can be followed but I am not sure that this is always being implemented in practice and it would be helpful to have this expressly referred to in your Process document.</p> <p>We acknowledge that it is helpful for families if parents are able to make a single application for a school place and that this makes it far easier for the local authority to track vulnerable groups of children. However, we</p>	Discussions to take place with the Diocese now that the in Year process has been bedded in to better understand how the two policies can align

<p>must advise our schools to act in compliance with the Admissions Code.</p> <p>I would welcome further discussion to clarify and consolidate the position for our schools.</p>	

## **Cabinet**

**16 February 2023**

### **Educational Attainment Working Group Report**

#### **Recommendations**

That Cabinet:

1. Notes and comments on the progress made by the Educational Attainment Member Working Group.
2. Considers for approval the recommendations made by the Member Working Group, as set out in Section 3 of the report, and supports the development of those recommendations into a costed action plan.
3. Subject to recommendation (2) above, approves the continuation of the Member Working Group to enable it to gather further evidence and to develop the costed action plan for consideration by Cabinet.

#### **1. Executive Summary**

- 1.1 In July 2022, Full Council approved a motion to establish a cross party Member Working Group to examine the inequalities in educational attainment across Warwickshire. This was in response to the approval by Full Council to the State of Warwickshire report, and by Cabinet to the countywide approach to Levelling Up. In particular, the State of Warwickshire report had highlighted inequality in attainment in education. The Member Working Group was therefore established to explore the reasons behind this, and to propose how the Council could reduce inequalities and effect positive change.
- 1.2 Nine members were chosen to be on the Member Working Group, representing each of the five borough and district areas and each political group. The members were Councillors Brett Beetham, Margaret Bell, Barbara Brown, Jonathan Chilvers, Yousef Dahmash, Pete Gilbert, Jan Matecki, Jerry Roodhouse and Ian Shenton. Councillor Beetham, who had proposed the motion at Full Council to establish the Member Working Group, was elected as Chairman.
- 1.3 Due to the period of national mourning following the death of Her Majesty Queen Elizabeth II and the need to postpone and subsequently rearrange meetings, the timescale for the Member Working Group had to be compressed. Nevertheless, members were able to discuss the issues relating

to educational attainment in detail and were able to propose a number of recommendations.

- 1.4 Although good progress was made, members agreed that further discussions would be required to fully develop an action plan that would allow positive changes towards narrowing attainment gaps to be enacted. They have therefore recommended to Cabinet that the Group continues to meet to allow this to occur.

## **2. Supporting Information**

- 2.1 Members considered a wide range of data relating to attainment of children across Warwickshire. This was broken down into the different Key Stages; by geography; and also by attainment of disadvantaged children compared to those who were not disadvantaged. In this context, disadvantaged refers to children who are in receipt of free school meals or pupil premium.
- 2.2 The Group's remit was to investigate the major contributing factors to the discrepancy in educational attainment across Warwickshire, and to look at what could be done to influence and act on those factors in terms of creating a longer-term action plan. This would be done on a holistic basis, looking at the whole county rather than focusing on specific areas where attainment rates were lowest. The Group wanted to investigate the major contributing factors to the discrepancy of educational attainment, and which of these factors the Council could directly, and potentially indirectly, control and influence.
- 2.3 It was accepted that gaps in educational attainment across Warwickshire had been an ongoing issue in the county for a number of years and attempts at combatting this had been made previously. The Group considered a significant amount of statistical data that showed attainment rates over a ten-year period, which included the most recent available data. It was noted that the difference in attainment between districts widened as children progressed through school; at the Early Years Foundation Stage the difference between the lowest and highest attaining districts was six percentage points, at Year 1 it was eight percentage points, and this increased further to 12 percentage points by Year 2.
- 2.4 Members noted that the highest performing districts were Warwick and Stratford, with North Warwickshire and Nuneaton and Bedworth having the lowest level of attainment. However, in terms of achievement by disadvantaged pupils, a higher proportion were meeting the expected standards in reading, writing and maths in Nuneaton and Bedworth compared to those in the Stratford and Warwick districts. For secondary schools, attainment rates for disadvantaged pupils were below the national average. However, attainment rates were similar to those for statistical neighbours; that is, local authorities that shared similar characteristics to Warwickshire in respect of population and demographics.

- 2.5 Work on improving educational attainment is taking place through other forums, such as the Closing the Gap Board and the Education Challenge Board. The Education Challenge Board contributes to Warwickshire's Education Strategy by maintaining an overview of Warwickshire school performance, strengths, opportunities and challenges. The Board acts as a core stakeholder in education to support, advise and challenge the Local Authority on aspects related to existing and new education strategy and policy. The Closing the Gap Board is the key strategic driver to reduce the attainment gap between Warwickshire's disadvantaged pupils and national non-disadvantaged pupils. It provides a strategic oversight of the work across the County Council. Its primary objective is to ensure that support for disadvantaged pupils remains a key priority. Examples of good practice were being shared through discussions at Board meetings. It was considered to be apparent that strategies that could improve attainment were in place, but there needed to be a more clearly defined structure to pull everything together into a workable solution for the whole county. Additionally, members had sought for greater clarity on what areas the Council had direct influence over.
- 2.6 The education attainment gap measures the difference in attainment of Warwickshire's disadvantaged pupils compared to the attainment national non-disadvantaged pupils. The 2022 gaps are shown in the table below. A smaller figure denotes a smaller attainment shortfall and is considered 'better'.

	Achievement of a Good Level of Development at the end of Reception	Key Stage 1 expected standard in reading	Key Stage 1 expected standard in writing	Key Stage 1 expected standard in maths	Key Stage 2 expected standard in combined reading, writing and maths	Key stage 4, achievement of a grade 5 or higher in GCSE English and maths
Warwickshire	-24	-23	-26	-20	-25	-34
National	-20	-21	-22	-21	-22	-27

- 2.7 Headteachers wanted their children to succeed but highlighted the difficulties in delivering what they wanted for pupils because of financial capacity and staffing. Schools that were involved in the forums welcomed the proposals being suggested at the different forums and were looking for serious action to be put in place as a result, rather than continue to examine and talk through the issues.
- 2.8 Members identified quality of leadership from a school's headteacher and governing body, and the ambition shown by that leadership team, as being an important factor that enhanced children's learning. It was noted neighbouring schools sharing similar demographics could have varying levels of attainment, and that the leadership and focus within the school could play a part in this.
- 2.9 Socioeconomic factors and personal circumstances were accepted as being contributing factors as to why certain children did not attain as well as their peers. However, members felt that this should not be given as an excuse for a lack of attainment. Members identified non-teaching pastoral care as being an

important factor in helping to improve a child's attainment. It was suggested that such care could be given more effectively with the potential involvement of partner agencies such as early help, health services and other support services.

- 2.10 Positive mental health was also identified as an important factor in aiding attainment. Members were informed that mental health practitioners were working in some schools through the NHSE funded Mental Health in Schools programme, and this service had helped improve wellbeing and attainment in school for those children accessing the support. It was felt that early diagnosis and resolution of child mental health problems correlated with improved educational attainment and could help to subsequently reduce demand for services in adulthood. Members therefore agreed to recommend having discussions with the Integrated Care Board to ensure there was a multi-agency approach to positively support children's mental health and non-teaching pastoral care.
- 2.11 It was noted that provision of free school meals was relevant to the statistical indicators of attainment and achievement, as a child in receipt of free school meals would be regarded as disadvantaged. Members were of the opinion that the Council should explore proposals that aim to significantly increase the take-up of free school meals, including considering how an automatic enrolment system might legally be brought forward, to maximise the take up of free school meals amongst those children eligible for them and thus enabling schools to access greater levels of pupil premium funding support if these children were identified and automatically opted in to receiving free school meals.
- 2.12 Members were keen to highlight there was a difference between a child's attainment and their achievement. There may be children who may not perform well academically who would make great efforts with their schoolwork, and extracurricular activities, and make what was for them a great achievement, but statistically speaking they would not attain as well as their peers. Members were keen to explore the feasibility of having a countywide awards ceremony, similar to the Star Awards, for children to celebrate their achievements, in order to motivate and engage them with their schoolwork. Similar awards were already presented to children who attended the Virtual School. This would be dependent on the budget being available for such an award ceremony being inaugurated however, and the work to explore this item would need to look to identify a suitable source of funding for it to be viable.

### **3. Next Steps**

- 3.1 Members wanted to undertake focused visits to particular schools, for example to one that might have previously been failing but had now demonstrated a vast improvement in its attainment rates. It was hoped that these visits would allow members to learn about the strategies that had been implemented and how these had led to an improvement in attainment, to see

if there were any lessons learnt that could be applicable to other schools. At the same time members hope to learn about well-intentioned strategies that had been implemented that had not been successful. The visits could also include speaking to pupils, to get their perspective on what was and wasn't working well. It has been proposed that this work is completed by the end of May 2023.

3.2 Members felt visits should be prioritised to enhance the evidence gathering they had already been undertaking, in order to better inform them before they went on to consider what ought to be included in their action plan and what future recommendations could be made. Members agreed that they wanted to propose indicators of progress and attainment, and how they should be measured, as a recommendation. However, these should be formulated after the school visits had taken place and members' findings discussed in greater detail.

3.3 The full list of recommendations to be proposed by members of the Member Working Group is as follows:

- For the Member Working Group to continue its work beyond February to allow more time to examine how discrepancies in attainment can be addressed, and to fully develop an action plan to be implemented. The action plan would include proposed indicators of progress and attainment, and how they should be measured or demonstrated, and an indication of funding streams and deliverability.
- For members to visit schools to hear from settings of good practice and those identified as showing a gap in attainment levels to gauge likely impact of recommendations, before going on to reach conclusions and discuss the development of an action plan.
- To draw together key data sets, objectives and outcomes from relevant groups and forums that already exist across the county to better understand where gaps remain and a focus is required. Once gaps are better understood, potential solutions could include:
  - Showcasing the work of existing schools known for their good best practice to support others; this could include examples of well-intentioned strategies that have been less successful.
  - Ensuring appropriate targets are being set for all children.
  - Exploring the feasibility of launching a Star Awards-style event for children for whom attainment in line with expected outcomes is lower than their peers to engage and motivate them to attain well, subject to suitable funding being available.
  - Establishing links to multi-agency working groups established through the Integrated Care Board in relation to children's mental health to ensure a focus on improving attainment and reducing demand based on early diagnosis and access to services.
- Support further consideration of proposals aimed at increasing the take up of free school meals, including any options available for automatic enrolment of

those children eligible so as to maximise the benefits of pupil premium funding.

#### 4. Financial Implications

There is a potential financial implication, in that the action plan would need to be costed and funding would need to be secured for the award ceremony that has been proposed.

#### 5. Environmental Implications

None.

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The report was circulated to the following members prior to publication:

Local Member(s): None

Other members: Beetham, Bell, Brown, Chilvers, Dahmash, Gilbert, Matecki, Roodhouse and Shenton



## Cabinet

**16 February 2023**

### **Warwickshire Violence Against Women and Girls Strategy 2023-2026**

#### **Recommendation**

That Cabinet approves the Warwickshire Violence Against Women and Girls Strategy 2023-2026.

#### **1. Executive Summary**

- 1.1 The Warwickshire Violence Against Women and Girls (VAWG) Board has worked collaboratively to enrich the local response to the VAWG agenda. The previous Warwickshire Violence Against Women and Girls Strategy covered the period 2015-2018.
- 1.2 In July 2021, the Government published its updated Violence Against Women and Girls Strategy<sup>1</sup>. Given the VAWG agenda remains a high priority of the Safer Warwickshire Partnership Board (SWPB), the Warwickshire VAWG Board (a sub-group of the SWPB) committed to developing a local Warwickshire response and developed their own VAWG Strategy.
- 1.3 The Warwickshire VAWG Board agreed that the new Strategy would be broadly structured in line with the Government's strategic themes to ensure consistency between national and local approaches to VAWG.
- 1.4 A local 'Call for Evidence' was commissioned across the county to directly contribute to the development of the Strategy. Over 650 local members of the public, victim-survivors, and professionals were engaged in this. A multiagency officer VAWG Strategy Task and Finish Group was also established to develop the Strategy and its associated Delivery Plan.
- 1.5 The Warwickshire VAWG Strategy 2023 – 2026 has been endorsed by the:
  - Safer Warwickshire Partnership Board (SWPB)
  - Violence Against Women and Girls Board (VAWG); and
  - VAWG Strategy Task and Finish Group.

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<sup>1</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1033934/Tackling\\_Violence\\_Against\\_Women\\_and\\_Girls\\_Strategy\\_-\\_July\\_2021.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1033934/Tackling_Violence_Against_Women_and_Girls_Strategy_-_July_2021.pdf)

- 1.6 The Strategy focuses on the delivery of four key priorities and objectives which include:
1. Prioritising Prevention: To challenge the attitudes, behaviours and societal norms which foster VAWG by raising awareness and the understanding of them, and by intervening early where possible to prevent it. The Strategy seeks to ensure that everyone understands what healthy relationships look like and to recognise the signs of abuse, and work to better understand how to prevent the cycle of abuse.
  2. Supporting Victims: The ambition is to provide high-quality, fit for purpose, joined up provision for victim-survivors, ensuring that VAWG partners collaborate to meet the needs of all Warwickshire communities. The Strategy seeks to address the barriers that prevent people telling someone about the abuse and violence that they are experiencing.
  3. Pursuing Perpetrators and Reducing Re-offending: This will be facilitated by working collaboratively across the VAWG partnership agencies to pursue perpetrators and to engage those who offend in behavioural change interventions to stop the harm to victim-survivors, their families and the wider community.
  4. Strengthening the System: The Strategy will provide the framework to continue to strengthen Warwickshire's partnership response to create a whole system approach to tackling VAWG. Working together, professionals across the partnership will develop a consistent understanding and response to VAWG
- 1.7 The implementation of the Strategy will be led by the VAWG Strategy Task and Finish Group and overseen by the VAWG Board. The Task and Finish Group have begun to develop a delivery plan, which will be annually refreshed and reviewed by the VAWG Board on a quarterly basis.

## **2. Financial Implications**

- 2.1 There is no direct budget allocated towards the delivery of the VAWG Strategy per se, therefore partner agencies will be responsible for delivering and financing their relevant actions from the strategy within their own resources, and by utilising the opportunities to draw down external funding to assist its delivery – for example 'Safer Streets' funding<sup>2</sup>.
- 2.2 The Council's contribution is already reflected within the funding allocated towards the domestic abuse commissioned services, sexual violence and assault support services, the Community Safety Team, and the Domestic Abuse Support Team/Caring Dads.

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<sup>2</sup> <https://www.gov.uk/government/news/safer-streets-fund-continues-to-make-streets-safer>

- 2.3 The Council also receive financial contributions from partners towards the delivery of VAWG related activity. This includes contributions from the Office of the Police and Crime Commissioner (OPCC) and the Integrated Care Board (ICB) towards the Warwickshire Domestic Violence and Abuse Service (WDVAS); and contributions from all Warwickshire District and Borough Councils, Warwickshire Police, the OPCC and the ICB towards the delivery and co-ordination of Multi-Agency Risk Assessment Conferences (MARAC) and Domestic Homicide Reviews (DHRs).
- 2.4 The Council has a new duty under Part 4 of the Domestic Abuse Act 2021 to assess the need for accommodation-based support in its area and prepare a strategy to provide such support for victims of domestic abuse and give effect to the strategy. Accommodation-based support is defined as support, in relation to domestic abuse, provided to victims of domestic abuse, or their children, who reside in “relevant accommodation” which is also referred to as Safe Accommodation. “Relevant accommodation” is defined in the legislation and includes various types of specified accommodation that is provided either by a local housing authority, a private registered provider of social housing or a registered charity whose objects include the provision of support to victims of domestic abuse or a sanctuary scheme. This new duty has been reflected within the Warwickshire Safe Accommodation Strategy 2021 – 2024. To deliver the new duty, the Department of Levelling Up, Housing and Communities<sup>3</sup> (DLUHC) allocated new burdens funding to the Council via a section 31 grant. This funding is ringfenced for the delivery of support to those who live within ‘relevant, safe accommodation’. “Relevant accommodation” is defined in the legislation and includes various types of accommodation specified in regulations that is provided by either a local housing authority, a private registered provider of social housing or a registered charity whose objects include the provision of support to victims of domestic abuse or a sanctuary scheme.
- 2.5 Both the Council’s General Fund allocations and the DLUHC grant will be utilised for the Council’s domestic abuse commissioning activity.
- 2.6 The Council’s Finance Team have reviewed the guidance and opportunities for maximising both the DLUHC funding and the Council general fund allocations and are supportive of the domestic abuse commissioning proposed approach.
- 2.7 There is an opportunity to access funding via the Government’s Safer Streets initiative. As part of the VAWG Strategy delivery, partners will work together to allocate funding totalling over £350,000 to deliver environmental improvements in areas of Nuneaton, Rugby, Leamington and Stratford alongside additional communications and awareness raising campaigns.

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<sup>3</sup> <https://www.gov.uk/government/publications/domestic-abuse-support-within-safe-accommodation/delivery-of-support-to-victims-of-domestic-abuse-in-domestic-abuse-safe-accommodation-services>

### **3. Environmental Implications**

- 3.1 The Warwickshire VAWG Strategy sets out Warwickshire's three-year partnership approach to ending VAWG in Warwickshire, thereby creating a safe space and environment for women and girls.
- 3.2 The Safer Streets Fund was introduced to deliver evidenced crime prevention activity, and specifically designed to reduce VAWG and increase women and girls' feelings of safety in public spaces. The Warwickshire partnership has collaborated effectively to secure Safer Streets funding to address issues affecting the local community, for example enhancing CCTV. Use of this funding was focused on locations in the county where women and girls told partners they felt unsafe and incorporated community feedback to create safer spaces for all.
- 3.3 Environmental improvements have been delivered in areas of Atherstone, Nuneaton, Rugby, Leamington and Alcester alongside a communications and awareness raising campaign. Information on the interventions in each area can be found at the following link: <https://safeinwarwickshire.com/safer-streets/>.

### **4. Supporting Information**

- 4.1 Several documents, policies, and strategies have contributed to developing Warwickshire's response to VAWG, including the Warwickshire Safe Accommodation Strategy 2021-2024 and the Safer Warwickshire Serious Violence Prevention Strategy 2022 - 2027. The key objectives of these include:
  - A focus on improving the safety of women and girls in public spaces via more visible and effective policing.
  - The need to rebuild trust and confidence in the criminal justice system by trying to deliver better outcomes.
  - Ensuring victims are treated with respect and dignity.
  - Acknowledging the widespread traumatic impact of VAWG and protecting and supporting victims and their families and friends at the earliest opportunity.
  - Enhancing the response to perpetrators of VAWG through emphasising the importance of early intervention and prevention, holding perpetrators responsible for their behaviours and actions, and driving down re-offending.

Overall, these Strategies together outline the work being done and to be done, to make Warwickshire a safer place.

- 4.2 To support the implementation and delivery of the Strategy, the VAWG Strategy Task and Finish Group will:
- Develop a set of measures to monitor the impact of the strategy.
  - Identify, develop, and seek necessary approvals to undertake joint commissioning and service development opportunities to prevent and reduce VAWG; and will identify and apply for funding opportunities where appropriate.
  - Undertake regular consultation to ensure that the delivery plan reflects the on-going thoughts and concerns of the professionals, the public and victim survivors.
- 4.3 An Equality Impact Assessment (EIA) has been completed on the Strategy, which raised no concerns. Of note, the Strategy is gendered focussed, and therefore does not focus on males as victims of VAWG related crimes. The VAWG board are exploring completing a separate piece of work to consider the experiences, impact and service response needed for male victims.

## 5. Timescales associated with the decision and next steps

- 5.1 If approved by Cabinet, the Warwickshire VAWG Strategy 2023-2026 will be published by 31<sup>st</sup> March 2023. Implementation and delivery will immediately follow.

## Appendices

- Appendix 1 – Warwickshire Violence Against Women and Girls Strategy 2023-2026.  
Appendix 2 – Draft Warwickshire Violence Against Women and Girls Strategy Delivery Plan 2023-2026.

## Background Papers

N/A

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The report was circulated to the following members prior to publication:

Local Member(s): N/A This is a countywide matter.

Other members: Councillors Jonathan Chilvers, Jeff Clarke, Jackie D'Arcy and Jenny Fradgley

# Safer Warwickshire Violence against Women and Girls Strategy

2023 - 2026



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# Foreword

*“He stood over me as the police banged on the door and whispered ‘What have you done? You’re going to ruin my life’. Even in my semi-conscious state, I was shocked. This man, who had spent the previous thirty minutes beating, kicking and choking me... This man, who I was convinced intended to kill me... This man, thought that I was ruining his life?”*

Three years ago, my relationship with an emotionally, physically, and sexually abusive man came to an abrupt end after a particularly violent assault forced me finally to seek help. He had hurt me before, of course, but I'd always covered it up. I kept hoping things would change. But that final night was different. As I was drifting in and out of consciousness, I imagined my family and friends waking up the next morning to a news story with my picture and name on the TV screen. Another murder victim; another dead woman; another male perpetrator.

I took advantage of a moment of distraction and dialled 999 when he wasn't looking. The call operator realised I was in trouble and was able to trace the call. Police arrived quickly, and he was taken away. Just like that... gone. Years of suffering were over, but more trauma would follow. The processes I was subsequently subjected to were shambolic.

The investigation took months, far longer than it needed to.

It felt like every step of the process was a huge rock that I had to push up a steep hill. I was vulnerable and traumatised. I should have been focused on healing... I should have had the space to recover. Instead, I had to put all of my energy into catalysing action and drawing out information from agencies that were meant do it for me.

I am not unique. Violence Against Women and Girls is commonplace. For the first time, though, VAWG seems to have found itself at the forefront of public consciousness. It's raw, and there's an urgent battle cry for change. This is a rare and critical opportunity for statutory agencies and partners to come together and make the changes necessary to support women victims and prevent others from being hurt in the future. It's exactly the right time to launch Warwickshire's VAWG Strategy, and I'm so pleased to see the wonderful commitments being made to protect and support women and girls.

I am proud to have survived and largely recovered from my experiences, and I am so grateful to the specialist counselling agencies that gave me the tools to do that. I would encourage anybody reading this who is a victim to get help – you don't have to report to the police if you don't want to, you can still ask for support. Warwickshire has some fantastic organisations that can help you heal and stay safe. Don't be afraid to use them, they're here for you. Good luck.

**By a Warwickshire Domestic Abuse Survivor**

Violence and abuse, in any form, is unacceptable. Certain crimes, including domestic abuse, rape (and all other sexual offences), and honour-based violence disproportionately affect women and girls. This must stop. In the year ending March 2020, the Crime Survey for England and Wales estimated 1.6 million women aged 16 to 74 years in England and Wales experienced domestic abuse, representing around 7% of the female population. The survey also estimated that 3% of women aged 16 to 74 years in England and Wales experienced sexual assault (including attempts) and 5% experienced stalking. In Warwickshire, there were 3,140 referrals to the Warwickshire Domestic Abuse and Violence Service for outreach support between April 2021-March 2022, and 1,612 rape and other sexual offences reported to Warwickshire Police during the same period, of which 76% of victims were female.

The damage and devastation caused by violence against women and girls (VAWG) for the victim-survivor is enormous, wide-ranging, and can in many cases have severe lifelong consequences. VAWG crimes impact on the physical safety, health and emotional wellbeing of individuals and impacts on families, carers, children, and the community.

Over the last few years, we have made significant progress in improving our response to VAWG. However, we are increasingly aware that more needs to be done to tackle VAWG in Warwickshire. With this in mind, we are delighted to present to you the Warwickshire Violence Against Women and Girls Strategy 2023-2026, which sets out our three-year partnership approach to ending VAWG in Warwickshire. The safety of everyone in our county, is our priority. This Strategy which has been developed in partnership with a range of statutory, community and voluntary organisations across Warwickshire, outlines how agencies will work together to tackle VAWG. Thank you to everyone who has contributed to create this Strategy - particularly those Warwickshire individuals with lived experience of VAWG, who generously chose to give their time to share their story with us during the Call for Evidence.

To truly tackle VAWG, there must be a co-ordinated and cohesive response, whereby all partners, organisations, employers, education establishments, and individuals play their role in helping us to deliver our key priorities. We hope that in reading this strategy you will recognise the role that you, your school, organisation, or community can play to help us tackle VAWG.



**Cllr Andy Crump**

Chair of the Safer  
Warwickshire Partnership  
Board



**Cllr Margaret Bell**

Portfolio Holder for Adult  
Social Care and Health  
(Warwickshire County  
Council)

# Executive Summary

The Warwickshire Violence Against Women and Girls (VAWG) Strategy 2023-26 sets out Warwickshire's three-year partnership approach to ending VAWG in Warwickshire. Our vision is to ensure that everyone living and working in Warwickshire is able to contribute to making the county a safer place for victims and survivors of abuse, whether this is through working to prevent it from happening in the first place, supporting victims and their families, or through empowering victim-survivors to seek support themselves.

The damage and devastation caused by VAWG for the victim-survivor is enormous, wide-ranging, and can in many cases have severe lifelong consequences. Patterns of crime in the year ending September 2021 (as reported by ONS and Crime Survey for England and Wales (CSEW)) were significantly affected by the global COVID-19 pandemic and government restrictions on social contact. There was a stark 700% increase in calls to mainstream domestic abuse charity helplines such as Refuge. Domestic killings increased two-fold in the first 3 weeks following the March 2020 lockdown, and police arrests for domestic

abuse-related crimes increased 24% between April and June 2020, compared with the same period in 2019<sup>2</sup>.

Over the last few years significant progress has been made as to how public and voluntary sector partners in Warwickshire respond, raise awareness, and deliver support and prevention work in relation to the issue of domestic abuse and sexual violence. However, we have a long way to go to deliver this work effectively and to develop our response to other types of VAWG e.g. 'honour' based violence, sexual exploitation.

This document seeks to facilitate a co-ordinated and strategic response to tackling violence and abuse, with four priorities that will be embedded into strategic plans across partner agencies.

The priorities of this strategy have been developed in partnership with a range of statutory, community and voluntary organisations across Warwickshire. We have undertaken consultation exercises engaging with local victim-survivors and professionals working in local services.

The four key priorities and objectives of the strategy:	1	Prioritising Prevention
	2	Supporting Victims
	3	Pursuing Perpetrators and Reducing Re-offending
	4	Strengthening the System

## We will know that the priorities within the strategy will have been delivered when:

- More victim-survivors are reporting VAWG incidents to the Police and are accessing Warwickshire's commissioned services.
- Warwickshire has comprehensive community based VAWG support services in place alongside safe accommodation.
- Adults and children report that their voices were heard; that they feel safer and support was provided at the right time.
- The numbers of victim-survivors experiencing VAWG related repeat victimisation have reduced.
- More perpetrators are brought to justice.
- More perpetrators are engaged in behavioural change programmes.

# Why is the VAWG Strategy required?

1



# Introduction

This strategy sets out a three-year partnership approach to ending Violence Against Women and Girls (VAWG) in Warwickshire.

Our vision is to ensure that everyone living and working in Warwickshire is able to contribute to making the county a safer place for victims and survivors of abuse, whether this is through working to prevent it from happening in the first place, supporting victims and their families, or through empowering victim-survivors to seek support themselves. This document builds on our existing partnerships to provide a co-ordinated and strategic response to tackling violence and abuse, with clear priorities that can be embedded into strategic plans across partner agencies.

The causes and consequences of VAWG are complex and multi-faceted and can only be tackled through a strong multi-agency response. The priorities of this strategy have been developed collaboratively with a wide range of statutory, community and voluntary organisations. We have undertaken consultation exercises engaging with both local victim-survivors and professionals working in local services.

We recognise that abuse and violence can affect anyone, although it is widely acknowledged that women and children carry by far the highest burden. Over the last few years significant progress has been made in terms of how public and voluntary sector partners in Warwickshire respond, raise awareness, and deliver support and prevention work in relation to the issue of domestic abuse and sexual violence. However, we have a long way to go to deliver this work and respond effectively to other types of VAWG, including forced marriage, female genital mutilation,

'honour' based violence, stalking, trafficking, sexual harassment, and sexual exploitation.

The Warwickshire Domestic Abuse Joint Strategic Needs Assessment highlights that a number of groups face additional barriers to accessing help and may be at increased risk of certain types of abuse and takes account of these intersecting needs. This includes older people, LGBTQ+ people, marginalised and minoritised communities/ minoritised ethnic communities, refugees, and adults with care and support needs. We are committed to ensuring that our services are inclusive and accessible to all. The strategy commits us to working together and strengthening our efforts to prevent and tackle VAWG in all its forms.





# Warwickshire VAWG Board

This strategy has been produced by the Warwickshire VAWG Board and is linked directly to the Safer Warwickshire Partnership Board. Their remit is to create safer communities through the reduction of crime and the promotion of safety. The membership of the VAWG Board is as follows:

- Warwickshire County Council (WCC)

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- North Warwickshire Borough Council

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- Nuneaton and Bedworth Borough Council

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- Rugby Borough Council

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- Stratford-on-Avon District Council

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- Warwick District Council

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- Warwickshire Police

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- Office of the Police and Crime Commissioner (OPCC) for Warwickshire

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- Warwickshire Fire and Rescue Service

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- Warwickshire Safeguarding Partnership

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- Commissioned providers of Violence Against Women and Girls Services (for example Domestic Abuse, Sexual Assault, Perpetrator, Counselling)

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- Third Sector Organisations (for example WCAVA and Equip)

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- NHS Coventry and Warwickshire

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- Probation Service

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- Local Criminal Justice Board

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Throughout this strategy, the term **Warwickshire Partnership** is used to describe the organisations who are members of the VAWG Board. Further details on the Warwickshire VAWG Governance arrangements can be found in **Section 3 - Governance**.

## Understanding VAWG

### Definition of VAWG

**VAWG is both a form of discrimination and a fundamental violation of human rights. Locally Warwickshire has adopted the following definition from the United Nations Declaration on Elimination of Violence Against Women and Girls, which states:**

*“Any act of gender based violence that results in, or is likely to result in: physical, sexual or psychological harm or suffering to women [or girls], including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life” (1993, United Nations Declaration, Article 1).*

The definition incorporates a wide range of abusive behaviours including physical, sexual, financial, emotional or psychological violence, economic abuse and sexual exploitation with a focus on the following areas:

- ☐ Sexual Violence, Abuse and Exploitation
- ☐ Sexual Harassment and Bullying
- ☐ Stalking
- ☐ Trafficking and Forced Prostitution
- ☐ Domestic Violence and Abuse
- ☐ Coercive and Controlling Behaviour
- ☐ Female Genital Mutilation (FGM)
- ☐ Forced Marriage
- ☐ Faith Based Abuse
- ☐ So called ‘Honour’ Based Violence

VAWG can take place at home, work or in public places such as on the street or public transport, it describes violent and oppressive patterns of behaviour and practises which achieve power and control over women and girls. Whilst abuses can differ in how they are experienced, they are all the result of the misuse of power and control. For many victim-survivors, they may experience more than one form of VAWG at any given time, or during the experience of abuse.

As with the Government VAWG strategy<sup>4</sup>, our strategy has a clear focus specifically on the experiences of women and girls because of the gendered nature of the crime. It must be recognised however that men and boys are also affected by these crimes, as well as those that are transgender, non-binary and gender non-conforming. Whilst Warwickshire's approach and response to male victims of violent crime (Domestic Abuse, Rape and Serious Sexual Assault, Stalking and Harassment, so called Honour Based Violence etc) is not included within this strategy, the Warwickshire Partnership is committed to ensuring the services we provide meet the needs of all victims/survivors regardless of their gender identity.



## National Context

There have been a number of national responses to VAWG. A few significant examples are outlined below:

### Domestic Abuse Act 2021

The Domestic Abuse Act 2021, introduced a number of tools and powers that partner agencies can use to positively impact on victim-survivors and their children. The Domestic Abuse Act 2021 aims to:

- ❑ Raise awareness and understanding about the impact of domestic abuse on victims and their families.
- ❑ Improve the effectiveness of the justice system in providing protection of victims and bringing perpetrators to justice.
- ❑ Strengthen the support for victims of abuse by statutory agencies.

### Tackling Violence Against Women and Girls Strategy 2021

The Government's "Tackling Violence Against Women and Girls" Strategy 2021 to 2024 sought to identify the issue of VAWG and outline it as a distinct area of policy within the wider policing and community safety agendas. It was shaped by a comprehensive Call for Evidence on VAWG which the Home Office ran 2020 - 2021. Following a number of high-profile tragic rape and murders of several women, the Home Office received over 180,000 responses.

The strategy emphasises the need to do more to prevent VAWG, support victims, and pursue perpetrators. Its ambition is to bring about 'real and lasting change', and aims to:

- ❑ Prevent these types of crimes
- ❑ Improve the experiences of victims and survivors
- ❑ Ensure perpetrators are brought to justice
- ❑ Improve the way organisations work together



The Domestic Abuse Act 2021, introduced a number of tools and powers that partner agencies can use to positively impact on victim-survivors and their children.

## National Police Response to VAWG

The need for greater police presence has been emphasised to improve public trust and confidence in policing, whilst creating safer spaces for women and girls.

In 2021, the National Police Chiefs Council (NPCC) commissioned a report to assess the police response to VAWG. The Final Inspection Report<sup>5</sup> concluded that

the police have made vast improvements over the past 10 years in how they respond to and investigate VAWG, with generally better identification of repeat victims and improved safeguarding measures and support<sup>6</sup>.

Despite improvements, this Inspection found inconsistencies at every level in how the police

respond to VAWG and set out five overarching recommendations. The police have unique powers, responsibilities, and opportunities to tackle VAWG and Warwickshire Police recognise this and will develop and implement actions which reflect current national policing strategy.

## Criminal Justice Response to VAWG

The End-to-End Rape Review of the Criminal Justice System Response to Rape Report, identified a number of recommendations for the Crown Prosecution Service when dealing with VAWG;

in particular, improving the way rape cases are dealt with, increasing prosecution numbers, and updating legal guidance on addressing rape myths and stereotypes<sup>7</sup>.

## Keeping Children Safe in Education 2022

National guidance for school and colleges highlights the zero-tolerance approach in creating a culture in which: "It is essential that all staff understand the importance of challenging inappropriate behaviours between children, that are abusive in nature."<sup>8</sup>

## Wider Strategic Context

Please see Supplementary Appendix 1 for a summary of key local documents, policies, and strategies that contribute to Warwickshire's response to VAWG. The key objectives of these include:

- ❑ A focus on improving the safety of women and girls in public spaces via more visible and effective policing.
- ❑ The need to rebuild trust and confidence in the criminal justice system by trying to deliver better outcomes
- ❑ Ensuring victims are treated with respect and dignity.
- ❑ Acknowledging the widespread traumatic impact of VAWG and protecting and supporting victims and their families and friends at the earliest opportunity.
- ❑ Enhancing the response to perpetrators of VAWG through emphasising the importance of early intervention and prevention, holding perpetrators responsible for their behaviours and actions and driving down re-offending.
- ❑ A commitment to achieving Levelling Up objectives and priorities for the county, which will be prioritised by groups of people and place. This includes a Levelling Up Mission of "reduced homicide, serious violence and crime".

# How and Why the Strategy was Developed

## How

The Warwickshire VAWG Board commissioned a local 'Call for Evidence'<sup>9</sup> across the county to directly contribute to the development of this Warwickshire VAWG Strategy 2023-26. Over 650 local members of the public, victim-survivors, and professionals were engaged in the following activities:

- Literature review: that summarised both local and national key documents, policies, and strategies to provide insight into the current understanding, knowledge, and approach.
- Quantitative data analysis: of the 'Warwickshire Domestic Abuse Partnership Reports' between July 2020 and June 2022.
- Surveys: reaching 622 people, including 184 victim-survivors, 26 respondents on behalf of someone with lived experience, 51 'other' (interested members of the general public) and 243 professional stakeholders.
- In-depth interviews: with 12 victim-survivors, one individual participating on behalf of three people with lived experience, and 16 professional stakeholders.

## Why do we need to address this?

### Impact of VAWG

The damage and devastation caused by VAWG for the victim-survivor is enormous, wide-ranging, and can in many cases have severe lifelong consequences. VAWG crimes impact on the physical safety, health and emotional wellbeing of individuals and impacts on families, carers, children, and the community.



A VAWG Strategy Task and Finish Group was also established to develop the strategy and associated Delivery Plan. The Task and Finish group includes a range of partners who are also members of the VAWG Board. Details of the VAWG Board and associated sub-groups governance structure can be found in Section 3 - Governance.

<sup>9</sup> Independent consultants TONIC ran the Call for Evidence on behalf of the VAWG Board. TONIC are specialists in social research and public consultation with a focus on criminal justice and public health.

## Impact on Adults

94% of respondents to a stalking survey noted their mental health had been negatively impacted by stalking.

The CSEW, found that 63% of female victims said they had suffered 'mental or emotional problems' as a result of the assault, and around 10% said they had attempted suicide.

Health consequences including sexually transmitted infections, sexual or gynaecological problems.

A recent meta-analysis concluded that sexual assault was strongly associated with heightened risk for all forms of psychopathology.

Physical and sensory impairments such as deafness or walking difficulties.

Abused women are 15 times more likely to abuse alcohol and 9 times more likely to use drugs.

Long term and chronic health problems including asthma, epilepsy, digestive problems, migraine, hypertension and skin disorders.

## Impact on Children

At risk of developing an unhealthy view of relationships and misogynistic beliefs and behaviour.

At greater risk of developing mental health difficulties, drug and alcohol abuse and are at a higher risk of offending behaviour.

Are exposed to ongoing trauma which can impact their overall emotional wellbeing, development and life chances.

Increased truancy and lowered educational attainment.

Child victim-survivors are more likely to experience domestic abuse in adulthood, compared with those who have not suffered abuse.

More likely to become subject to statutory social care intervention.

## Impact on Wider Community<sup>10</sup>

Negative impact on the freedom and equality everybody should value and be able to enjoy.

In 2019, the Home Office estimated a total cost of domestic abuse for victims who were identified in a single year to be £66 billion.

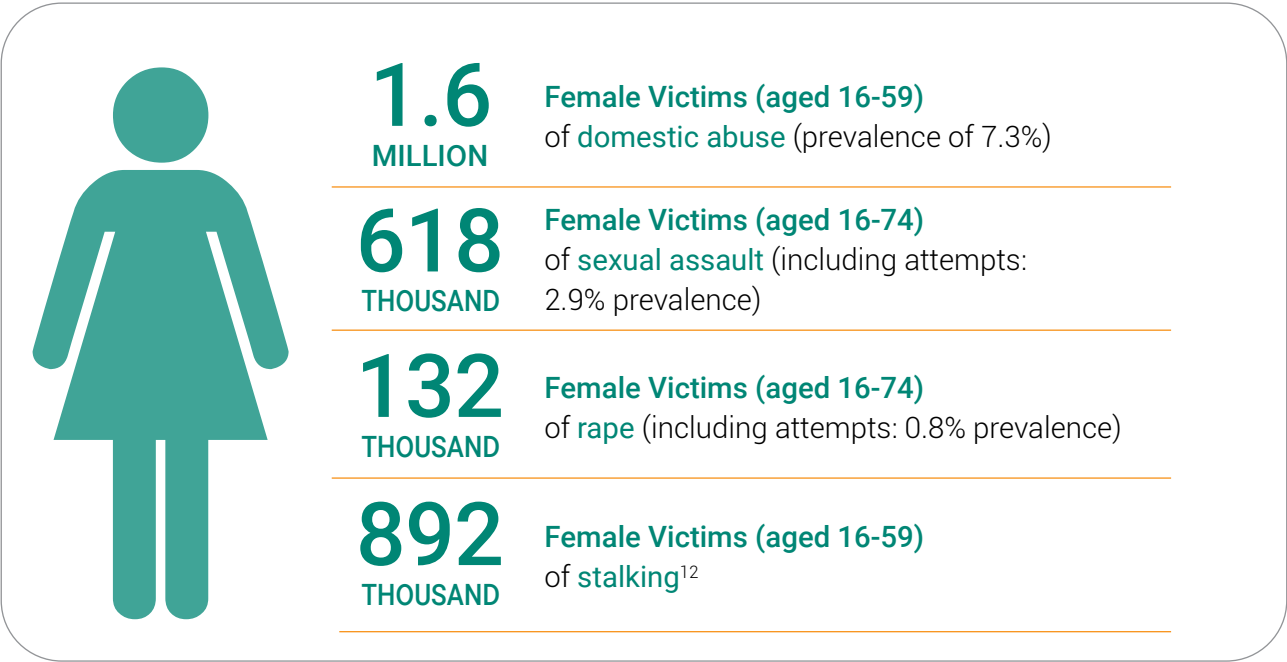
Social and economic costs to the economy, society, and taxpayer.

Loss of life, the destruction of homes, futures, and lives.

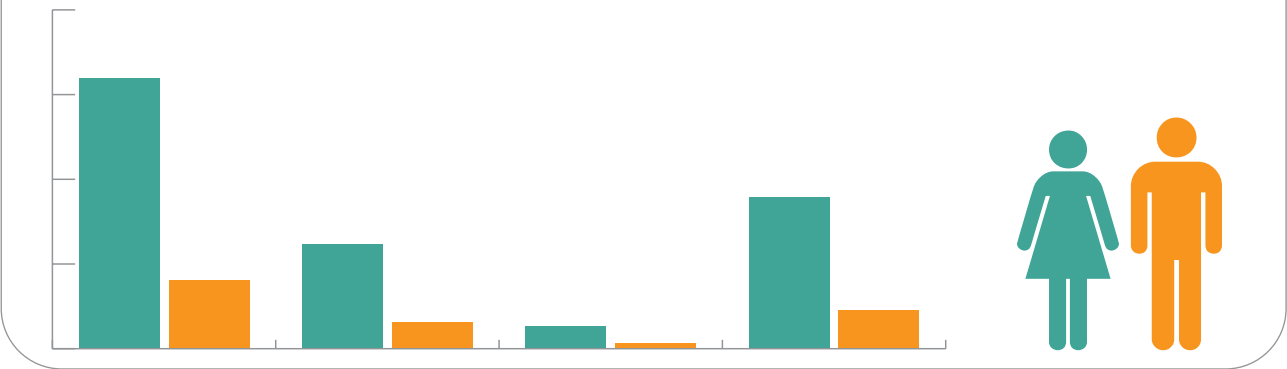
It is important to note that for victim-survivors, the impact of VAWG crimes does not just end when the physical effects heal, or the abuse or violence stops. The memory of the traumatic event can haunt the victim and cause adverse and long-lasting effects on their mental health<sup>11</sup>.

VAWG has Increased

Data from the CSEW estimated that in the year ending March 2020 in England and Wales there were:



Almost **4 times** as many **female victims** of **sexual assault** as male victims, with females being significantly more likely than males to be victims of each type of sexual assault<sup>13</sup>



While statistics are not necessarily always specific to women and girls, there have been dramatic increases in demand on VAWG related crime helplines in recent years. In the year ending March 2021, there was a 22% increase in people supported by the National Domestic Abuse Helpline in England and calls to the National Stalking Helpline have risen – with 79% of victims supported by the National Stalking Helpline in 2020-21 identifying as female. These trends are not necessarily indicative of an increase in the number of victims, but perhaps an increase in the severity of abuse being experienced. It is important to note that VAWG offences are often considered 'hidden crimes' that are not readily reported to the police. The number of VAWG offences recorded by the police is well below the number of victims estimated by the CSEW. Improvements

in police recording practices and the increased willingness of victims to report offences (including non-recent or historic crimes) have contributed to increases in police recorded crimes in recent years, although this effect is thought to be diminishing. The figures do, however, provide a good measure of the crime-related demand on the police and the demand on police from VAWG offences is evidently rising.

Patterns of crime in the year ending September 2021 (as reported by ONS and CSEW) were significantly affected by the global COVID-19 pandemic and government restrictions on social contact. At the beginning of the pandemic and subsequent national and local lockdowns across the UK, there was a noticeable increase in violent crimes (with and without injury, including sexual violence<sup>14</sup>). The pandemic appeared to bring new challenges and

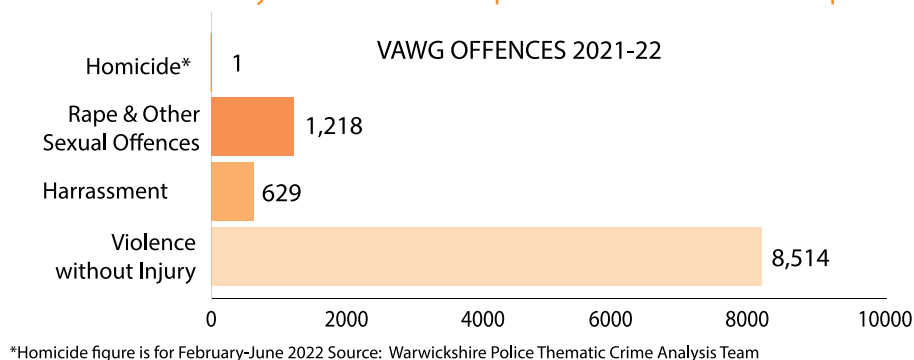
presented perpetrators with new opportunities as more people stayed at home and went online<sup>15</sup>. According to Victim Support, the number of victims seeking help for domestic abuse increased during lockdowns, at times reaching a 24% increase compared to previous baseline figures<sup>15</sup>. There was a stark 700% increase in calls to mainstream domestic abuse charity helplines such as Refuge<sup>16</sup>. Domestic killings increased two-fold in the first three weeks following the March 2020 lockdown, and police arrests for domestic abuse-related crimes increased 24% between April and June 2020, compared with the same period in 2019<sup>17</sup>. It is thought that the restrictions in movement enforced by lockdown and therefore, being unable to get away from perpetrators was a possible contributor to increases in VAWG related crimes<sup>15</sup>.

## Summary of VAWG in Warwickshire

Given its hidden nature and under-reporting, it is difficult to ascertain a comprehensively accurate picture of the scale and extent of VAWG in Warwickshire. The past focus on domestic abuse, and more recently sexual violence, means that data is most readily available for these VAWG types in Warwickshire. The infographic opposite provides an overview of VAWG in Warwickshire<sup>18</sup>. Please see Supplementary Appendix 2 for further Warwickshire VAWG data.

<sup>18</sup>Unless otherwise stated data covering the period April 2021 – March 22

## Violence Against Women and Girls (VAWG) affects many in Warwickshire - here are some key statistics that help to show the scale of the problem



### DOMESTIC ABUSE

The following figures show some of the scale of domestic abuse in Warwickshire in 2021-22

**11,000+** domestic abuse crimes reported to Warwickshire police every year\*\*

7,529 police recorded domestic abuse offences

5,960 domestic abuse related violence

3,140 outreach referrals to Refuge

729 Multi-Agency Risk Assessment Conference (MARAC) cases

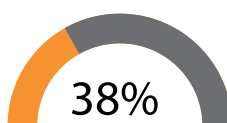
589 cases rated as high risk on DASH risk assessment, 7,144 graded medium, 3,057 as standard

372 households presented as homeless as a result of domestic abuse reported to district/borough councils

178 referrals to domestic abuse accommodation service, operating on average at 92% capacity

### REPEAT VICTIMS

38% repeat victimisation rate for domestic abuse victims



### HONOUR-BASED VIOLENCE

**10** police recorded honour-based abuse offences in 2021-22

### MODERN SLAVERY & HUMAN TRAFFICKING

**20**

crimes or incidents in relation to modern slavery or human trafficking being investigated in March 2021\*\*\*

\*\*\*Source: Warwickshire Council Council Community Safety Team

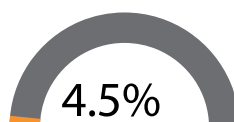
Nuneaton and Bedworth Borough and Rugby Borough have a **higher rate of female victims per 1,000 population** for reported domestic violence, than other areas of Warwickshire.

Nuneaton and Bedworth Borough have a higher rate of female victims per 1,000 population for reported rape offences, than other areas of Warwickshire.

Nuneaton and Bedworth Borough and Rugby Borough have a higher rate of female victims per 1,000 population for reported other sexual offences, than other areas of Warwickshire.

### CHARGES BROUGHT FOR SEXUAL OFFENCES

only 4.5% of sexual offences in 2021-22 resulted in a charge being brought\*\*\*\*

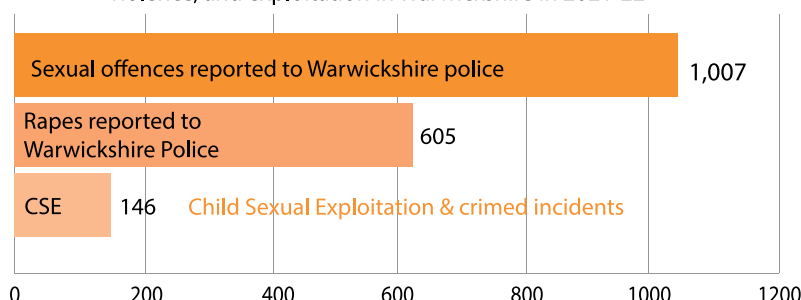


\*\*\*\*Source: Warwickshire OPCC Victim Needs Assessment 2022

\*\*Source: Warwickshire Police & Crime Plan 2021-25

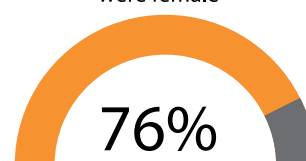
### SEXUAL ABUSE, VIOLENCE & EXPLOITATION

The following figures show some of the scale of sexual abuse, violence, and exploitation in Warwickshire in 2021-22



**1,612** sexual offences reported to Warwickshire police in 2021-22

76% of victims were female



**Figure 1.** Scale of VAWG in Warwickshire



What We Have Achieved So Far

Warwickshire’s VAWG Strategy 2015-18 set out 4 key objectives:

Prevention	Preventing violence against women and girls from happening by challenging the attitudes and behaviour which foster it and intervening early where possible to prevent it.
Provision	Providing high quality, joined-up support for victims where violence does occur.
Protection	Taking action to reduce the risk of women and girls who are victims of violence and ensuring that perpetrators are brought to justice and provided with opportunities for change in a way that maximises safety.
Partnership	Working in partnership to obtain the best outcome for victims and their families.

The objectives were to be achieved by protecting and enhancing what was already in place, whilst maximising efficiency and reducing duplication to enable resources to be freed up to support other areas for development. Warwickshire has made good progress in recent years, particularly regarding how

public, voluntary, and private sector partners respond, raise awareness, and deliver support and prevention work in relation to VAWG. The commitment, resources and collaboration across the public, voluntary and private sector has enabled us to be innovative and pilot new ways of working and has allowed us to invest

and commission valuable services to support victim-survivors and their children. We are proud of what we have achieved, though we still have a long way to go to deliver this work effectively.





Below are some of our key achievements to date:

<ul style="list-style-type: none"> <li>Warwickshire County Council, the OPCC and the NHS Coventry and Warwickshire Integrated Care Board (ICB) commission a major domestic abuse contract, which includes joint performance management.</li> </ul>	<ul style="list-style-type: none"> <li>Developed a Single Point of Contact for access to domestic abuse support and refuge provision.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the Safer Streets project, designed to reduce violence against women and girls and increase women and girls' feelings of safety in public spaces.</li> </ul>
<ul style="list-style-type: none"> <li>Funded a Children's Independent Domestic Violence Advocate (ChIDVA) to provide specialist support to children and young people.</li> </ul>	<ul style="list-style-type: none"> <li>Targeted communications campaigns, overseen and developed by a multi-agency VAWG communications group.</li> </ul>	<ul style="list-style-type: none"> <li>Co-ordination and completion of Domestic Homicide Reviews, designed to enable agencies to improve their responses to domestic violence and abuse and work better together to prevent such tragedies occurring in the future.</li> </ul>
<ul style="list-style-type: none"> <li>Commissioned a specialist therapy and counselling service (DiAmoD) to support adults and children who have been impacted by domestic abuse.</li> </ul>	<ul style="list-style-type: none"> <li>Commissioned SafeLives to conduct an Independent Review of Warwickshire's Response to Perpetrators.</li> </ul>	<ul style="list-style-type: none"> <li>Delivering the Caring Dads programme for men who have abused, neglected, or exposed their children to domestic abuse.</li> </ul>
<ul style="list-style-type: none"> <li>Acknowledging the widespread traumatic impact of VAWG and protecting and supporting victims and their families and friends at the earliest opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>Commissioned SafeLives to review the Multi-Agency Risk Assessment Conference (MARAC) and are working to implement its recommendations for improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Delivering multi-agency training aimed at raising awareness of domestic abuse, coercive and controlling behaviour and risk identification.</li> </ul>

## Domestic Homicide Reviews

In 2011, the Domestic Homicide Review (DHR) process was established on a statutory basis under the Domestic Violence, Crime and Victims Act 2004, so that lessons can be learnt to reduce the number of domestic homicides in the future.

A DHR is a review of the circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by:

- (a) a person to whom they were related or with whom they were or had been in an intimate personal relationship, or
- (b) a member of the same household.

Additionally, recent amendments to DHR guidance include where a victim ended their own life and the circumstances give rise to concern, e.g., there is a history of domestic abuse in the current or previous relationship, a DHR should be undertaken. The Warwickshire Partnership commission independent chairs and authors to undertake DHRs on behalf of the Warwickshire Community Safety Partnerships (CSPs). Following a review, the Home Office approves the content; and recommendations based on the learning from each DHR are produced, actioned, and monitored. Since 2011, 21 DHRs have been adopted in Warwickshire, 14 of which are underway (at November 2022).



Key learning points and recommendations from Warwickshire DHRs broadly mirror national recommendation themes concluding:

- ❑ The need to raise awareness, knowledge, and intelligences across the whole system so both professionals and non-professionals can identify the signs of domestic abuse and know how or where to get support from.
- ❑ The need for better communication between agencies, as well as greater awareness of the complexity of domestic abuse.
- ❑ There were general themes around there being no clear signs of domestic abuse happening, with more work required from health and social care services to carefully assess situations and identify warning signs.
- ❑ There were also themes of misunderstanding and breakdowns in communications, such as between police and victims, or victims, voluntary services, and health and social care services.
- ❑ A recurring key recommendation made in reviews was that greater training around domestic abuse and violence was needed for statutory services, to ensure victims are appropriately cared for and have their needs met.

## Victim-Survivor's Voice

Hearing directly from victim-survivors from different backgrounds, with different experiences has been greatly important when shaping this strategy and our approach to tackling VAWG. 184 victim-survivors and 26 respondents on behalf of someone with lived experience engaged with

an online survey as part of the Warwickshire Call for Evidence. Additionally, 12 victim-survivors and one individual participating on behalf of three people with lived experience took part in an in-depth interview conducted by TONIC on behalf of the Warwickshire Partnership.

***"Thank you for inviting us victims in to hear our voices, our experiences, it's really important."***

**(Domestic Abuse Survivor Interview)**

TONIC engaged with victim-survivors to develop a local Warwickshire response to ambitions of the national Tackling VAWG strategy. The findings and recommendations from the Call for Evidence are embedded throughout this strategy, and some of the views of victims-survivors are highlighted here:

<i>"The stories that are being told should shape policy and service delivery."</i>	<i>"Make people understand the lengths women go to feel safe."</i>	<i>"Please teach boys in schools about consent, starting at primary school. I was raped by a 14-year-old boy before sex education even began at school."</i>
<i>"There are so many things that could be improved so easily by individual organisations and it's so critical that they take responsibility for their own part of this."</i>	<i>"There needs to be more training and understanding around issues for marginalised communities, so they feel confident in accessing support, including LGBTQ+, BAME, sex workers, learning needs."</i>	<i>"I think there should be a big focus on getting men that aren't perpetrators to challenge men that do make comments, there should be a big focus on getting men involved - like you need to be challenging your friends."</i>
<i>"More work needs to be focused on perpetrators and children who have suffered the effects of living with domestic abuse to prevent them repeating the cycle in their own relationships."</i>	<i>"Looking at the crime rates across Warwickshire I would hope to see VAWG as a top priority in crime reduction. I would like to see the focus on young boys/men and changing beliefs and patterns of behaviour within families along with promotion and education of healthy relationships."</i>	<i>"It just needs to be accessible, and people need to be signposted to the relevant support services so they can start to formulate a safety plan and feel like they can control what's happening to them and get that support early to prevent them getting to the stage where I got to when it was too late really."</i>
<i>"There tends to be a lot of onus on the victim instead of services working with perpetrators to prevent them from abusing more victims and children."</i>	<i>"Support from charitable organisations like Refuge and RoSA was brilliant"</i>	<i>"The SARC were fantastic, as was the Safeline ChISVA. Subsequent and ongoing support from Safeline counsellor was beneficial"</i>
<i>"There needs to be more evidence of perpetrators being convicted to encourage victims to report to police and then to carry through with their statement and not retract it through fear."</i>	<i>"Regarding the children there just wasn't a lot of support for them, and that was probably the hardest thing, having to deal with the aftermath of what happened to them."</i>	<i>"Staff in areas where women go alone and healthcare professionals need to be trained in how to recognise domestic abuse and how to report it and signpost victims to support services... GPs, dentists, hairdressers, and beauty therapists should all be trained."</i>

**Going forward, it is imperative that the voices of victim-survivors are heard and responded to.**

## Our Approach



**Figure 2.** Our approach to tackling VAWG

## Our Vision and Priorities

Our vision is to end violence against women and girls; and that everyone living and working in Warwickshire is able to contribute to making the county a safer place for victims and survivors of abuse, whether this is through working to prevent it from happening in the first place, supporting victims and their families, or through empowering victim-survivors to seek support themselves.

## The four key priorities and objectives of the strategy are:

1

### Prioritising Prevention

We will challenge the attitudes, behaviours and societal norms which foster VAWG by raising awareness and the understanding of them, and by intervening early where possible to prevent it. We will work to ensure everyone understands what healthy relationships look like and to recognise the signs of abuse, and work to better understand how to prevent the cycle of abuse.

2

### Supporting Victims

We will provide high-quality, fit for purpose, joined up provision for victim-survivors, ensuring we meet the needs of all our communities. We will address the barriers that prevent people telling someone about the abuse and violence that they are experiencing.

3

### Pursuing Perpetrators and Reducing Re-offending

We will continue to pursue perpetrators and reduce re-offending by working with those who offend. We will work in collaboration across the Warwickshire Partnership to engage those who offend in behavioural change interventions to stop the harm to victim-survivors, their families and the wider community.

4

### Strengthening the System

We will continue to strengthen our partnership response to create a whole system approach to tackling VAWG. We will ensure that professionals across the partnership are consistent in their understanding and response to VAWG.





What will the  
Strategy achieve?

2



**This section considers how the Warwickshire Partnership will achieve the four key priorities and objectives of the strategy:**

## 1 | Prioritising Prevention

## 2 | Supporting Victims

## 3 | Pursuing Perpetrators and Reducing Re-offending

## 4 | Strengthening the System

## 1 | Prioritising Prevention

***“Need to be a bit more preventative rather than reactive.” (Stakeholder Interview)***

If our long-term ambition is to eradicate VAWG, that means a key priority in this strategy must be to prevent it from happening in the first place; to do this we must address the root causes of the problem and seek a change in societal attitudes and responses. Crimes of VAWG are many and varied, as are the underlying reasons for why they occur. While different types of VAWG have their own distinct contributing factors and impacts on victim-survivors, what these crimes share is that they disproportionately affect women and girls. International evidence illustrates that no one single factor causes abuse/violence, and there is no

single path to how individuals become perpetrators of these crimes. Overall, the literature suggests that a complex interplay of factors influences the likelihood of VAWG occurring, including individual, interpersonal and community factors<sup>20</sup>. The complex nature of these crimes mean the interventions and measures which need to be put in place to prevent them also vary, for example prevention work should take place in a range of settings, to make our streets, offices, schools and homes safe for women and girls. Our approach must include challenging sexist and misogynistic attitudes early on, as the behaviours and beliefs

that can lead to VAWG are so often manifested in early years. This is why we must work preventatively with children and young people in education and other settings to promote healthy relationships, equality and respect. Throughout the Warwickshire Call for Evidence, there was an overwhelming consensus from both victim-survivors and professionals that in order to reduce abuse and violence, prevention needs to be at the core of any successful VAWG strategy. We want to support people to be allies in ending abuse and be active in improving our response to VAWG.

***"I'd like to see education, addressing and breaking the cycles of misogyny, and deep-rooted perceptions that young boys have towards girls."***

**(Domestic Abuse Survivor Interview)**

**Partnership  
Objective:**

We will challenge the attitudes, behaviours and societal norms which foster VAWG by raising awareness and the understanding of them, and by intervening early where possible to prevent it. We will work to ensure everyone understands what healthy relationships look like and to recognise the signs of abuse, and work to better understand how to prevent the cycle of abuse.

## What we know

- Younger males are more likely to commit VAWG crimes, though there are many other factors influencing whether someone becomes a perpetrator, including: having a criminal history, having a lower level of educational attainment, having peers who endorse sexual violence and societal norms that condone violence, abuse, misogyny, and gender inequality.
- People who have substance misuse or mental health difficulties or who have experienced child abuse are more likely to be involved in violence, however the relationship between these factors is complex, and experiencing any of these factors in isolation or conjunction does not necessarily mean that violence will occur.
- Individual and societal attitudes toward gender roles is at the heart of VAWG and need to be addressed. Large scale multinational studies have demonstrated inequitable gender beliefs and permissive attitudes about VAWG as important risk factors for males becoming perpetrators of VAWG. Linked to this, initiatives should not be targeted at changing the behaviour of women and girls, but at working with men and boys who perpetuate misogyny either intentionally or inadvertently.
- Early intervention in childhood/adolescence is key to prevention. Education has to start early, and it has to address boys/young men due to the risk of unhealthy attitudes and inappropriate behaviour being modelled, and consequently becoming the 'norm' for people if they are not taught otherwise.
- Online/cyber-enabled abuse has and continues to increase, prevention efforts must also target online forms of VAWG.
- Certain activity has become commonplace for some young people, including receiving unsolicited nude images, sexist name-calling, and sexual assault. Incidents of sexual harassment and online sexual abuse have become so commonplace for some children and young people that they often see no point in reporting them.<sup>22</sup>
- There is also a need for better support to be offered to children and young people exposed to VAWG, such as those



experiencing domestic abuse within their home environment. Without this, there is a risk that the unhealthy attitudes and inappropriate behaviour that has been modelled to them, may become learned behaviour unless they are taught otherwise. Supporting the children of victims and perpetrators will hopefully help to break the intergenerational cycle of crime.

- 
- National and local evidence highlights that experiences of violence in the family home is one of the key causal factors leading to risk taking behaviour in childhood, adolescence and early adulthood. Assessing these risks early and developing interventions that reduce them is at the core of our serious violence prevention approach.
- 

- There needs to be a whole system approach to work with perpetrators, that includes prevention, pursuance, and therapeutic intervention.
- 

## Respondents to the Warwickshire Call for Evidence discussed:

- That historically the onus was placed upon girls/young women to protect themselves or discourage violence (such as where they go, who they are with, what they wear, how much they drink, etc). This must change. *“There needs to be a very determined move away from women and this is what you can do to keep yourself safe, because actually it’s not women who are the problem. I totally understand from a pragmatic point of view why it’s helpful to talk to women about how to keep themselves safe, but actually focussing on the perpetrator is the important thing.”* (Domestic Abuse Survivor Interview).
- 

- The need for improved education. The majority of respondents to the Warwickshire Call for Evidence considered education to be the most important aspect for preventing VAWG – mentioning it at some stage during their engagement with the consultation. Indeed, within the survey, when victim-survivors were asked ‘what more can be done to prevent VAWG in Warwickshire’, a third (33%, n = 146) mentioned education as key for preventing VAWG.
- 

- The importance of teaching people that it is ok to say no. Respondents mentioned educating women and girls on the different types of VAWG, the types of support that are available, and empowering them to report incidents and not feel ashamed, as well as helping young people to recognise when the behaviour of adults around them is unacceptable.
- 

- Concerns about pornography, which are considered to be noticeably influencing trends in harmful sexual behaviour amongst children and young people. - *“I do think that porn is a really corrupting and disturbing influence... The way that relationships are portrayed in porn, it’s excessively violent.”* (Child Abuse Survivor Interview). Respondents highlighted the importance of educating young men that pornography is not an accurate representation of sex in real life.
-

- The need for local and national campaigns and media adverts to raise awareness to the general public about VAWG, its different types, and associated impacts. This was considered to be important as it was felt by some, that perpetrators may not realise their behaviour constitutes VAWG or may lack understanding of the impact their actions have on women and girls, while simultaneously, some victims may not recognise themselves as someone who is experiencing/has experienced VAWG.

- That campaigns should be targeted at men and boys, and in typically 'male dominated areas'- e.g., football matches. To get this right, respondents felt men and boys should be consulted on the approach to ensure communication is effective and reaches the right cohorts.

- Wanting to see people being encouraged to and commended for calling out and challenging others on unacceptable comments, attitudes, or behaviour- *"I think it's twofold. I think it's firstly about broader education around sexual consent and appropriate behaviour, for girls and*

*for boys, but it's also that campaign around challenging bad behaviour."* (Domestic Abuse Survivor Interview).

- The need for more targeted work to be done with boys displaying harmful (sexual or disrespectful) behaviours, and men identified as first-time perpetrators, as well as those displaying risk factors, or perpetrating 'lower level' VAWG, to prevent escalation and future victimisation. Concerns were raised about the lack of dedicated harmful sexual behaviour services commissioned in Warwickshire.

- Feeling unsafe walking in public spaces, especially after dark. This concern is raised when high profile incidents appear in the national media.

## What works

- There is evidence to show that environmental improvements such as improved lighting in specific locations such as parks, CCTV and management of vegetation can reduce both incidents of VAWG and the fear of crime.

- A variety of long-term interventions at schools and educational establishments. Education initiatives have been found to have positive effects on changing attitudes related to VAWG, though the evidence is limited on their effectiveness at decreasing violence or changing behaviours of perpetrators.

- Interventions that address the individual behaviour of VAWG perpetrators or potential perpetrators show promising evidence of the potential to prevent VAWG, although nationally more evidence is required to understand the long-term impacts.



## What we are already doing

Agencies in Warwickshire secured **£249,000** from Round 3 of the Home Office Safer Streets fund in 2021-22.

This funding was for projects designed to reduce violence against women and girls and increase women's and girls' feelings of safety in public spaces.

Environmental improvements have been delivered in areas of Atherstone, Nuneaton, Rugby, Leamington and Alcester alongside a communications and awareness raising campaign. Information on the interventions in each area can be found here: <https://safeinwarwickshire.com/safer-streets/>

Through its Annual Grant Award Scheme, the OPCC has provided funding to CSPs; new and established community, voluntary or third sector organisations or groups; and statutory organisations; to undertake projects, pilots or initiatives that seek to prevent VAWG related crime and abuse from occurring in the first place, including educational initiatives with young people.

Commissioning partners work closely to identify and access funding streams to support activity and initiatives seeking to address VAWG.

Partners work closely with the media/communications leads from each partner agency to support campaigns and awareness raising initiatives.

The Reducing Parental Conflict approach offers a broader prevention offer within Children and Families.

Use of the Safer Streets funding was focused on locations in the county where women and girls told us they feel unsafe and incorporated community feedback to create safer spaces for all. It also funded the development of an education programme looking to raise awareness of misogyny and inappropriate behaviours towards women and girls.

A new Serious Violence Prevention Strategy and approach has recently been adopted by the Warwickshire Partnership. This is based on three pillars; Preventing violence before it happens, responding to immediate risks and developing long term support to create an environment where serious violence is challenged and does not become a social norm.

## What more we will do

### □ Commissioning partners will:

- o Continue to work collaboratively to identify and access funding streams to support activity and initiatives seeking specifically to: 1) ensure women and girls feel safe in public places/spaces, on public transport, at work, and when

online and 2) prevent the generational cycle of VAWG and achieve societal change; in particular those targeted at schools and educational establishments, and those targeted at existing or potential perpetrators.

□ VAWG partners will continue to work together to:

- o Develop and support campaigns and awareness raising initiatives that seek to prevent the generational cycle of VAWG, increase awareness and understanding of VAWG and support available, and achieve societal change.

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- o Consider and implement initiatives that better engage with men and boys in Warwickshire, linked to this we will further develop our communication campaigns specific to men and boys.

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- o Develop proposals for community engagement and events that seek to reassure communities and improve feelings of safety in public spaces in relation to VAWG.

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- o Develop a shared understanding across partner agencies of the adverse experiences of violence, this is vital to ensure all agencies work together in co-designing their response. This approach will ensure that any agency working in the areas of prevention, detection or providing services recognise the interdependencies so that one intervention does not impact on the work of other partner agencies.

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- o Allocate further funding totalling over £350,000 that has been secured through Round 4 of the Safer Streets fund, to deliver environmental improvements in areas of Nuneaton, Rugby, Leamington and Stratford alongside additional communications and awareness raising.

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- The Sexual Assault and Abuse Service (SAAS) Coordinator will undertake a mapping exercise with schools across the county to ascertain what information / messages are being delivered and by whom. This will be in partnership with colleagues in the Safeguarding Board and Education.
- The SAAS Coordinator will, using the mapping exercise information, identify any gaps in provision to schools or particular young people and then work with services (this will include youth justice / probation, drug and alcohol services and children and young people mental health) to ensure the right resources and information is available.
- Communications to promote the role of an 'active bystander' to encourage the public to intervene in appropriate circumstances when they encounter / experience VAWG.
- Warwickshire Children and Families are developing the Caring Dads approach in an Early Help context.
- Warwickshire Children and Families will continue to develop the offer with regards to Reducing Parental Conflict, developed within the Early Help area.



## 2 | Supporting Victims

Whilst our long-term ambition is to eradicate VAWG crimes and have far fewer victims, our ambition in the immediate term is to support victim-survivors across Warwickshire.

Our Call for Evidence demonstrated the devastating and life changing impact VAWG related crimes have on victim-survivors.

Respondents with lived experience of VAWG were asked to describe in three words how the incident(s) had made them feel or affected them in the immediate

***"Straight afterwards, I was completely traumatised and couldn't really function on a day-to-day level."***

**(Domestic Abuse Survivor Interview)**

***"You feel powerless."***

**(Domestic Abuse Survivor Interview)**

***"Disorientated, shocked, scared... then years later you feel the full impact."***

**(Rape, Sexual Assault and Child Sexual Abuse Survivor Interview)**

aftermath. They were asked the same question again, but this time in relation to how they 'currently feel about the incident(s)' to gain an understanding of the long-

term impact. The word clouds in figure 3 depict responses to these questions; the larger the word, the more frequently this was provided as an answer to that question.



**Figure 3.** Warwickshire VAWG Call for Evidence 2022 – Impact of VAWG on Victim Survivors

VAWG crimes can also negatively impact the victim-survivors' families and friends and may limit individuals' ability to engage in and contribute to society. This is why supporting the needs of victim-survivors and their families forms a core part of Warwickshire's approach to tackling VAWG.

## Partnership Objective:

**We will provide accessible, high-quality, fit for purpose, joined up provision for victim-survivors, ensuring we meet the needs of all our communities.**

**We will address the barriers that prevent people telling someone about the abuse and violence that they are experiencing.**



## What we know

- Demand for support for certain services often outweighs the support that is available.
- Victim-survivors who are engaged with the criminal justice process are significantly more likely to remain engaged throughout if they are receiving specialist support.
- The numbers that are accessing rape and sexual offences support services across Warwickshire continues to increase; this mirrors the national picture. It is thought that the increase is as a result of increased awareness of services and confidence to access them, along with the delays in the criminal justice system meaning people are staying in services for longer.
- There needs to be clear step-down services to enable people to move away from intensive support when appropriate.
- A third of victim-survivors nationally think their personal characteristics (sex or gender, sexuality, ethnicity, culture or religion, illness or disability, age), their socio-economic status, and/or their personal history (e.g. being a prostitute or sex worker) was a barrier to them accessing support.
- Lesbian, gay, and bisexual individuals are twice as likely as heterosexual individuals to experience domestic abuse and intimate partner violence. This risk is increased for those who identify as transgender, and further increased when the individual is also from a minoritised ethnic background.
- Victim-survivors need to be better supported throughout the criminal justice system.
- Independent Sexual Violence Advocates (ISVA) can decrease attrition rates of victims throughout the criminal justice system.
- Partners and families of men participating in perpetrator programmes, can be more at risk at this time.



## Respondents to the Warwickshire Call for Evidence discussed:

- Concerns about the availability of support (even if those concerns arise out of a lack of knowledge of what is on offer) and not being confident they would know how to access support if they or a friend or family member experienced VAWG. *"I wouldn't have known where to turn, I wouldn't have known where to ask for any support."* (Domestic Abuse Survivor Interview).

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- The need for improved signposting and referrals to support, with a clear understanding that support does not rely on victim-survivors being willing to report the matter to the police and pursue a prosecution. *"I had to seek my own support. After 3 months, I finally found a charity that were able to help me and my family. There should be more information the authorities could pass on to families in need of direction."* (Sexual Assault/Abuse Survivor Survey Respondent)

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- Feeling least satisfied with the service received from the police and social services, in comparison to other services. (Victim-Survivors)

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- Feeling that barriers to accessing support remain. Much of the discussions about supporting victim-survivors in Warwickshire centred around the barriers to accessing and engaging with services. Many of the barriers outlined or experienced by victim-survivors of VAWG were felt to largely be consistent regardless of which specific types of service they required, and generally mirror some of the barriers victims face when deciding whether or not to report their experience of VAWG to the police.

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- Wanting services to provide flexibility in their approach, and the need to streamline provision and enhance collaboration

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- between different organisations, as well as exploring assertive outreach to typically minoritised groups, such as those from the LGBTQ+ community. *"In Black, Asian, and Travelling communities it is so much more difficult for women to come forward because of the pressure from their own communities."* (Domestic Abuse Survivor Interview).

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- A need for holistic support, whereby victim-survivor needs are met not only psychologically but also practically to safeguard them.

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- Being unaware of the Victims' Code of Practice (2021) and therefore, not knowing their rights as a victim of crime. (Victim-Survivors)

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- Feeling that Warwickshire has a good range of support, but gaps remain including support for children and young people.

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- The need for dedicated support for victim-survivors of stalking.

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- The need for an increased awareness of and support for child-to-parent abuse, as well as exploration of how commonly this occurs in Warwickshire.

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- The importance of workplace awareness and support to encourage earlier intervention to enable employers to be able to spot and recognise signs of someone being a victim of VAWG and then know where to signpost them.

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## What we are already doing

Commissioning partners and local service providers work closely together to identify and access funding streams seeking to support, strengthen or provide services to victims and survivors of VAWG.	OPCC Warwickshire chairs the Local Criminal Justice Board (LCJB), Victim and Witness Forum and contributes to the regional Crime Prosecution Service (CPS) Local Scrutiny & Involvement Panel for VAWG.	Probation practitioners are trained to work with women in a trauma informed way to support them through their journey on probation and not contribute to those reports of feeling retraumatised.
Warwickshire has strong partnership arrangements in place to share information and develop joint plans to protect victim-survivors and hold perpetrators to account – Warwickshire Multi-Agency Risk Assessment Conference (MARAC) meetings take a joint approach to risk assessment and safety planning for victim-survivors living in Warwickshire. Agencies work together to consider the wishes of the victim, options for keeping individuals safe in their own home and powers that can be used to hold perpetrators to account for their behaviour.	Working with the VAWG communication sub-group – communications officers review and refresh target groups to ensure messaging is reaching the right audience with the best impact possible. Additionally, each communication campaign is comprehensively evaluated.	Every woman who is on probation is given the offer of being managed by a female Probation Practitioner.
		Probation work to ensure victim-survivors report during a time when their perpetrator is not present to protect them in the building.
	Warwickshire Police have launched a VAWG scrutiny panel that involves key partners and will be expanded out to include persons with lived experience of VAWG. The aim of the panel is to build trust and confidence with partners and public concerning the police response to VAWG.	Probation operates female only groups for addressing any criminogenic needs they may have.
		Female only Approved Premises are operated by Probation for those assessed as posing a significant risk as they need additional monitoring on release from custody.
	Warwickshire Police have enhanced the Domestic Abuse Performance dashboard, the dashboard includes a section on victim satisfaction that allows for satisfactions levels to be scrutinised based on age and ethnicity to identify those groups that could require additional support.	



## Commissioned Services and Funded Schemes

Warwickshire has a comprehensive community based Domestic Abuse Service which is jointly funded by WCC, the OPCC Warwickshire and the NHS Coventry & Warwickshire Integrated Care Board (ICB). The service provides a range of support to all victim-survivors over the age of 16, at all levels of risk. Warwickshire's Domestic Abuse Service includes:

- o A helpline / single point of contact (SPOC) for anyone requiring advice and support about domestic abuse.
- o 1:1 support by Independent Domestic Violence Advocate (IDVA), outreach workers and health based domestic abuse workers.
- o Specialist Health Advocate Educators.
- o Specialist Health Advocate Educators.
- o Drop-in sessions in community venues across the county and group recovery programmes.
- o Sanctuary Scheme provision (home adaptations that seek to improve security of a home).

24 units of refuge accommodation in the county. This is commissioned by WCC and the OPCC Warwickshire. The refuge accommodation is:

- o Open to women and children.
- o Open to Warwickshire and non-Warwickshire residents as per the Domestic Abuse Act.
- o A mix of self-contained and communal accommodation.
- o The provision includes Domestic Abuse Support Workers and re-settlement support
- o 1:1 support for children and young people by specialist Children's Independent Domestic Violence Advocates (ChIDVA).
- o Support for children and young people through play workers.

WCC commissions multi-agency training sessions on Understanding Domestic Abuse, Risk Identification & Assessment and Safety Planning and Understanding Coercive or Controlling Behaviour for professionals in Warwickshire to access.

Via the SPOC, any victim-survivor or professional in Warwickshire can call Warwickshire's Domestic Abuse Service to access Domestic Abuse Support and refuge provision within or outside of the county. The SPOC is signed up to "Routes to Support" which provides a database of refuge provision available nationally, including specialist provision. Victim-survivors are also able to access 1:1 support, access an immediate risk assessment and support to develop a safety plan. This can include plans for leaving an abusive partner and / or safety measures to enable the victim-survivor to remain in their own home such as use of the Sanctuary Scheme.

WCC commission a British Association of Counselling and Psychotherapy (BACP) accredited Specialist Domestic Abuse Counselling and Therapy Service. The service is divided into two parts, with part 1 providing specialist counselling and therapy for children and young people (up to the age of 18) and part 2 providing counselling and therapy to adults (from the age of 16).

NHS England and OPCC Warwickshire co-commission the provision of a Sexual Assault Referral Centre (SARC) for victim-survivors, located at George Elliot Hospital, along with crisis services for adult victims of rape and sexual assault.

<p>NHS England, OPCC Warwickshire and the OPCC's of the West Midlands region, co-commission a regional Children and Young Persons Sexual Assault Recovery Service for victim-survivors, which utilises the SARC network in the region in a hub and spoke model.</p>	<p>OPCC Warwickshire commissions:</p> <ul style="list-style-type: none"> <li>o A community based Sexual Violence and Abuse service for victim-survivors, which includes ISVA, outreach and counselling services for both adults and children.</li> <li>o A Child Exploitation service for victims and survivors, which works closely as part of a multi-agency co-located team that includes Warwickshire Police, Children's Social Care, and Health.</li> <li>o An Independent Modern Slavery Advocate (IMSA) Service to support victims and survivors of Modern Slavery and Human Trafficking.</li> </ul>
<p>WCC commissions ISVA provision for those that have accessed the SARC, known locally as the Blue-Sky Centre. This is a consortium of providers and covers Coventry and Warwickshire. Also funded is an organisation that provides support for victims of rape and serious sexual offences, this includes counselling, therapies, online and web-based support and a helpline.</p>	<p>In 2018, NHS England (NHSE) launched a document titled 'Strategic Direction for Sexual Assault and Abuse Services: Lifelong care for victims and survivors 2018 – 2023'<sup>23</sup>. This document outlines how services for victim-survivors of sexual assault and abuse, in all settings of the health and care system, need to evolve. It sets out six core priorities that NHS England will focus on to reduce inequalities experienced. To ensure the response to the document, a Sexual Assault and Abuse Services (SAAS) Coordinator was appointed. This post covers Coventry and Warwickshire and works to break down barriers and improve pathways to services. The work of this post and the priorities of the NHS SAAS strategy have now been incorporated into the Action Plan of the Rape and Serious Sexual Offences (RASSO) Steering Group, which reports to the VAWG Board.</p> <p>OPCC Warwickshire, WCC and the District/Borough Councils, have worked closely together and with the Home Office to secure national Safer Streets<sup>24</sup> funding to improve the feeling of safety of public green spaces, town centres and other locations perceived to present a risk of danger to vulnerable people, including lone women and girls.</p>

Through its Annual Grant Award Scheme, the OPCC has regularly provided funding to CSPs; new and established community, voluntary or third sector organisations or groups; and statutory organisations; to undertake projects, pilots or initiatives that support victims and survivors of VAWG related crime and abuse.

OPCC Warwickshire has worked closely with the Ministry of Justice to secure additional national funding to extend the provision of support services in Warwickshire for adult and child victims-survivors of Domestic Abuse, Sexual Violence/Assault, and Child Exploitation. This includes additional ISVA, Children and Young People's Independent Sexual Violence Advocate (ChISVA) and ChiDVA roles, Sexual Violence Support and Sexual Violence Counselling, and specialist Domestic Abuse Outreach, and Domestic Abuse Counselling.

## What more we will do

### □ Commissioning partners will:

- o Continue to commission or grant fund services providing support to victim-survivors of VAWG and will work together and with other partners in the county to secure additional national funding where possible.
- o Identify gaps in provision of specialist services (e.g stalking) and seek to identify and access funding streams as necessary to provide the identified support need.
- o Link with local service providers to ensure contracted service providers and grant recipients provide holistic services and work together in a coordinated way, to properly meet the psychological and practical needs of survivors.
- o Link with local service providers to ensure the removal of barriers to access services. Linked to this, partners will continue to review monitoring data, highlighting any over or under-represented groups, and using this information to target communications to specific groups.
- o Identify and access funding streams seeking to support, strengthen or provide services to child victims of domestic abuse recognising their new status in law.
- o A commitment has been made within the Warwickshire Safe Accommodation Strategy 2021–2024<sup>25</sup> to commission 36 units of dispersed self-contained safe accommodation for domestic abuse victim-survivors and their children. WCC have been working with Refuge to develop this dispersed model of accommodation, which is expected to go live in 2023. It is anticipated it will take around two years to get all 36 units of dispersed accommodation up and running.

□ **VAWG partners will continue to work together to:**

- o Develop and support campaigns and awareness raising initiatives that specifically seek to promote engagement with support services, and which highlights that reporting to the police is not a condition of support.

- o Add pressure to the national conversation to improve court timescales.

- o Commit to developing/updating their own workplace policies. All partners should have policies in place to protect, support and guide staff and volunteers in the workplace. Warwickshire Police will refresh domestic abuse policy/ procedure to ensure that victims/ survivors of VAWG are police officers or staff are properly supported.

□ **Warwickshire Police will:**

- o Launch a RASSO scrutiny panel that will involve key partners and those with lived experience. The aim of the panel is to build trust and confidence with partners and public concerning the police response to RASSO.

- o Refresh the Domestic Abuse Policy and Procedures to improve the police response to Police Perpetrated Domestic Abuse (PPDA) to build trust and confidence in the public that incidents of this nature will be robustly investigated.

- o Prioritise the examination of digital devices recovered from the victims of RASSO to reduce the impact on the victim and to enable the criminal investigation to be progressed in a timelier manner.

- o Produce a further learning package to raise awareness amongst frontline staff of the Victim's Code based around the lived experience of a survivor of VAWG.

- o Promote the Victims' Right to Review (VRR) scheme with victims/survivors to empower them to challenge where the police or CPS have made a decision to take no further action against an identified perpetrator.

- o Put measures in place to ensure that the use of a Stalking Protection Order is considered in relevant cases.

- o Continue to monitor data on children who are arrested as a result of child-to-parent abuse.

- **OPCC Warwickshire will** review the Police and Crime Commissioner's (PCC) Victims Charter in light of the Victims Bill and the new Victims Code of Practice 2021, with a view to the refreshing and relaunching of the Charter as appropriate, ensuring it is clear and jargon-free.

- **Through the PCC as chair of the Local Criminal Justice Board (LCJB), the OPCC Warwickshire will** support the board members to map the journey of victims through the criminal justice system to identify areas for improvement in relation to their experience, confidence and satisfaction, and seek to identify and access funding streams in order to provide identified support needs.

- **Through the work of the Sexual Assault and Abuse Coordinator funded by NHSE, work will** continue to involve victims and survivors experience to shape services and to address barriers to accessing services.

- Probation will ensure staff are trained and working in a trauma informed way.
- District & Borough Housing teams are working towards employing Domestic Abuse Co-ordinators who will work to ensure effective access for victims of domestic abuse and encourage their engagement within the service.
- Children and Families Services have offered the commissioned Warwickshire Domestic Violence and Abuse Service a place on Risk Assessment for Children training to upskill staff on potential risks to children.

### 3 | Pursuing Perpetrators and Reducing Re-offending

***“We need more positive police action in the interim, better recognition and understanding of VAWG, especially first response officers, holding perpetrators accountable and putting preventative measures in place to disrupt their behaviour, less victim blaming and more understanding of victim survival skills.”***  
(Survivor Survey Respondent)

***“More access for perpetrators to get help to hopefully reduce the victims.”***  
(Survivor Survey Respondent)

Overall, our aim is to stop VAWG offences from happening in the first place, but when they do happen, all perpetrators of all forms of VAWG must be brought to justice. We want all victim-survivors of VAWG offences to have the confidence to come forward and report what has happened to them. In order for this to happen, we recognise there must be an increase in the number of perpetrators brought to justice, and for such perpetrators to receive tougher sentences. In addition to pursuing perpetrators, Warwickshire recognises there is a need to work with those who perpetrate abuse, to encourage them to understand and reflect on

the impact of their behaviour both on adult victims and any children involved either directly or indirectly. This is with a view to encourage better future behaviour and regulation of their needs to express, anger and control. This work is designed to minimise future behaviour and ultimately reduce the number of victims. Whilst perpetrators are going through programmes it is recognised that this can be a particularly vulnerable time for their victims and there is always a need to ensure that support is in place for victims whilst perpetrators are going through a programme designed to bring about change.

#### Partnership Objective:

**Partnership Objective: We will continue to pursue perpetrators and reduce re-offending by working with those who offend. We will work in collaboration across the Warwickshire Partnership to engage those who offend in behavioural change interventions to stop the harm to victim-survivors, their families and the wider community.**

## What we know

### Pursuing Perpetrators

- VAWG is significantly under-reported, so many perpetrators are not being brought to justice.
- A significant proportion of VAWG investigations are closed by the police with the outcome 'evidential difficulties, victim does not support action'. Victim withdrawal has most often been linked to the lengthy and often intrusive investigation process, impacting on the ability of victims to 'move on', and often as a result of the perpetrator being released with no bail conditions and therefore free to harass or intimidate victim-survivors into withdrawing.
- The lack of accountability and punishment for perpetrators discourages victim-survivors from reporting crimes, as there is the understanding that they will have to relive a traumatic event and go through the distress of an investigation without any action coming of it.
- The vast majority of VAWG crimes are committed by someone known to the victim.
- Repeat perpetrators of VAWG incidents and crimes need to be identified, monitored, and receive appropriate interventions and proactive policing.
- Many perpetrators deny or significantly underestimate the impact of domestic abuse on children living in their household.
- 76% of children who are open cases to Warwickshire Children and Families are living in a household where domestic abuse has occurred.
- There is increasing concern with regards to levels of adolescent abuse towards a carer.

### Respondents to the Warwickshire Call for Evidence discussed:

- That Warwickshire's response to pursuing perpetrators could be improved. Only a quarter of professionals (24.8%) felt Warwickshire's current approach to pursuing perpetrators of VAWG is 'good' or 'very good', a third (33.1%) rated this as 'ok', and the remaining 42.2% selected 'poor' or 'very poor'.
- That the number of VAWG perpetrators charged, prosecuted and convicted has been falling and this had resulted in putting people off engaging with the criminal justice process. When individuals did persevere with the criminal justice process, they felt they had been left unsupported throughout, were distressed by trials frequently being cancelled, were often disappointed in the charge that ended up being brought, and specific issues were identified due to the domestic abuse court being located in Coventry.
- That it is helpful and reassuring for victim-survivors to have and know their addresses are flagged on the Police National Computer, ensuring a faster response to any 999 calls from them.



- How they hoped to see a shift in focus from women to men and from victim-survivors to perpetrators in recognition of the fact that VAWG is largely a men and boys issue as opposed to a women and girls issue. *"There tends to be a lot of onus on the victim instead of services working with perpetrators to prevent them from abusing more victims and children."*

(Domestic Abuse Survivor Interview).

- How essential an efficient criminal justice system is for pursuing perpetrators and emphasised that this is an area that requires significant improvement in Warwickshire, acknowledging that many of the issues stem from lack of resources. *"A lot of people are dropping out of court proceedings because you re-traumatise the victim every step of the way, especially when court cases are delayed and postponed and delayed and postponed - that's a national issue but also a local issue."*

(Stakeholder Interview).

- That the current set up of the criminal justice system is having the devastating effect of re-traumatising victim-survivors (contributing to high attrition rates) and is not punishing perpetrators adequately.

- Wanting to see improvements in terms of more proactive and reactive action being taken from the police, and more robust follow up. Many victim-survivors spoke about incidents they had reported to the police that had never been investigated, this seemed to anecdotally be particularly common in the case of breaches to restrictions placed on perpetrators like non-molestation orders. *"She then got a non-molestation order from that incident, and he just continuously breached the non-molestation order - it didn't mean anything - every time she reported it to the police, they would take the report and wouldn't do anything with them."* (Interview on behalf of a Domestic Abuse Survivor)

- The desire for a dedicated specialist team within Warwickshire Police to deal with VAWG-related offences, saying that this would give the *"best chance with the Crown Prosecution Service and for getting convictions."*

- Experiences with the police. The Call for Evidence showed there was very little positive feedback provided by victim-survivors of VAWG about Warwickshire police, however those who felt like they were taken seriously by the police, had a quick response to their report, or experienced effective communication, were most likely to have a more optimistic perception.

- The need for better training for all professionals operating within the criminal justice system. Respondents felt having a specialist VAWG police response could be beneficial, as well as better information sharing between organisations to identify repeat offenders.

## Reducing Re-offending

- A significant proportion of incidents and crimes reported to the police involve a perpetrator who has consumed alcohol and/or drugs and/or who suffers from poor mental health.
- Following a separation, issues of child access appear to be a factor that leads to an escalation in perpetrator behaviour.

## Respondents to the Warwickshire Call for Evidence discussed:

- That there is a need to both support victims and work with the perpetrators *“without encouraging and helping perpetrators to change their behaviour, ultimately, we will be creating more victims of VAWG long-term.”*
- The need to support perpetrators through a contextual safeguarding model, taking into account past trauma and complex needs i.e., mental health and drug or alcohol problems.
- The need to invest more into perpetrator programmes both in prison and the community, catering to everyone regardless of their background and targeted at a wider range of VAWG types.
- That perpetrator programmes should be empirically evaluated, so that they can be fully utilised, with sufficient capacity to meet the demand. Victim-survivors wanted to see improvements made in the way perpetrators' eligibility to undertake a programme is assessed to ensure meaningful engagement. *“I think they should have to engage with mental health services in order for them to then recognise what they've done isn't acceptable, you could arrest them, and they could go to prison but all they're going to do is sit in prison and then be released again, they're not actually doing anything to change their behaviour.”* (Interview on behalf of a Domestic Abuse Survivor)

## What we are already doing

### Pursuing Perpetrators

PCC hold the Chief Constable to account for delivering an efficient and effective police service and has been particularly focusing on VAWG.

Commissioning partners work closely together to identify and access funding streams to support activity and initiatives seeking to address VAWG.

Warwickshire Police have developed a Violence, Abuse and Intimidation against Women and Girls Strategy (VAIWG) and delivery plan. The strategy includes a section dedicated to criminal justice and offender/suspect management.

Warwickshire Police have Managing Offenders Board (MOB) chaired by the Detective Superintendent responsible for Prevent. One of the aims of the MOB is to improve the police response to perpetrators of VAWG. The MOB will look to make more effective use of the Multi-Agency Public Protection Arrangements (MAPPA) to more effectively manage perpetrators of VAWG.

From April 2023 the Warwickshire Police will have DART teams (Domestic Abuse & RASSO).

Warwickshire Police developed an investigative response plan to deal with the increase of needle spiking type incidents being reported, this initiative, called Operation Biscay, ensures a professional response to any incidents reported by the public with a view to trying to identify the perpetrators of these incidents.



## Reducing Re-offending

OPCC Warwickshire has worked closely with the Home Office to secure national funding to provide a Domestic Abuse Perpetrator Programme in Warwickshire. This service is undertaken by a local delivery partner and includes a number of strands that provide a holistic offer to individuals of all risk levels, who are genuinely seeking support to cease their abuse behaviour, including early intervention options. This service also includes a parallel offer of therapeutic counselling and support to connected victim-survivors

Through its Annual Grant Award Scheme, the OPCC Warwickshire has regularly provided funding to CSPs; new and established community, voluntary or third sector organisations or groups; and statutory organisations; to undertake projects, pilots or initiatives that support perpetrators who genuinely wish to cease their continuing cycle of crime and abuse.

Offenders assessed as having domestic abuse risks are subject to a separate risk assessment which looks at their risk of harm to family members, children, and spouses, this is called Spousal Assault Risk Assessment and helps to inform the wider risk management of Perpetrators.

Internal Policies set out expectations that Probation Practitioners should review child safeguarding and domestic abuse concerns with Police and Children's Services when there is a new concern and every 3-6 months based on risk assessment and circumstances.

Warwickshire Children and Families strives to ensure that a core component of assessments is to consider the adverse effects of domestic abuse on children. Targeted Domestic Abuse Risk Assessment for Children (DARAC) assessments are part of this approach.

Probation run accredited programmes to address domestic abuse, these are run in a group to encourage challenge from others and seek to address domestic abuse, reduce the risk posed by offenders and assist with rehabilitation. Probation also run Structured Interventions (SI) which address domestic abuse – these are not accredited but are still run in groups, usually smaller and have the same aims as the accredited programmes. If an offender does not meet the criteria for a programme of an SI the Probation Practitioner can complete 1-1 work with them.

Warwickshire Children and Families has an established Caring Dads programme, which targets men who are in contact with children subject to child protection or legal proceedings. The aim of this programme is to work with fathers to change behaviour and avoid future victims. At all stages of delivery, independent support for victims is an inherent part of the programme.

There is a drive within Warwickshire Children and Families Service to engage with fathers and recognise the significant contribution they make to child development, whilst recognising power and control dynamics within families.

Family time arrangements will pay due regard to domestic abuse issues.

## What more we will do

### Pursuing Perpetrators

#### □ OPCC Warwickshire will:

- o Work closely with commissioning partners to ensure contracted services and grant recipients have plans in place to support and encourage victims and survivors who have not yet reported to the police to do so.

- 
- o Work together with Warwickshire Police to establish pathways for the reporting, with consent, of anonymised intelligence regarding perpetrators of VAWG, where this is safe to do so.

- 
- o Support LCJB members via the PCC who operates as the Board's chair, to ensure that the arrangements for VAWG victims-survivors at court do not lead to the perpetuation of abuse. This includes the facilities available and the use of special measures. In addition, they will support the board members to identify their plans for improving conviction rates for VAWG cases, including any increases in capacity and capability of resources where this is necessary.

#### □ Warwickshire Police will:

- o Explore the feasibility of launching project Vigilant, this initiative, linked to the night-time economy, will look to equip police officers with enhanced training so they are better able to identify those perpetrators who could pose a risk to women and girls.

- 
- o Seek to make more effective use of the Domestic Abuse Perpetrator Programme (DAPP) commissioned by the OPCC Warwickshire.

- o Become an Operation Soteria<sup>26</sup> force aimed at the improving the response to RASSO.

- 
- o Prioritise the examination of digital devices recovered from the victims and perpetrators of RASSO to reduce the impact on the victim and to enable the criminal investigation to be progressed in a timelier manner.

- 
- o Ensure that the response to VAWG related incidents will be prioritised in accordance with risk. A THRIVE (Threat, Harm, Risk, Investigation, Vulnerability, Explanation) risk assessment will be conducted in all cases where a member of the public contacts the police to report an incident, where there is a delay in police attendance the incident will be reviewed at regular intervals.

- 
- o Look to place HARMS markers on victims' addresses where appropriate to ensure that incidents involving those at most risk are prioritised.

- 
- o Ensure that serial perpetrators of VAWG are flagged on the Police National Computer.

- 
- o Conduct reasonable line enquiries into any breaches of bail conditions or civil orders and where appropriate explore whether the actions of the perpetrator would amount to a further crime (for example harassment or stalking).

## Reducing Re-offending

- **Commissioning partners** will work closely to identify and access funding streams to support activity and initiatives seeking specifically to prevent the generational cycle of VAWG and achieve societal change, in particular those targeted at existing or potential perpetrators.
- **Probation will** ensure referrals and use of Programmes, SI and 1-1 work is utilised for all domestic abuse perpetrators and monitor the quality of this.
- **Warwickshire Children and Families will** seek to develop and implement bespoke interventions to address adolescent to parent/carer violence and aggression (APVA).
- **Within the Caring Dads programme,** there are development plans to target men who are part of families in contact with Early Help services.
- **The partnership Reducing Re-Offending Board, accountable to Safer Warwickshire Partnership Board (SWBP)** are currently working to develop a new strategy and approach to reducing re-offending in Warwickshire.

## 4 | Strengthening the System

***"There is very effective partnership working taking place at both statutory and voluntary levels across the county"***

**(Stakeholder Survey Respondent)**

A whole system approach must be in place to truly tackle VAWG. There should be zero tolerance for VAWG to occur anywhere, including at home, at work, at school, online, or on the streets. As highlighted throughout this strategy, VAWG is a complex issue and for us to respond effectively, every organisation must play their role. This can mean health and social care professionals and specialist organisations supporting victim-survivors, teachers and other professionals working in education raising awareness, criminal justice professionals ensuring all victim-survivors see justice, or members of the community calling out unacceptable behaviour. We must take action to tackle VAWG and this can only be achieved by working together to do so. There are always challenges to working effectively in a partnership, including working with limited resources and capacity, differing working cultures, and competing priorities. Nonetheless, the Warwickshire local VAWG partnership has already been effective in working to tackle VAWG.

### Partnership Objective:

**Partnership Objective: We will continue to strengthen our partnership response to create a whole system approach to tackling VAWG. We will ensure that professionals across the partnership are consistent in their understanding and response to VAWG.**

## What we know

- All the pieces of the system have to work properly to make it effective. This requires a cross-cutting, multi-agency, partnership approach. A 'coordinated community response'.
- There is an inconsistent, fragmented, uncoordinated approach to funding, which starts right at the top in central government department.
- Health and Education providers have a critical role to play.
- There is a need for improvement in data collection in order understand the full scope, scale and impact of VAWG in the county.

## Respondents to the Warwickshire Call for Evidence discussed:

- Feeling that partnership working in Warwickshire is strongest at the highest strategic levels, while joint working on an operational level and amongst different service providers could be improved.
- That VAWG Board has good buy-in from a range of key partners, and that those currently engaged are motivated to make a real difference.  
*"We are really lucky because we have such a wide range of organisations who want to be part of this." (Stakeholder Interview)*
- Feeling that organisations, in particular the Warwickshire police could work to improve data recording and reporting practices in order to have a better understanding of the scale of VAWG locally.
- The need for the VAWG Board to review who their existing partners are, and consider who additional partners could be.
- That the 'Emerging Trends' group, which was set up by WCC during the COVID-19 pandemic, had been 'a game changer' in bringing relevant partners together -  
*"The involvement of a wide range of multi-agency organisations is very positive. I think the work we do around emerging trends is really good - it's certainly helped shape some of the direction we're going in. Overall, I think the partnership's commitment to this agenda is very strong." (Stakeholder Interview)*
- Wanting to see more opportunities for those with lived experience to be involved. This could include participating in discussion forums, communications work, or other initiatives, and should take place both virtually and in person to encourage engagement from representatives of all communities.
- That there is scope for wider partners to be involved in the implementation of this strategy.
- Concerns about the lack of resources, time and funding needed to deliver this new VAWG strategy. Since the COVID-19 pandemic, workloads have drastically increased with no extra resource to meet the demands.

## What we are already doing

Warwickshire has an established VAWG Board, which is a subgroup of the Safer Warwickshire Partnership Board (SWPB). The VAWG Board's purpose is to oversee the delivery of activities that prevent, protect and reduce violence against women and girls. The board meets quarterly and has members from a range of organisations as detailed in [Section 3 – Governance](#). To enable the Board to be effective, a number of subgroups develop areas of work in more detail, engaging with a wider range of agencies and specialist teams. These subgroups report into VAWG Board as detailed in [Section 3 - Governance](#).

Warwickshire Police have launched a VAWG scrutiny panel that involves key partners and will be expanded out to include persons with lived experience of VAWG. The aim of the panel is to build trust and confidence with partners and public concerning the police response to VAWG.

The partnership collaborated effectively to secure Safer Streets funding to address issues affecting the local community, for example lighting and enhanced CCTV. Through this funding, the partnership also developed several VAWG specific Virtual Reality videos designed to raise awareness of misogyny and inappropriate behaviours towards women and girls. These will be delivered to young men and boys in education and other settings.

The Warwickshire VAWG Strategy and the Warwickshire Serious Violence Prevention Strategy have been co-produced, with shared outcomes and objectives. The Warwickshire Serious Violence Prevention Strategy attracts a legal duty on named agencies to prevent and reduce serious violence and prepare and implement a strategy to do so.

In developing a stronger system, partner agencies are working together to adopt a common assessment framework, based on the principles of contextual safeguarding. Our ambition is to share this framework across all agencies involved in the Serious Violence and VAWG partnerships to deliver interventions that have greater outcomes in terms of violence prevention.

The Warwickshire Serious Violence Prevention Strategy recognises that to create a stronger system there needs to be direct engagement with local communities affected by violence. Developing an eco-system between schools, partner agencies, the voluntary sector and local community leaders, which challenges all forms of violence is a vital part of our violence prevention approach.

Partners have adopted a shared risk approach to the funding and delivery of DHRs. This ensures a consistent process is followed wherever a DHR occurs in the county and enables the provision of a dedicated officer post to co-ordinate this work. This approach ensures reviews are comprehensive and can fulfil their purpose of enabling agencies to improve their responses to domestic violence and abuse and work better together to prevent such tragedies occurring in the future.

Commissioning partners, WCC, Coventry and Warwickshire ICB and the Warwickshire OPCC already jointly commission several VAWG support services.

Where services are not jointly commissioned, partners still work together on commissioning activity, for example are evaluation panel members for VAWG related tenders.

## What more we will do

### □ Commissioning partners will:

- o Review the Home Office's refreshed 'National Statement of Expectations' in relation to the commissioning of VAWG services (when published).

- 
- o Ensure that data from commissioned services and other relevant grant recipients contributes to a richer picture of the scale of VAWG locally.

- 
- o Pool resources wherever possible and explore co-commissioning to increase capacity.

### □ VAWG partners will continue to work together to:

- o Ensure that those with lived experience have the opportunity, either directly or through their advocate, to provide feedback on their experiences, confidence, and satisfaction; to identify good practice that can be built upon; and to highlight areas for improvement.

- 
- o Identify regional and national good practice for consideration of implementation in the county, in particular where this will help prevent the generational cycle of abuse, and where this will close identified gaps in services or support.

- 
- o Review data recording and reporting practices to fully understand the scale of VAWG locally and put processes in place to report relevant data into the Analysts supporting VAWG.

- o Review existing partners, subgroups, and community safety partnerships and consider their corresponding roles to ensure these are being used effectively and efficiently.

### □ Warwickshire Police will:

- o Launch a RASSO scrutiny panel that will involve key partners and those with lived experience. The aim of the panel is to build trust and confidence with partners and public concerning the police response to RASSO.

- 
- o Ensure key relevant learning and best practice emanating from the National Policing Vulnerability Knowledge and Practice Programme (VKPP) is shared with partners to help to develop a stronger response to VAWG. The VKPP works with the NPCC, the Violence and Public Protection (VPP) lead and funded by the Home Office to undertake a range of direct engagement with forces and key partners to understand current practice, identify promising practice, gaps and share knowledge and shape future responses.

- 
- Through the PCC as chair of the LCJB, the OPCC will support the board members to ensure that all the required data from Criminal Justice partners is made available to contribute to a full understanding of the local VAWG attrition rates at each step of the Criminal Justice process.



How will the  
Strategy be delivered?

3



The effective implementation of this strategy depends on a cross-system approach. To truly tackle VAWG, there must be a co-ordinated and cohesive response, whereby all

partners, organisations, employers, education establishments, and individuals play their role in helping us to deliver our key priorities.

□ **The VAWG Strategy Task and Finish Group will:**

- o Develop and implement a delivery plan, that is annually refreshed and reviewed by the VAWG Board on a quarterly basis. This will identify short-term arrangements and improvements as well as medium to long-term work that is required to deliver the strategy.

- 
- o Develop a set of measures to monitor the impact of the strategy.

- 
- o Identify, develop, and undertake joint commissioning and service development opportunities to prevent and reduce VAWG; and will identify and apply for funding opportunities where appropriate.

- 
- o Undertake regular consultation to ensure that the delivery plan reflects the on-going thoughts and concerns of the professionals, the public and victim survivors.
- 

□ **As VAWG related crimes are constantly evolving, the Warwickshire partnership will:**

- o Continue to keep paces with changes, by continually reviewing and monitoring intelligence, data and insight and by working with VAWG sector specialists to further develop and implement the commitments detailed in this strategy.

---

□ **A shared risk/investment approach will:**

- o Continue in some areas of work as appropriate e.g., DHRs and MARAC. All partners need to commit to these funding streams.
-



Governance

- The VAWG governance structure will:

be reviewed by the VAWG Strategy Task and Finish Group as part of the delivery plan.
- Initially, the strategy and delivery plan will:

be overseen by the VAWG Board. This reports into the SWPB, the strategic level body which oversees community safety work in Warwickshire. The current VAWG Board governance structure is shown in figure 4.

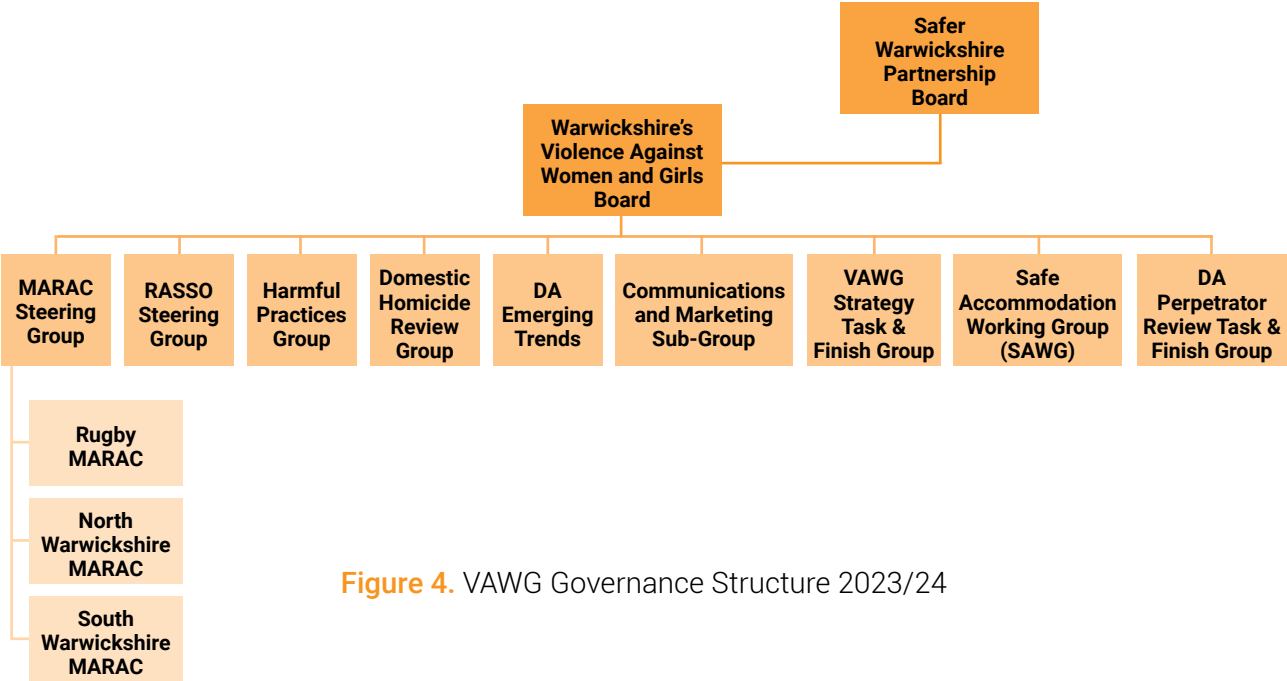


Figure 4. VAWG Governance Structure 2023/24

- The SWPB has three strategic ambitions, all of which link directly to the work set out in the VAWG strategy. They are:

o Address the causes of violence

o Tackle discrimination in all its forms

o Safe, Healthy and Empowered communities
- There are a number of subgroups that report in to VAWG Board. An overview of these groups is provided in Supplementary Appendix 3.

How will we know we  
are making a difference?

4



## The VAWG Strategy Task and Finish Group will develop and agree measures to monitor the impact of the VAWG strategy. The objectives of the strategy will have been delivered when:

- ❑ More victim-survivors are reporting VAWG incidents to the Police and are accessing Warwickshire's commissioned services.
- ❑ Warwickshire has comprehensive community based VAWG support services in place alongside safe accommodation.
- ❑ Adults and children in contact with services report that their voices were heard; that they feel safer and support was provided at the right time.
- ❑ That the numbers of victim-survivors experiencing VAWG related repeat victimisation is reduced.
- ❑ More perpetrators are brought to justice.
- ❑ More perpetrators are engaged in behavioural change programmes.

We aim to involve victim-survivors to help us evaluate our progress with the strategy and to ensure we achieve our desired outcomes.

Work will be undertaken to explore the best way to do this, but this may involve setting up a Warwickshire victim-survivor forum. Additionally, we will continue to review qualitative and quantitative data from our commissioned providers, utilising case studies to gather feedback and measure impact.

### We will also utilise our communication campaigns to monitor the impact of this strategy. This includes monitoring:

- |   |  |
|---|--|
| ❑ Engagement with social media – based on clicks, likes and shares of content | ❑ Column inches from newspaper articles  |
| ❑ Visits to the Talk2Someone and the Safe In Warwickshire websites            | ❑ Comments via Facebook Messenger – at WCC these are monitored daily via the News Team |
| ❑ Referrals to provider services  | ❑ Feedback to Councillors during constituent visits                                    |

# Acknowledgements

We would like to thank the Warwickshire individuals with lived experience of VAWG and their friends and family, who generously chose to give their time to share their story with us during the Call for Evidence. By sharing their stories, they are helping Warwickshire's VAWG partners to ensure we are supporting victims and their families, empowering victim-

survivors to seek support themselves, and working towards our vision of ending violence against women and girls in Warwickshire.

We would like to thank members of the VAWG Task and Finish Strategy Group for their continual commitment, work, support and guidance to assist in the development of this strategy.

We would also like to thank wider stakeholders including local support services who provided their time, knowledge and expertise during the Call for Evidence and ongoing development of this strategy to help inform its objectives.

# Acronyms

APVA	Adolescent to Parent/Carer Violence and Aggression
BACP	British Association of Counselling and Psychotherapy
ChISVA	Children and Young People's Independent Sexual Violence Advocate
ChIDVA	Children and Young People's Independent Domestic Violence Advocate
CPS	Crime Prosecution Service
CSE	Child Sexual Exploitation
CSEW	Crime Survey for England and Wales
CSPs	Community Safety Partnerships
DA	Domestic Abuse
DAPP	Domestic Abuse Perpetrator Programme
DARAC	Domestic Abuse Risk Assessment for Children
DHR	Domestic Homicide Review
FGM	Female Genital Mutilation
ICB	Integrated Care Board
ICS	Integrated Care System
IDVA	Independent Domestic Violence Advocate
IMSA	Independent Modern Slavery Advocate



ISVA	Independent Sexual Violence Advocate
LCJB	Local Criminal Justice Board
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning and “plus,” which represents many other sexual identities
MAPPA	Multi-Agency Public Protection Arrangements
MARAC	Multi-Agency Risk Assessment Conference
MOB	Managing Offenders Board
NHSE	NHS England
NPCC	National Police Chiefs' Council
ONS	Office for National Statistics
OPCC	Office of the Police and Crime Commissioner
PCC	Police and Crime Commissioner
PPDA	Police Perpetrated Domestic Abuse
RASSO	Rape and Serious Sexual Offences
SAAS	Sexual Assault and Abuse Services
SARC	Sexual Assault Referral Centre
SI	Structured Intervention
SPOC	Single point of Contact
SWPB	Safer Warwickshire Partnership Board
VAWG	Violence Against Women and Girls
VKPP	Vulnerability Knowledge and Practice Programme
VPP	Violence and Public Protection
VRR	Victims' Right to Review
WCC	Warwickshire County Council

# Endnotes

<sup>1</sup> Refuge, 2020 as cited in Adisa, O., & Khan, R. (2021). The story of H.O.P.E. How a group of Black and Brown women reshaped domestic abuse support networks in lockdown. Domestic Abuse Research Network (DARNet), University of Suffolk & Honour Abuse Research Matrix (HARM), University of Central Lancashire.

<https://hopetraining.co.uk/wp-content/uploads/2021/02/H.O.P.E.-Network-Report.pdf>

<sup>2</sup> Adisa, O., & Khan, R. (2021). The story of H.O.P.E. How a group of Black and Brown women reshaped domestic abuse support networks in lockdown. Domestic Abuse Research Network (DARNet), University of Suffolk & Honour Abuse Research Matrix (HARM), University of Central Lancashire.

<https://hopetraining.co.uk/wp-content/uploads/2021/02/H.O.P.E.-Network-Report.pdf>

<sup>3</sup> <https://api.warwickshire.gov.uk/documents/WCCC-1350011118-3054>

<sup>4</sup> <https://www.gov.uk/government/publications/tackling-violence-against-women-and-girls-strategy>

<sup>5</sup> <https://www.npcc.police.uk/documents/VAWG/Policing%20VAWG%20national%20framework%20for%20delivery.pdf>

<sup>6</sup> <https://www.justiceinspectorates.gov.uk/hmicfrs/publications/police-response-to-violence-against-women-and-girls/>

<sup>7</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1001417/end-to-end-rape-review-report-with-correction-slip.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1001417/end-to-end-rape-review-report-with-correction-slip.pdf)

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<sup>9</sup> Independent consultants TONIC ran the Call for Evidence on behalf of the VAWG Board. TONIC are specialists in social research and public consultation with a focus on criminal justice and public health.

<sup>10</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/918897/horr107.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/918897/horr107.pdf)

<sup>11</sup> Banyan Mental Health. (2019). Psychological effects of sexual abuse. <https://www.banyanmentalhealth.com/2019/10/02/psychological-effects-of-sexual-assault/>

<sup>12</sup> Office for National Statistics. (2021). Domestic abuse prevalence and trends, England and Wales: year ending March 2020. <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/cabuseprevalenceandtrendsenglandandwales/yearendingmarch2020>

<sup>13</sup> Office for National Statistics. (2021). Sexual offences in England and Wales overview: year ending March 2020. <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/sexualoffencesinenglandandwalesoverview/march2020>

<sup>14</sup> Almeida, R. (2020) Crime and Covid-19: How victims and survivors have been impacted by the pandemic. Victim Support.

<sup>15</sup> HM Government. (2021a). Tackling violence against women and girls: The safety of women and girls across the country is our priority. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1033934/Tackling\\_Violence\\_Against\\_Women\\_and\\_Girls\\_Strategy\\_-\\_July\\_2021.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1033934/Tackling_Violence_Against_Women_and_Girls_Strategy_-_July_2021.pdf)



<sup>16</sup> Refuge, 2020 as cited in Adisa, O., & Khan, R. (2021). The story of H.O.P.E. How a group of Black and Brown women reshaped domestic abuse support networks in lockdown. Domestic Abuse Research Network (DARNet), University of Suffolk & Honour Abuse Research Matrix (HARM), University of Central Lancashire. <https://hopetraining.co.uk/wp-content/uploads/2021/02/H.O.P.E.-Network-Report.pdf>

<sup>17</sup> Adisa, O., & Khan, R. (2021). The story of H.O.P.E. How a group of Black and Brown women reshaped domestic abuse support networks in lockdown. Domestic Abuse Research Network (DARNet), University of Suffolk & Honour Abuse Research Matrix (HARM), University of Central Lancashire. <https://hopetraining.co.uk/wp-content/uploads/2021/02/H.O.P.E.-Network-Report.pdf>

<sup>18</sup> Unless otherwise stated data covering the period April 2021 – March 22

<sup>19</sup> <https://www.gov.uk/government/collections/domestic-homicide-review>

<sup>20</sup> Risk Factors for Men's Lifetime Perpetration of Physical Violence against Intimate Partners: Results from the International Men and Gender Equality Survey (IMAGES) in Eight Countries. PLOS ONE 10(5): e0126676.

<sup>21</sup> 73 Risk Factors for Men's Lifetime Perpetration of Physical Violence against Intimate Partners: Results from the International Men and Gender Equality Survey (IMAGES) in Eight Countries. PLOS ONE 10(5): e0126676.

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<sup>23</sup> <https://www.england.nhs.uk/wp-content/uploads/2018/04/strategic-direction-sexual-assault-and-abuse-services.pdf>

<sup>24</sup> <https://www.gov.uk/government/news/safer-streets-fund-continues-to-make-streets-safer>

<sup>25</sup> <https://safeinwarwickshire.files.wordpress.com/2021/09/warwickshires-safe-accommodation-strategy-2021-2024-.pdf>

<sup>26</sup> <https://www.college.police.uk/research/projects/operation-soteria-bluestone>

# How to get help if you or someone you know is experiencing VAWG

If you or someone else is in immediate danger, ring or text 999.

If you are deaf, hard of hearing or have any speech impairment, please dial: Minicom/Textphone 18001.

If you're worried a friend, family member, neighbour or colleague might be a victim of VAWG you can report your concerns anonymously to Crimestoppers online here: <https://crimestoppers-uk.org/keeping-safe/personal-safety/domestic-abuse>

We know this can be daunting but the services below will support you every step of the way.

## Refuge - Warwickshire Domestic Violence Service

If you are experiencing domestic abuse or violence in Warwickshire, Refuge's domestic violence and abuse service can support you and your children to keep safe. Refuge is a county-wide service that provides support to women, men and children experiencing domestic violence in Warwickshire.



T: **0800 408 1552**

W: <https://refuge.org.uk/i-need-help-now/refuge-domestic-violence-service-warwickshire/>

## Listening Ear – DiAmond Counselling and Therapy Service

Listening Ear – DiAmond Counselling and Therapy Service is now accepting referrals for all victim-survivors of domestic abuse who would like counselling and therapy sessions. The trauma informed service is a free to access and confidential service, available for all victim-survivors who are engaging with Refuge / The Warwickshire Domestic Violence and Abuse Service. The service offers both face-to-face and virtual appointments (as determined by the victim-survivor) for up to 10 sessions with group sessions after the completion of the 10 sessions.



T: **01514 886 648**

W: <https://listening-ear.co.uk/diamond/warwickshire/>

## Domestic Abuse Counselling Service

The Domestic Abuse Counselling Service works to reduce domestic abuse by providing free therapeutic intervention, working one-to-one with victims of domestic abuse from a 'preventative perspective' providing therapy that educates – with the purpose of increasing safety and reducing the risk of repeat victimisation. DACS services are provided from safe, accessible locations across Warwickshire.



T: **02476 351 137**

W: <https://dacservice.org.uk/>

## Family Intervention Counselling Service

The Family Intervention Counselling Service (FICS) are a specialist counselling agency based in Warwickshire. They work with families and individuals who have experienced domestic abuse.



T: **01926 429628**

W: <https://www.interventionservice.co.uk/>



**Galop** – Galop is a charity offering advice and support to LGBT+ people who have experienced violence or domestic abuse.

T: **0800 999 5428** W: <http://www.galop.org.uk/>



**Mankind** – A confidential helpline is available for male victims of domestic abuse and domestic violence across the UK as well as their friends, family, neighbours, work colleagues and employers.

T: **01823 334 244** W: <https://www.mankind.org.uk/>



**Respect Phoneline** - Is your abusive behaviour costing you your relationship? Help is available.

T: **0808 802 4040** W: <https://respectphoneline.org.uk/>



**Rights of Women** – aims to increase women's understanding of their legal rights and improve their access to justice enabling them to live free from violence and make informed, safe, choices about their own and their families' lives by offering a range of services including specialist telephone legal advice lines, legal information and training for professionals.

T: **020 7251 6577** (family law helpline – other numbers are available on the website)

W: <https://rightsofwomen.org.uk/>



**RoSA** – RoSA is an independent charity working throughout Warwickshire, offering free confidential support for anyone who has experienced rape, sexual abuse, or sexual violence.

T: **01788 551151** W: <https://www.rosasupport.org>



**Safeline** – Safeline is a specialist charity providing a range of services across Warwickshire to support all survivors of rape and sexual abuse.

T: **01926 402498** (or text **07860 027573**)

W: <https://www.safeline.org.uk/>



**The Blue Sky Centre (Sexual Assault Referral Centre)** –

The Blue Sky Centre is a SARC where any victim of rape or sexual assault will receive medical care, police intervention (if they wish to report the crime), and various other support services.

T: **01926 507805** W: <https://blueskycentre.org.uk/>



**Warwickshire CSE Team** –

Something's Not Right is Barnardo's child sexual exploitation (CSE) awareness campaign in Warwickshire. Get a greater awareness of CSE, advice and links to support on their website.

T: **01926 684 490** W: <https://www.somethingsnotright.co.uk/>



**A full range of support options are available at:**

<https://www.talk2someone.org.uk/>

**Or check out the Safe In warwickshire website at:**

<https://safeinwarwickshire.com/support/>.



## Violence Against Women and Girls (VAWG) Strategy – Delivery Plan 2023-24

VAWG Strategy – Strategic Actions							
Priority H/M/L	Objectives		Actions / Update	Lead	Start	End	Status
H	1.	VAWG Strategy Governance / Sign-Off <ul style="list-style-type: none"> <li>Agreed by VAWG Board – 24.11.2022</li> <li>Agreed by Safer Warwickshire Partnership Board – 06.12.2022</li> <li>Approved by Corporate Board – 18.01.2023</li> <li>Approved by Cabinet – 16.02.2023</li> </ul>	Strategy in process of being approved by WCC governance.	WCC Vulnerable People Team (Domestic Abuse)- Strategy and Commissioning	Dec-22	Feb-23	In progress
H	2.	VAWG Strategy Delivery Plan <ul style="list-style-type: none"> <li>Developed</li> <li>Agreed by VAWG Board – Feb 2023</li> </ul>	<ul style="list-style-type: none"> <li>First draft developed Dec-22</li> <li>To be agreed at VAWG Board – Feb 2023</li> </ul>	WCC Vulnerable People Team (Domestic Abuse)- Strategy and Commissioning	Dec-22	Feb-23	In progress
M	3.	VAWG Strategy Performance measures <ul style="list-style-type: none"> <li>VAWG Task and Finish Group to agree</li> </ul>		WCC Vulnerable People Team (Domestic Abuse)- Strategy and Commissioning	Dec-22	Mar-23	In progress

**Objective 1 - Prioritising Prevention:**

To challenge the attitudes, behaviours and societal norms which foster VAWG by raising awareness and the understanding of them, and by intervening early where possible to prevent it. The Strategy commits to work to ensure that everyone understands what healthy relationships look like and to recognise the signs of abuse, and work to better understand how to prevent the cycle of abuse.

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Priority H/M/L	Objectives		Actions / Update	Lead	Start	End	Status
H	4.	<b><u>Contribute to local education programmes:</u></b> <ul style="list-style-type: none"><li>Explore ways to contribute to educational curriculums, encourage education providers to incorporate age-appropriate education, exploring respect, healthy relationships, and consent, considering the role of pornography in portraying VAWG</li></ul>	<ul style="list-style-type: none"><li>VAWG Board to raise awareness of the VAWG Strategy to Education leads and seek to encourage them to embed practices/recommendations within their respected educational establishments.</li><li>VAWG board will ask such establishments to consider their own responses to the Strategy.</li></ul>	VAWG Board Chair  WCC Vulnerable People Team (Domestic Abuse)- Strategy and Commissioning	March 2023	June 2023	Not started
		<ul style="list-style-type: none"><li>SAAS to undertake a mapping exercise with schools across the county to ascertain what information / messages are being delivered and by whom.</li><li>Information will be used to identify any gaps in provision to schools or young people. Will then work with services to ensure the right resources and information is available.</li></ul>	Sexual Assault & Abuse Strategy (SAAS) Coordinator Coventry & Warwickshire - (in partnership with colleagues in the Safeguarding Board and Education)	March 2023	August 2023	Not started	

H	5.	<b><u>Targeted early prevention interventions:</u></b> <ul style="list-style-type: none"> <li>Work to prevent escalation once problematic behaviour has been recognised or reported, through targeted early interventions with boys displaying harmful (sexual or disrespectful) behaviours, and men identified as perpetrating VAWG for the first time, as well as those displaying risk factors, or perpetrating 'lower level' VAWG (i.e., types of VAWG with lower risk of harm).</li> </ul>	<ul style="list-style-type: none"> <li>Warwickshire DA Perpetrator Programme (W-DAPP) funded by the Home Office and PCC and delivered by FICS, has six intervention pathways, including those for early interventions with boys displaying harmful (sexual or disrespectful) behaviours, and men identified as perpetrating VAWG for the first time, as well as those displaying risk factors, or perpetrating 'lower level' VAWG (i.e., types of VAWG with lower risk of harm).</li> <li>Funding for current W-DAPP comes to and end on 31/03/2023 but a new Home Office funding stream has opened and the OPCC and FICS are actively working on a bid to that and for match-funding from the PCC.</li> <li>Should the bid fail then a wider set of commissioning partners will need to work together to identify gaps and seek to identify and access funding streams.</li> </ul>	WCC Domestic Abuse Support Team/ Youth Justice  OPCC Grants & Commissioning Lead  FICS W-DAPP Lead  WCC Community Safety Team	Dec 2022	April 2023	In Progress
	6.	<b><u>Increase support for young victims:</u></b> <ul style="list-style-type: none"> <li>Increase support offered to children and young people exposed to VAWG, in an attempt to break intergenerational cycle of crime.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to review demand and performance for this DiAmont specialist domestic abuse counselling and therapy service, identifying any barriers/ gaps to be addressed.</li> </ul>	WCC Vulnerable People Team (Domestic Abuse)- Strategy and Commissioning	February 2023	June 2026 (contract end date)	Not started
			<ul style="list-style-type: none"> <li>Commissioning partners to work together to identify gaps in the provision of funded support to children and young people exposed to VAWG and seek to identify and access funding streams in order to provide the identified support need.</li> </ul>	WCC Vulnerable People Team (Domestic Abuse), Strategy and Commissioning	February 2023	On-going	Not started

				WCC Lifestyle and Prevention Team (Sexual Health) Strategy and Commissioning)			
				WCC Domestic Abuse Support Team/ Youth Justice			
				OPCC Grants & Commissioning Lead			

## Objective 2 - Supporting Victims:

The ambition is to provide high-quality, fit for purpose, joined up provision for victim-survivors, ensuring that VAWG partners collaborate to meet the needs of all Warwickshire communities. The Strategy seeks to address the barriers that prevent people telling someone about the abuse and violence that they are experiencing.

Priority H/M/L	Objectives	Actions / Update	Lead	Start	End	Status
H	7. <b><u>Raise awareness of victims' rights and associated laws:</u></b> <ul style="list-style-type: none"> <li>Police and support services to make sure they are informing every victim they have contact with of the Victim's Codes of Practice (2021), in a jargon-free way so that victims fully understand their rights.</li> <li>Promote safeguarding such as Clare's Law.</li> </ul>	<ul style="list-style-type: none"> <li>LCJB to ensure compliance with new Victims Code of Practice 2021 which sets out the standards and services communities should expect to receive from the police and criminal justice agencies in the county if they fall victim to or witness a crime. This should include analysis of performance data, surveys with victims/survivors and case file audits.</li> </ul>	OPCC LCJB Lead with all other local agencies required to deliver rights under the Victims Code: Police, CPS, HMCTS, Probation Service, NHS, etc	April 2023	March 2024	Not started
H		<ul style="list-style-type: none"> <li>Warwickshire Police to develop a VAWG scrutiny panel with the Victim's Code at its heart.</li> </ul>	Warwickshire Police	Feb 2023	March 2023	Not started
TBC		<ul style="list-style-type: none"> <li>OPCC to review the PCC's Victims Charter in light of the Victims Bill (once the implications are fully</li> </ul>	OPCC Victims Lead	TBC once VB receives		Not started

			understood at the point of Royal Ascent) and the new Victims Code of Practice 2021; with a view to the refreshing and relaunching of the Charter as appropriate, ensuring it is clear and jargon-free.		Royal Ascent		
TBC			<ul style="list-style-type: none"> <li>Following above, OPCC to support the relaunching of the PCC's Victims Charter through the development of an appropriate launch event.</li> </ul>	OPCC Engagement Lead	TBC once VB receives Royal Ascent		Not started
M	8.	<b><u>Offer better support throughout the criminal justice system:</u></b> <ul style="list-style-type: none"> <li>Improvements to be made in terms of better support being offered to all who come into contact with it, and at various stages.</li> </ul>	<ul style="list-style-type: none"> <li>LCJB to journey map the routes VAWG victims/survivors take through the criminal justice system to identify areas for improvement.</li> </ul>	OPCC LCJB Lead	March 2023	Sept 2023	Not started
H	9.	<b><u>Address existing barriers:</u></b> <ul style="list-style-type: none"> <li>Support services work to address all barriers outlined within the TONIC report.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to review monitoring data, highlighting any over or under-represented groups, and using this information to target communications to specific groups.</li> <li>Ensure contracted services and grant recipients have plans in place to address and remove the barriers experienced by victims and survivors in seeking support.</li> </ul>	WCC Vulnerable People Team (Domestic Abuse), Strategy and Commissioning  WCC Lifestyle and Prevention Team (Sexual Health) Strategy and Commissioning	Feb 2023	On-going	Not started

				WCC Domestic Abuse Support Team/ Youth Justice OPCC Grants & Commissioning Lead			
H			<ul style="list-style-type: none"> <li>EQIA will be carried out on the VAWG strategy.</li> </ul>	WCC Vulnerable People Team (Domestic Abuse), Strategy and Commissioning	Oct 2022	Feb 2023 (Reviewed annually)	In Progress
H			<ul style="list-style-type: none"> <li>Map existing VAWG provision- Identify and work together to address gaps in service provision and to enhance existing provision.</li> </ul>	WCC Vulnerable People Team (Domestic Abuse), Strategy and Commissioning	Feb 2023	April 2023 (mapping complete)	Not started
M	10.	<b><u>Improve understanding of child-to-parent abuse:</u></b> <ul style="list-style-type: none"> <li>Explore how commonly this occurs in Warwickshire.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor data on child-to-parent abuse in Warwickshire, including data on children who are arrested as a result of child-to-parent abuse.</li> </ul>	WCC Domestic Abuse Support Team/ Youth Justice Warwickshire Police	Feb 2023	On-going  Data to be reviewed August 2023	Not started
M	11.	<b><u>Explore dedicated support for victims of stalking:</u></b> <ul style="list-style-type: none"> <li>Explore need for dedicated stalking service.</li> </ul>	<ul style="list-style-type: none"> <li>Warwickshire Police will look to put measures in place to ensure that the use of a Stalking Protection Order is considered in relevant cases.</li> </ul>	Warwickshire Police	Feb 2023	March 2024	Not started



M		<ul style="list-style-type: none"> <li>Explore what support can be offered to people experiencing stalking by existing services.</li> <li>Police to support victim-survivors of stalking.</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning partners to work together to identify gaps in the provision of specialist stalking services.</li> <li>Identify and access funding streams as necessary in order to provide the identified support needs.</li> </ul>	<p>WCC Vulnerable People Team (Domestic Abuse), Strategy and Commissioning</p> <p>WCC Lifestyle and Prevention Team (Sexual Health) Strategy and Commissioning)</p> <p>WCC Domestic Abuse Support Team/ Youth Justice</p> <p>OPCC Grants &amp; Commissioning Lead</p>	March 2023	March 2024	Not started
	12.	<p><b><u>Employers to implement workplace policies:</u></b></p> <ul style="list-style-type: none"> <li>VAWG Board to encourage employers across Warwickshire to have up-to-date workplace policies that ensure colleagues are able to spot the signs of a victim or perpetrator of VAWG, and subsequently signpost or support them.</li> </ul>	<ul style="list-style-type: none"> <li>All partners should have policies in place to protect, support and guide staff and volunteers in the workplace.</li> </ul>	VAWG Board Chair	Feb 2023	November 2023	Not started
			<ul style="list-style-type: none"> <li>Warwickshire Police will refresh DA policy/procedure to ensure that victims/survivors of VAWG who are serving police officers or police staff are properly supported.</li> </ul>	Warwickshire Police	Feb 2023	March 2024	Not started

### Objective 3 - Pursuing Perpetrators and Reducing Re-offending:

This will be facilitated by working collaboratively across the VAWG partnership agencies to engage those who offend, in behavioural change interventions to stop the harm to victim-survivors, their families and the wider community.

Priority H/M/L	Objectives	Actions / Update	Lead	Start	End	Status
M	13. <b><u>Encourage reporting to the police:</u></b> <ul style="list-style-type: none"> <li>Any professionals who come into contact with survivors of VAWG should be supporting victims to report to the police.</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning partners to ensure contracted services and grant recipients work together with Warwickshire Police to establish pathways for the reporting, with consent, of anonymised intelligence regarding perpetrators of VAWG, where this is safe to do so.</li> <li><i>Case Example: a victim self-refers to a Sexual Violence service following a sexual assault on them by a taxi driver, they do not wish to report it to the police. With the consent of the victim, the service provider passes a description of the taxi driver, a description of his vehicle, and the location in which he was working, to the police).</i></li> </ul>	<p>WCC Vulnerable People Team (Domestic Abuse), Strategy and Commissioning</p> <p>WCC Lifestyle and Prevention Team (Sexual Health) Strategy and Commissioning)</p> <p>WCC Domestic Abuse Support Team/ Youth Justice</p> <p>OPCC Grants &amp; Commissioning Lead</p>	April 2023	December 2023	Not started
M	14. <b><u>Deliver training to professionals:</u></b> <ul style="list-style-type: none"> <li>To raise awareness of different types of VAWG, how to respond effectively and appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>VAWG partners to map the current delivery of specialist VAWG-related training and awareness raising within member organisations. Training offer will be developed based on findings.</li> </ul>	VAWG Strategy Task & Finish Group	April 2023	July 2023	Not started
M	15. <b><u>Consider developing a specialist VAWG police team:</u></b> <ul style="list-style-type: none"> <li>To encourage a shift to more proactive as opposed to reactive policing.</li> </ul>	<ul style="list-style-type: none"> <li>From April 2023 the force will have combined DA &amp; RASSO Teams (DART).</li> </ul>	Warwickshire Police	Sept 2023	April 2023	Not started

H	16.	<b><u>Police to ensure quick response times to VAWG call outs</u></b>	<ul style="list-style-type: none"> <li>Warwickshire Police will ensure that the response to VAWG related incidents will be prioritised in accordance with risk. A THRIVE (Threat, Harm, Risk, Investigation, Vulnerability, Explanation) risk assessment will be conducted in all cases where a member of the public contacts the police to report an incident, where there is a delay in police attendance the incident will be reviewed at regular intervals.</li> </ul>	Warwickshire Police		On-going. To be reviewed Oct 2023	Not started
			<ul style="list-style-type: none"> <li>Warwickshire Police will look to place HARMS markers on victims' addresses where appropriate to ensure that incidents involving those at most risk are prioritised (data to be provided).</li> </ul>	Warwickshire Police		On-going. To be reviewed Oct 2023	Not started
H	17.	<b><u>Police to robustly follow up on all reports of breaches:</u></b> <ul style="list-style-type: none"> <li>In relation to restrictions, orders, or licence conditions.</li> </ul>	<ul style="list-style-type: none"> <li>Warwickshire Police will conduct reasonable line enquiries into any breaches of bail conditions or civil orders and where appropriate explore whether the actions of the perpetrator would amount to a further crime (for example harassment or stalking).</li> </ul>	Warwickshire Police	March 2023	On-going. To be reviewed March 2024	Not started
M	18.	<b><u>Increase transparency and accountability within policing:</u></b> <ul style="list-style-type: none"> <li>To begin the process of rebuilding trust and confidence in the criminal justice system.</li> </ul>	Linked to objective 7	Warwickshire Police			Not started
			<ul style="list-style-type: none"> <li>Warwickshire Police will work with the Crown Prosecution Service (CPS) to set up a local Warwickshire DA and RASSO scrutiny panels.</li> </ul>	Warwickshire Police	March 2023	March 2024	Not started
			<ul style="list-style-type: none"> <li>Warwickshire Police will share with partners at regular intervals the police specific VAIWG action plan to</li> </ul>	Warwickshire Police	Feb 2023	On-going. To be reviewed	Not started

			build trust and confidence with partners.			August 2023	
H	19.	<b><u>Drive improvements to the courts and Crown Prosecution Service processes:</u></b> <ul style="list-style-type: none"> <li>Trials should not be cancelled or postponed, or more notice should be given with a full explanation for the reason.</li> <li>Survivors should be appropriately supported during court trials.</li> <li>There is a need to improve conviction rates for VAWG cases.</li> </ul>	<ul style="list-style-type: none"> <li>Will write to the Domestic Abuse Commissioner, sharing key findings and recommendations from this report and ask that action is taken.</li> </ul>	Jointly by LCJB and VAWG Board Chairs	Feb 2023	August 2023	Not started
M			<ul style="list-style-type: none"> <li>OPCC to work with the VAWG Board Chair or their representative, to establish a local formal process for VAWG criminal justice concerns to be highlighted to the LCJB for consideration, and for appropriate and time updates to be provided back to the VAWG Board. This includes concerns raised at the VAWG Board or by one of its subgroups.</li> </ul>	Jointly by LCJB and VAWG Board Chairs	Feb 2023	April 2023	Not started
M			<ul style="list-style-type: none"> <li>OPCC to work with the VAWG Board Chair or their representative, to establish an agreed framework for the joined-up and coordinated reporting of local concerns to national bodies such as the Ministry of Justice and the Domestic Abuse Commissioner. Consideration may wish to be given about a single joint correspondence where this is deemed beneficial.</li> </ul>	Jointly by OPCC and VAWG Board Chair	Feb 2023	April 2023	Not started
H			<ul style="list-style-type: none"> <li>LCJB partners, in particular HMCTS,</li> </ul>			March 2024	In Progress

M			and relevant Support Services, to ensure that the arrangements for VAWG victims-survivors at court do not lead to the perpetuation of abuse. This includes the facilities available and the use of special measures	OPCC- Victims Lead & LCJB Lead	January 2023		
H			LCJB members to identify their plans for improving conviction rates for VAWG cases, including any increases in capacity and capability of resources where this is necessary. Report to be made back to the VAWG Board once understood and on an ongoing basis as necessary.	OPCC- LCJB Lead	Feb 2023	April 2024	Not started

<b>Objective 4 - Strengthening the System:</b> The Strategy will provide the framework to continue to strengthen our partnership response to create a whole system approach to tackling VAWG. Working together, professionals across the partnership will develop a consistent understanding and response to VAWG.							
Priority H/M/L	Objectives		Actions / Update	Lead	Start	End	Status
H	20.	<u><b>Review existing partners, subgroups, and community safety partnerships:</b></u> <ul style="list-style-type: none"> <li>Consider their corresponding roles to ensure these are being used effectively and efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>Will review the Domestic Abuse Act 2021, and review what the Act stipulates regarding a Local Partnership Board.</li> <li>Will review existing VAWG governance and partnership structure to ensure: 1). DA Act 2021 requirements are being adhered to in the most effective way. 2). The structure supports the strategic priority of creating and developing a stronger system and delivering and overseeing the VAWG</li> </ul>	VAWG Board Chair  VAWG Strategy Task & Finish Group	Feb 2023	July 2023	Not started

			Strategy.				
H	21.	<b><u>Involve those with lived experience:</u></b> <ul style="list-style-type: none"> <li>Within the development and delivery of the new local VAWG Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>A number of victims-survivors have consented to being involved in future VAWG work.</li> <li>VAWG Board will consider the best ways of involving those with lived experience, drawing on Best Practice and exploring options such as setting up a Lived Experience Advisory Group.</li> </ul>	WCC Vulnerable People Team (Domestic Abuse), Strategy and Commissioning  Warwickshire Police	Feb 2023	July 2023	Not started

### General Objectives:

Additional objectives that are not within the key 4 objectives/priorities

Priority H/M/L	Objectives	Actions / Update	Lead	Start	End	Status
M	22. <b><u>Publish a summary of the Call for Evidence:</u></b> <ul style="list-style-type: none"> <li>To encourage transparency within the approach to tackling VAWG.</li> </ul>	<ul style="list-style-type: none"> <li>Publish Executive Summary, and easy read version.</li> </ul>	WCC Vulnerable People Team (Domestic Abuse), Strategy and Commissioning	Feb 2023	April 2023	Not started
H	23. <b><u>Improve data recording and reporting practices:</u></b> <ul style="list-style-type: none"> <li>Organisations – in particular the police – in Warwickshire to work to improve data recording and reporting practices in order to have a better understanding of the scale of VAWG locally.</li> </ul>	<ul style="list-style-type: none"> <li>Warwickshire Police will look to develop a VAWG specific dataset that can be shared with partners. (Note: There is good compliance with the Home Office Counting Rules)</li> <li>Integrated Care Partnership (ICP) to ensure that relevant data from Primary and Secondary Care is shared with the Analysts supporting VAWG</li> <li>WCC and OPCC to ensure that data from WCC/OPCC commissioned Victim Support Services continues to be fed into the Analysts supporting</li> </ul>	Warwickshire Police  ICP  WCC Vulnerable People Team (Domestic Abuse),	Feb 2023  Feb 2023  Feb 2023	March 2024  March 2024  On-going. To be reviewed at VAWG	Not started  Not started  Not started

			VAWG. This will particularly relate to self-referrals to services, where the data may not be captured elsewhere.	Strategy and Commissioning OPCC Grants & Commissioning Lead		Strategy T&G Spring 2023.	
			<ul style="list-style-type: none"> <li>LCJB to ensure that all the required data from Criminal Justice partners is made available to the Analysts supporting VAWG in order that the data helps contribute to a full understanding of the local VAWG attrition rates at each step of the Criminal Justice process.</li> </ul>	OPCC LCJB Lead	Feb 2023	March 2024	Not started
H	24.	<b><u>Increase safety in public spaces:</u></b> work to improve feelings of safety in public spaces across Warwickshire for women and girls and 'after dark', consider increased police presence, CCTV, and street lighting.	<ul style="list-style-type: none"> <li>Community Safety Partnerships to develop responses to this within their local Community Safety Partnership plans.</li> </ul>	Community Safety Partnerships	Feb 2023	Dec 2023	Not started

### Objectives owned by existing sub-groups

Subgroups to demonstrate they are working towards relevant objectives in quarterly reports back to VAWG Board.

#### Objective 1 - Prioritising Prevention:

To challenge the attitudes, behaviours and societal norms which foster VAWG by raising awareness and the understanding of them, and by intervening early where possible to prevent it. The Strategy commits to work to ensure that everyone understands what healthy relationships look like and to recognise the signs of abuse, and work to better understand how to prevent the cycle of abuse.

Priority H/M/L	Objectives	Lead Subgroup
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<b>M</b>	1.	<b>Improve awareness raising campaigns:</b> there is a need for more awareness raising campaigns among the general public to showcase what is and is not acceptable behaviour, increase understanding of the different types of VAWG, and the associated impacts and issues, so that both victims and perpetrators are able to recognise VAWG for what it is, and seek appropriate support accordingly.	<b>VAWG Communication Subgroup</b>
<b>M</b>	2.	<b>Men and boys to be more proactively involved in conversations about VAWG:</b> so that they feel comfortable to call out and challenge their peers on inappropriate comments, attitudes, or behaviour.	<b>VAWG Communication Subgroup</b>

### Objective 2 - Supporting Victims:

The ambition is to provide high-quality, fit for purpose, joined up provision for victim-survivors, ensuring that VAWG partners collaborate to meet the needs of all Warwickshire communities. The Strategy seeks to address the barriers that prevent people telling someone about the abuse and violence that they are experiencing.

Priority H/M/L	Objectives		Lead Subgroup
<b>H</b>	3.	<b>Address existing barriers:</b> address all barriers outlined within the TONIC report, which included lack of awareness of what help is available, the complex and confusing landscape of support services, issues around capacity and waiting lists, and promoting inclusivity to reach individuals with protected characteristics.  Consider ways to promote engagement with support services amongst those who do not report their experience of VAWG to the police.	<b>VAWG Communication Subgroup</b>
<b>H</b>	4.	<b>Explore increasing refuge capacity:</b> survivors called for increased accommodation capacity so the VAWG Board could explore related data to ascertain level of need.	<b>Safe Accommodation Working Group</b>
<b>M</b>	5.	<b>Offer practical support with finances and housing:</b> especially for those fleeing abuse and violence perpetrated by a partner or family member.	<b>Safe Accommodation Working Group</b>

### Objective 3 - Pursuing Perpetrators and Reducing Re-offending:

This will be facilitated by working collaboratively across the VAWG partnership agencies to engage those who offend, in behavioural change interventions to stop the harm to victim-survivors, their families and the wider community.



Priority H/M/L	Objectives		Lead Subgroup
<b>M</b>	6.	<b><u>Encourage reporting to the police:</u></b> all and any professionals who come into contact with survivors of VAWG should be supporting victims to report to the police.	<b>VAWG Communication Subgroup</b>
<b>H</b>	7.	<b><u>Invest in increasing the capacity of perpetrator programmes:</u></b> to meet the demand both in prison settings and the community, catering to everyone regardless of their background, targeting a wide range of VAWG crime types, and ensuring these are fit for purpose through empirical evaluation.	<b>Domestic Abuse Perpetrator Review Task &amp; Finish Group</b>

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**Summary of key local documents, policies, and strategies that contribute to  
Warwickshire's response to VAWG**

<b>Document</b>	<b>Brief Summary</b>
Strategy to tackle Violence, Abuse and Intimidation against Women and Girls (VAIWG) in Warwickshire 2021-2024 <i>(Warwickshire Police)</i>	<p>Aims to focus on priority areas that have limited attention to date or require more focus on emerging issues. The strategy includes five themes:</p> <ul style="list-style-type: none"> <li>• Safety in public</li> <li>• Criminal justice/suspect and offender management</li> <li>• Recording of crimes and incidents</li> <li>• Internal culture</li> <li>• Communications and engagement</li> </ul> <p>Underpinning the VAIWG strategy will be a delivery plan that will form the basis of the changes the force will make to improve the service and outcomes for women and girls.</p>
Safer Warwickshire Serious Violence Prevention Strategy 2022-2027 <i>(Safer Warwickshire Partnership Board)</i>	Sets out a long-term partnership approach to address the causes of violence, highlighting the importance of adopting an approach whereby, "preventing serious violence is everyone's responsibility".
Warwickshire Police and Crime Plan 2021-2025 <i>(Office for the Police and Crime Commissioner for Warwickshire)</i>	<p>Will direct the Police and Crime Commissioner's work for the next 3 years and shows how he will work with the police and partner agencies to keep Warwickshire safe.</p> <p>The plan sets out five priority areas:</p> <ul style="list-style-type: none"> <li>• Fight crime and reduce reoffending (focusing on violent crimes, organised crime, re-offending)</li> <li>• Deliver visible and effective policing (focusing on more officers, neighbourhood policing, transforming the force with better IT and buildings)</li> <li>• Keep people safe and reduce harm (focusing on road safety, VAWG, vulnerabilities like mental health, hate crime, and homelessness)</li> <li>• Strengthen communities (focusing on involving communities, crime prevention, partnership working)</li> <li>• Deliver better justice for all (focusing on victims and witnesses, improved communication, justice outcomes of better investigations and timelier results)</li> </ul>
Warwickshire Community Safety Agreement 2022-2026 <i>(Safer Warwickshire Partnership Board)</i>	<p>The vision is for the Safer Warwickshire Partnership Board to create safer communities through the reduction of crime and promotion of safety, with a focus on three key strategic ambitions:</p> <ul style="list-style-type: none"> <li>• Address the causes of violence</li> <li>• Tackle discrimination in all its forms</li> <li>• Safe, healthy and empowered communities</li> </ul>
Warwickshire Domestic Violence and Abuse	A summary of the key findings and themes are as follows:

<p>Needs Assessment (2016)</p> <p><i>(Warwickshire County Council Community Safety Team)</i></p>	<ul style="list-style-type: none"> <li>• Current specialist community-based support and Refuge services are not meeting the estimated domestic abuse need in Warwickshire.</li> <li>• Existing specialist commissioned provision offers the right service elements but capacity needs increasing to improve quality and meet need.</li> <li>• The Identification and Referral to Improve Safety programme has proved to be an effective addition to the service provision.</li> <li>• Particular gaps are evident in support for children affected by parental domestic abuse and in programmes for perpetrators.</li> <li>• More and improved (coordinated) training in domestic abuse awareness, identification, and safe referral is a common theme.</li> <li>• An improved and more consistent response to domestic abuse victim-survivors and their families is required in relation to access to housing and move-on accommodation.</li> <li>• More education for children and young people is needed alongside support for the teachers delivering it.</li> </ul>
<p>Warwickshire Domestic Abuse Joint Strategic Needs Assessment (2021)</p> <p><i>(Warwickshire County Council Domestic Abuse Commissioner)</i></p>	<p>38 recommendations were grouped under the following themes:</p> <ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Children, young people, and families</li> <li>• Communication</li> <li>• Training</li> <li>• Criminal justice</li> <li>• Housing</li> <li>• Health</li> <li>• Service specific</li> <li>• National</li> </ul>
<p>Published Domestic Homicide Reviews 2015-2022</p> <p><i>(Warwickshire Community Safety Partnerships)</i></p>	<p>TONIC reviewed four published domestic homicide reviews from Warwickshire between 2015-2017<sup>1</sup>, within these key learning points as well as recommendations are outlined.</p> <p>These highlighted the need for:</p> <ul style="list-style-type: none"> <li>• Better communication between agencies</li> <li>• Greater awareness of the complexity of domestic abuse</li> <li>• Greater training around domestic abuse and violence for statutory services, to ensure victims are appropriately cared for and have their needs met</li> </ul>
<p>Independent Review of the Warwickshire MARAC (2021)</p> <p><i>(SafeLives commissioned by Warwickshire County Council)</i></p>	<p>An overview of the extent to which the MARAC model in Warwickshire meets the 10 principles of an effective MARAC. The report considers what Warwickshire are doing well, and where there are areas for improvement.</p> <p>Some of the key themes within the areas for improvements included:</p> <ul style="list-style-type: none"> <li>• A need for more referrals to IDVAs</li> </ul>

<sup>1</sup> The recently released 'W03 Trish - February 2022' was not available at the time of TONIC writing the literature review.

	<ul style="list-style-type: none"> <li>• More attendance at MARAC meetings by probation who are a common referrer and also housing agencies who are a vital stakeholder</li> <li>• A need for professionals to have a better understanding of what constitutes an appropriate referral</li> <li>• Victims' voices being consistently considered; agencies holding one another to account; improved information sharing</li> <li>• More creativity in action planning and these should do more to hold perpetrators to account</li> <li>• More identification for disabled and LGBTQ+ victims</li> </ul> <p>There was also a reflection that South MARAC was not performing as well as North and Rugby MARACs.</p> <p>Recommendations include:</p> <ul style="list-style-type: none"> <li>• Improving flagging and tagging policies</li> <li>• Refresh practitioner awareness of referral processes, Independent Domestic Violence Advisor (IDVA) provision, and include myth busting as well as some targeted training</li> <li>• Better data collection and information sharing, which will help to monitor diversity</li> <li>• Attendance from all key agencies</li> <li>• Enhanced quality assurance</li> <li>• Updated protocols</li> <li>• Inviting LGBTQ+ community organisations to attend where appropriate</li> </ul>
<p>Independent Review of Warwickshire's Response to Perpetrators (2021)</p> <p><i>(SafeLives commissioned by Warwickshire County Council)</i></p>	<p>It was found that:</p> <ul style="list-style-type: none"> <li>• Domestic abuse support for perpetrators is extremely limited with only one programme in the community with a small capacity of individuals it can support</li> <li>• Domestic abuse perpetrator support is focused on the escalation end of the spectrum and there are no opportunities to intervene early</li> <li>• The use of disruption and managing perpetrator behaviour is limited. There were some good examples of this observed at MARACs, but it was not consistent and one of the main gaps in the model</li> </ul> <p>A 3-fold model was recommended:</p> <ul style="list-style-type: none"> <li>• Upskilling the workforce in identifying perpetrators, being confident discussing abuse, conducting risk assessments, understanding local support pathways, and training domestic abuse perpetrator champions within all agencies</li> <li>• Intervening earlier by commissioning an immediate offer of support for first time standard risk perpetrators and offering support to young people engaging in harmful behaviours within the context of a relationship</li> <li>• Creating a pathway for perpetrator support when court mandated programmes have not been accessed, to help promote behaviour change and encourage accountability</li> </ul>

<p>Warwickshire Safe Accommodation Strategy 2021-2024</p> <p><i>(Warwickshire County Council)</i></p>	<p>A statutory duty; it outlines how all agencies will work collaboratively to provide a range of options to remain safe at home or access suitable alternative safe accommodation and support.</p> <p>The Strategy outlines the following five objectives:</p> <ul style="list-style-type: none"> <li>• Early intervention and prevention: that victim-survivors (adults and children) are supported at an early stage and provided with options to remain safe at home to prevent homelessness. This includes holding perpetrators to account for their behaviour</li> <li>• Accessible services: that victim-survivors and professionals know how to access safe accommodation options, both within and outside of Warwickshire</li> <li>• Appropriate safe accommodation: that accommodation options and appropriate support is in place for all victim-survivors who need it</li> <li>• Multiagency delivery: that the needs of victim-survivors will be met by effective, collaborative multi-agency support</li> <li>• Support to return home or move on: that victim-survivors are supported to return home safely and/or move into alternative permanent accommodation</li> </ul>
<p>Warwickshire Children and Young People Strategy 2021-2030</p> <p><i>(Warwickshire County Council)</i></p>	<p>The strategy sets out three 'performance obsessions' to:</p> <ul style="list-style-type: none"> <li>• Improve school attendance</li> <li>• Reduce the number of young people not in education, training, or employment</li> <li>• Safely reduce the number of children in care.</li> </ul>
<p>Warwickshire Safeguarding Exploitation Strategy 2020-2023</p> <p><i>(Warwickshire Safeguarding Partnership)</i></p>	<p>The scope crosses the domains of sexual exploitation, missing children, gangs, criminal exploitation, organised crime, cuckooing, trafficking, hate crime and prevent/extremism. It sets out the ambition, strategic objectives, approach, and outlines how success will be measured.</p> <p>Warwickshire aims to:</p> <ul style="list-style-type: none"> <li>• Take a trauma-informed approach</li> <li>• Utilise contextual safeguarding models</li> <li>• Adopt restorative practice to resolve problems with the least intrusive interventions.</li> </ul> <p>There is a pledge to develop shared datasets that build on the data that is already collated and plugs any perceived gaps in knowledge and understanding of the problem.</p>
<p>Warwickshire Modern Slavery Steering Group Action Plan 2021-2023</p> <p><i>(Warwickshire Modern Slavery Steering Group)</i></p>	<p>Themes from the actions set out include:</p> <ul style="list-style-type: none"> <li>• A better partnership pathway from all key agencies</li> <li>• Improved communication and coordination</li> <li>• Development of Warwickshire-specific resources</li> <li>• Raising awareness; monitoring local data to generate a profile</li> </ul>

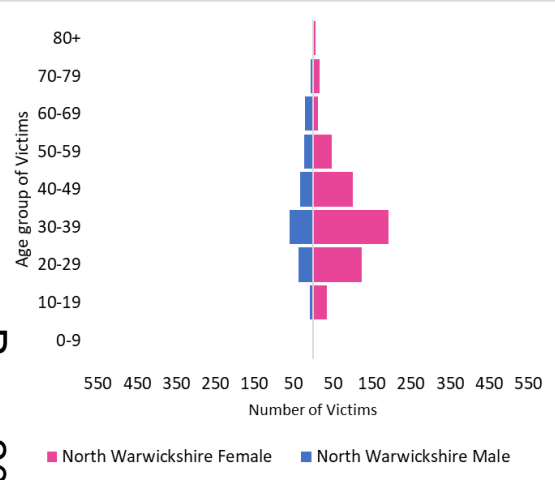
	<ul style="list-style-type: none"> <li>• better support for victims (particularly concerning housing) as well as the professionals involved</li> <li>• More engagement with local people</li> <li>• Identifying, disrupting, and prosecuting perpetrators.</li> </ul>
<p>Spreading Opportunity, Embedding Aspiration and Tackling Disparities: A Countywide Approach to Levelling Up in Warwickshire 2022</p> <p><i>(Warwickshire County Council)</i></p>	<p>Sets out a countywide approach to Levelling Up in Warwickshire aiming to:</p> <ul style="list-style-type: none"> <li>• Translate the national Levelling Up missions and policy for Warwickshire</li> <li>• Focus on the specific challenges and opportunities for Warwickshire</li> <li>• Share Warwickshire's commitment to Levelling Up with communities</li> <li>• Complement and influence existing activity and future ways of working</li> <li>• Recognise and build on the power of all our communities, partnerships, networks, and forums</li> </ul>

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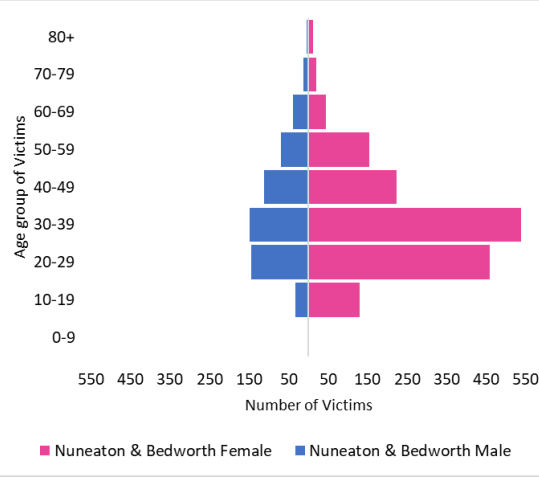


## Victim Profiles for Reported Domestic Abuse 2021/22\*, by Borough/District

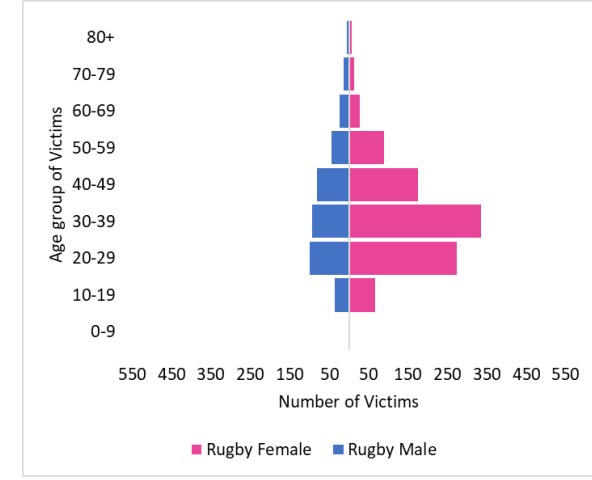
### North Warwickshire Borough



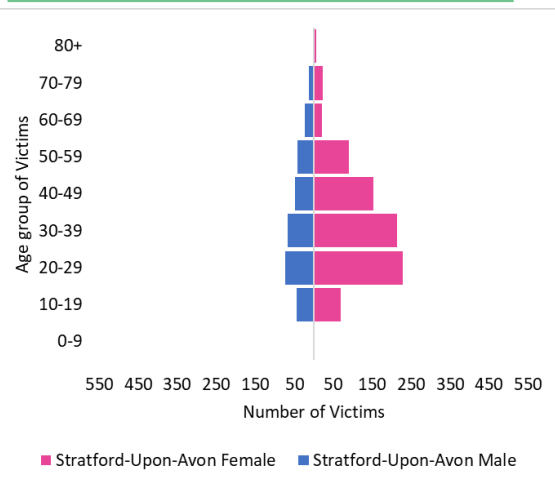
### Nuneaton and Bedworth Borough



### Rugby Borough



### Stratford on Avon District



### Warwick District



OFFICIAL

*\*Based on victim data from offences reported to Warwickshire Police, BOX1 between April 2021 and March 2022, where a gender is specified.*

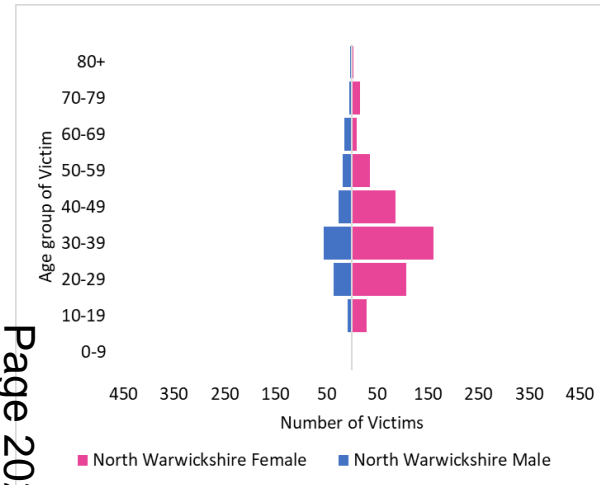
*Notes to the data:*

- 1% of victims did not specify a gender so these victims have not been included in these graphs. The Police data only shows 3 categories – 'Female', 'Male', 'Unspecified/Blank'.*
- A victim may be included more than once within these demographics if they are a repeat victim.*
- 20% of victims did not specify ethnicity. Therefore, demographics based on ethnicity has not been included here.*

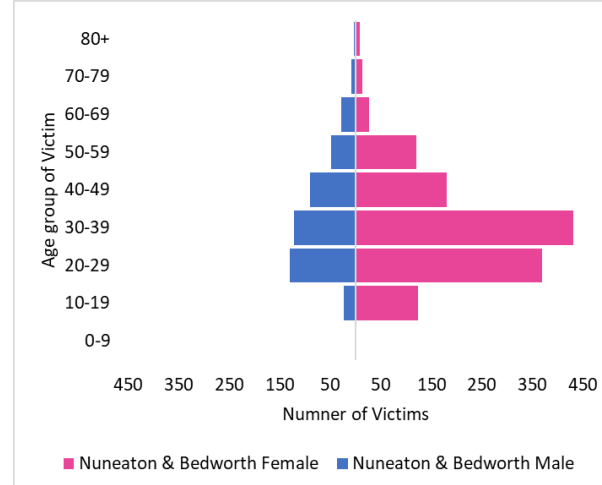


## Victim Profiles for Reported Domestic Violence 2021/22\*, by Borough/District

### North Warwickshire Borough

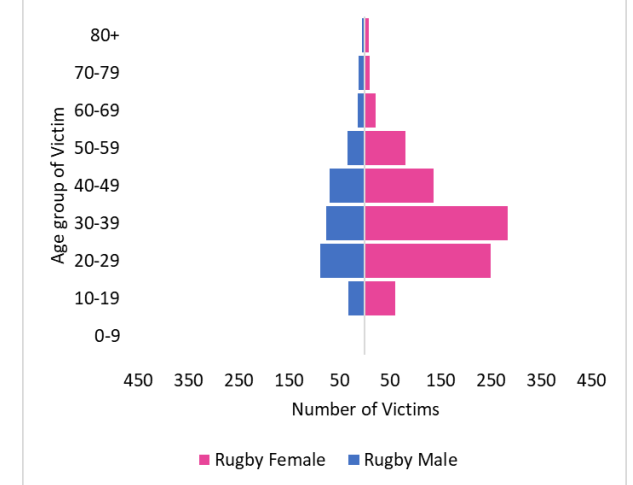


### Nuneaton and Bedworth Borough

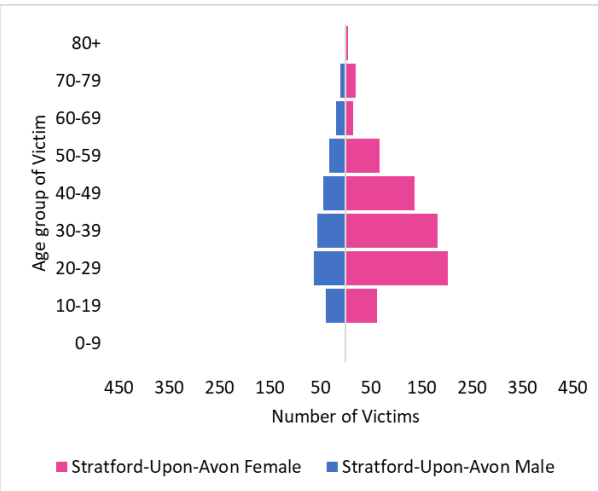


*Nuneaton and Bedworth Borough and Rugby Borough have a higher rate of female victims per 1,000 population for reported domestic violence, than other areas of Warwickshire.*

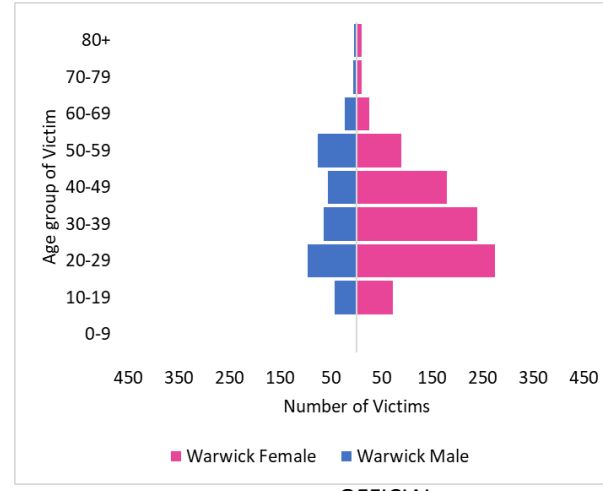
### Rugby Borough



### Stratford on Avon District



### Warwick District



*\*Based on victim data from offences reported to Warwickshire Police, BOXI between April 2021 and March 2022, where a gender is specified.*

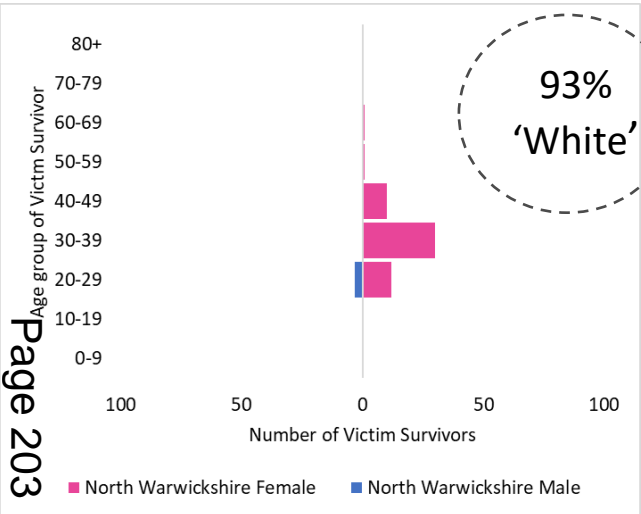
*Notes to the data:*

- Domestic Violence is based on violence with and without injury offences where the domestic flag has been applied. Domestic Violence offences are part of the overall total of Domestic Abuse offences noted on page 1. Nearly 80% of all reported domestic abuse related to domestic violence during this 12 month period.*
- Please see page 1 for other caveats to the data.*

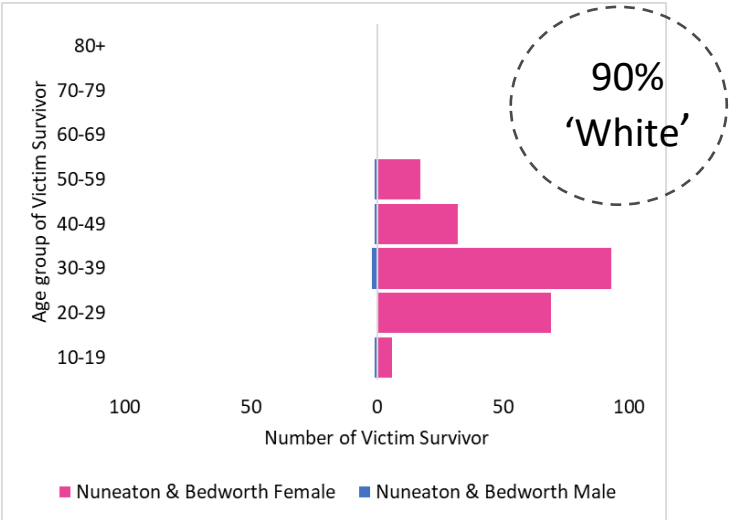


## Victim Profiles for Reports to Refuge for Domestic Abuse 2021/22\*, by Borough/District

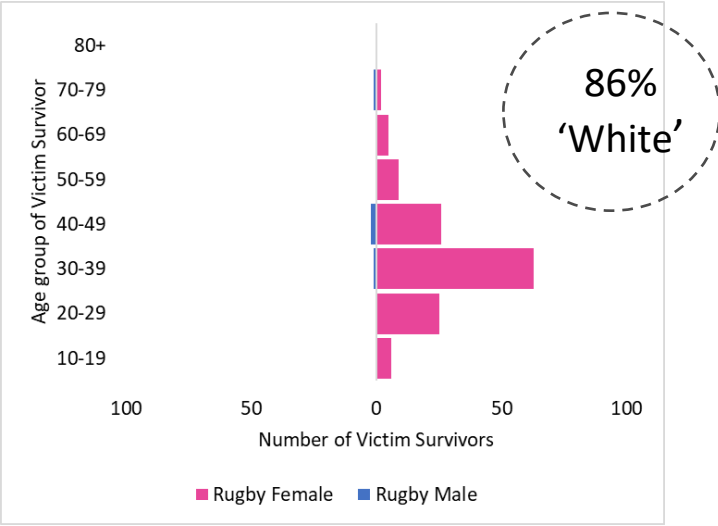
### North Warwickshire Borough



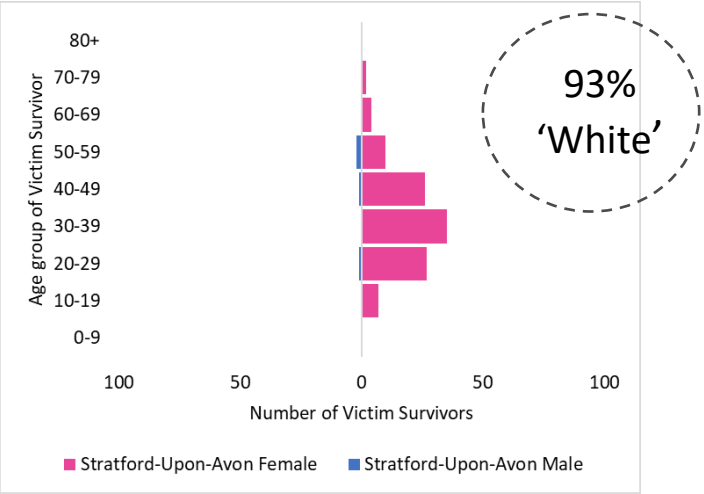
### Nuneaton and Bedworth Borough



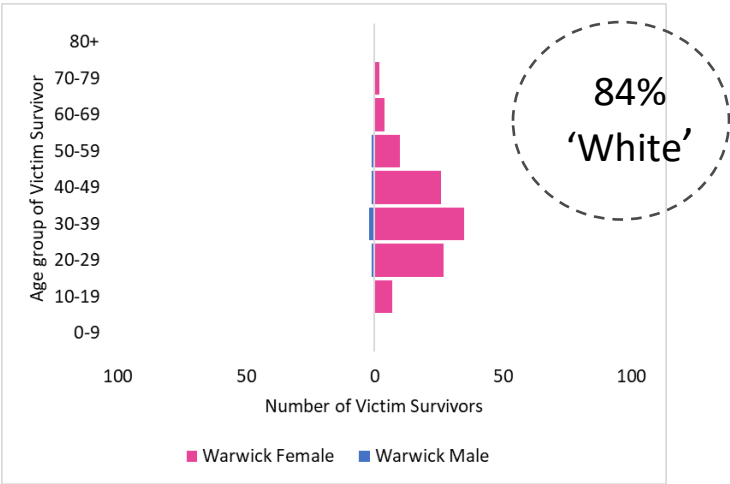
### Rugby Borough



### Stratford on Avon District



### Warwick District



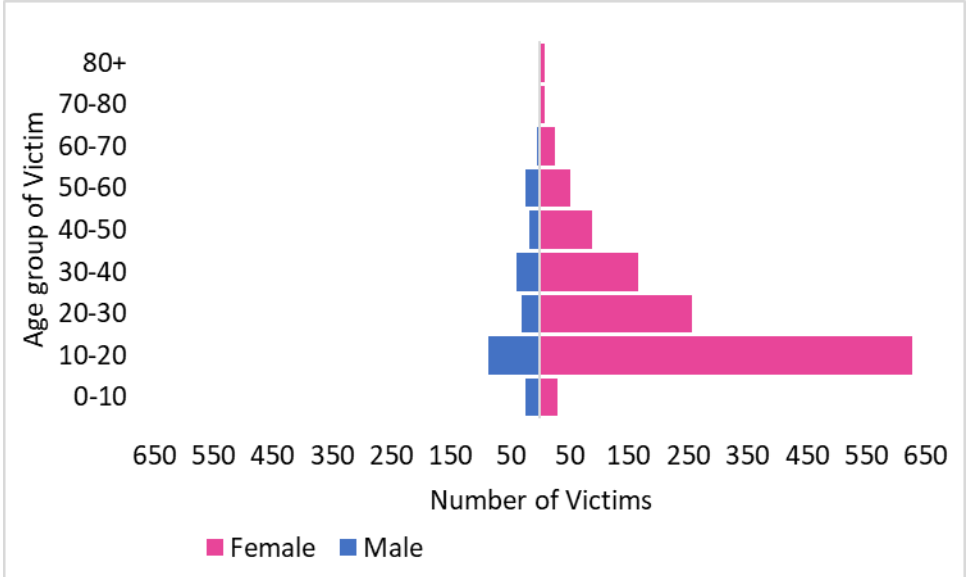
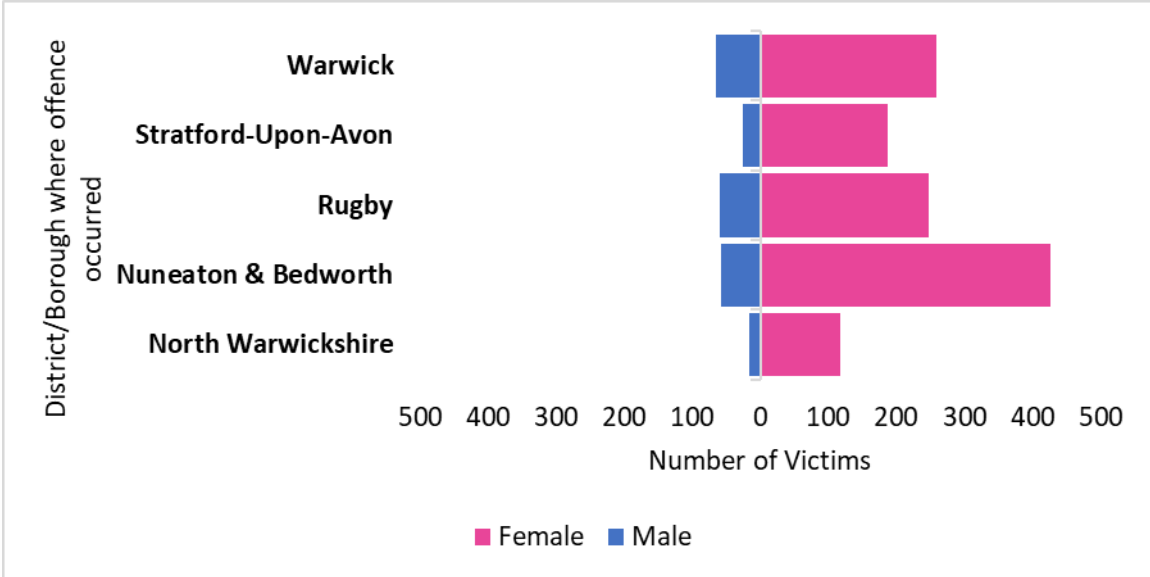
\*Based on victim survivor data for referrals to Refuge, Warwickshire's domestic abuse commissioned support service between April 2021 and March 2022 – Refuge, February 2023.



Victim Profiles for Reported Rape and Sexual Offences 2021/22\*, by Borough/District

Gender and Age Profiles for Rape and Sexual Offences reported to Warwickshire Police

Page 204



Nuneaton and Bedworth Borough have a higher rate of female victims per 1,000 population for reported rape offences, than other areas of Warwickshire.

Nuneaton and Bedworth Borough and Rugby Borough have a higher rate of female victims per 1,000 population for reported other sexual offences, than other areas of Warwickshire.

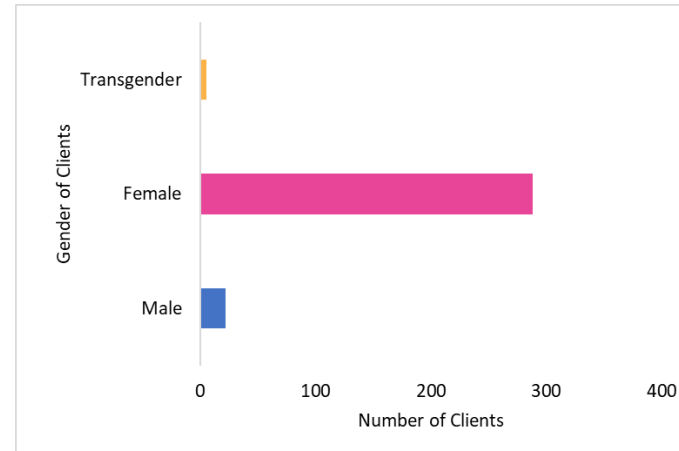
\*Based on victim data from offences reported to Warwickshire Police, BOXI between April 2021 and March 2022, where a gender is specified.

Notes to the data:

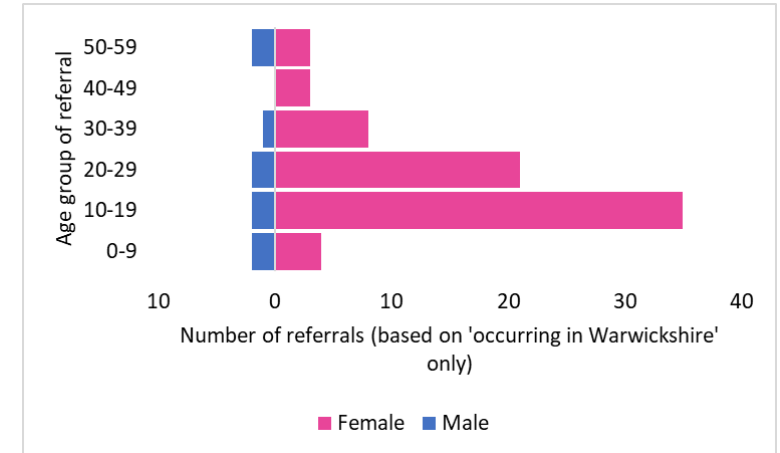
- 4% of victims did not specify a gender so these victims have not been included in these graphs. The Police data only shows 3 categories – ‘Female’, ‘Male’, ‘Unspecified/Blank’.
- A victim may be included more than once within these demographics if they are a repeat victim.
- Due to smaller volumes for rape and sexual offences, gender and age by district and borough has not been included in these graphs so as not to identify any victims.
- Ethnicity data is not available.

## Victim Profiles for Referrals to Support Services for Domestic Abuse, Rape or Sexual Offences 2021/22

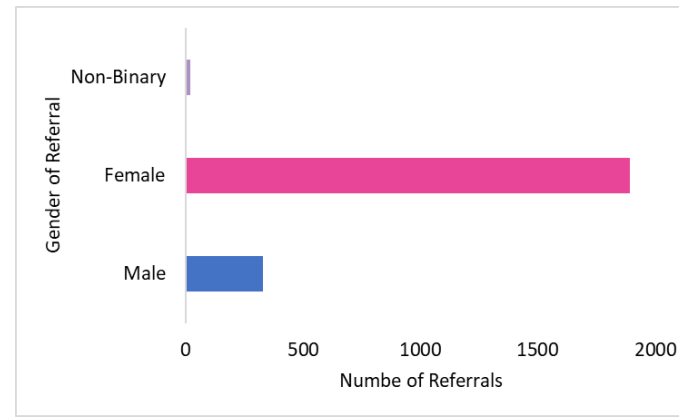
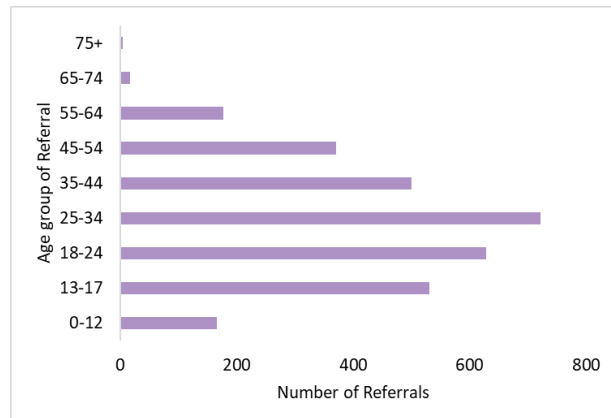
### Referrals to SARC (All Warwickshire)



### Referrals to Safeline\*



### Referrals to RoSA (All Warwickshire)\*\*



Sources: SARC; Safeline; RoSA; December 22, January and February 23.

Notes to the data:

- Data provided by Support Services is provided at different levels depending on the agency, and can not be cross-referenced to Police data. Therefore, some of these referrals may also be recorded as offences although it is not possible to identify how many.
- Profiles by gender and age is not available for district/borough due to the way that the data is recorded by different support services.
- The age groups do not correspond to the Police data age groups due to the way the data is recorded at the different support services.
- The volumes of referrals to each support service is different due to a number of external reasons.

\*1 respondent identified as 'Transgender'.

\*\* Based on referrals between 1<sup>st</sup> April 22 and 31<sup>st</sup> December 22 for 'Sexual Violence'.

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### Overview of Sub-Groups that report to the VAWG Board

MARAC Steering Group	<p>Provides strategic governance and quality assurance to the MARAC in order to reduce repeat victimisation and levels of harm posed to high-risk victims of domestic abuse in Warwickshire.</p> <p>It provides a platform to embed the MARAC process in key local partnerships to promote sustainability and to ensure the MARAC demonstrates that it is a process which is structured to deliver equality of outcome to all.</p>
RASSO Steering Group	<p>Provides oversight and coordination of partnership work around the prevention, investigation and prosecution of RASSO in Warwickshire, and the support provided to victims, witnesses and suspects throughout.</p> <p>The group will innovatively;</p> <ul style="list-style-type: none"> <li>• Develop and manage a RASSO Prevention Strategy</li> <li>• Ensure that victims are supported through high quality partnership service provisions.</li> <li>• Maximise the opportunity to identify offenders, gather evidence, and prosecute offences.</li> <li>• Review progress and performance to allow for early identification of problems and issues so that joint solutions can be found and implemented quickly.</li> <li>• Join up local service provision with the ongoing regional and national work across all partners to ensure that best practice is maintained and to manage change effectively.</li> </ul>
Harmful Practices Steering Group	<p>Brings together representatives from a range of statutory and voluntary sector agencies to work together in preventing and tackling specific forms of violence including but not limited to forced marriage, 'honour' based abuse, female genital mutilation and faith based abuse.</p> <p>The role of the Group is to design and promote integrated and innovative solutions, policies and programmes to address these issues in Warwickshire.</p>
Domestic Homicide Review Group	<p>Develops and maintains an effective, consistent approach to undertaking DHRs across Warwickshire to achieve the best outcomes for those affected by domestic abuse.</p> <p>The aim is:</p> <ul style="list-style-type: none"> <li>• To oversee Warwickshire's DHR Protocol and ensure it is fit for purpose.</li> <li>• To centralise and coordinate the monitoring of Warwickshire's DHR action plans.</li> <li>• To quality assure actions from Warwickshire's DHR action plans to ensure they have been completed to a satisfactory standard.</li> <li>• To hold agencies to account on behalf of the owning Community Safety Partnership.</li> </ul>

	<ul style="list-style-type: none"> <li>To be a reference point for DHR referrals in Warwickshire.</li> </ul>
DA Emerging Trends	<p>Monitors and responds to domestic abuse emerging trends and issues across Warwickshire. It seeks to:</p> <ul style="list-style-type: none"> <li>Review quarterly analytical reports on domestic abuse trends and themes.</li> <li>Develop responses to emerging areas of concern.</li> <li>Implement actions that contribute towards the delivery of the Domestic Abuse Act (2021)</li> <li>Develop and implement an over-arching action plan that identifies priorities and facilitates integrated and innovative solutions and activities to reduce the incidence of repeat domestic abuse victims</li> <li>Identify what information needs to be shared with the Communications Team to provide timely, specific, targeted messages.</li> </ul>
Communications and Marketing Sub-Group	<p>The Group's key purpose is to develop Communications Strategies that are annually revised and refreshed. The Group will also create, implement and review communications delivered and the impact and outcomes of this annually.</p> <p>It will oversee joint communication and marketing messages around Domestic Abuse and VAWG and will incorporate the following items:</p> <ul style="list-style-type: none"> <li>Domestic Abuse</li> <li>Rape and Serious Sexual Assault</li> <li>Sexual Exploitation</li> <li>Harmful Practices</li> <li>Faith-based Abuse</li> <li>'Honour'-based Abuse</li> <li>Forced Marriage</li> <li>Female Genital Mutilation (FGM) responses to national legislation, policy and guidance that relates to Violence Against Women and Girls and/or Domestic Abuse</li> </ul>
VAWG Strategy Task and Finish Group	<p>A time-limited Sub-Group with the key purpose of:</p> <ul style="list-style-type: none"> <li>Developing this new partnership VAWG Strategy (2023-2026) including an associated Delivery Plan.</li> <li>Reviewing the VAWG Delivery Structure and Governance Structure (upon completion of the VAWG Strategy 2022-2025).</li> </ul>
Safe Accommodation Working Group	<p>The Group's key purpose is to successfully identify, develop and implement plans to meet the Safe Accommodation Duty associated with the Domestic Abuse Act 2021 and the Domestic Abuse elements of the Preventing Homelessness in Warwickshire Strategy 2021.</p>



<p>DA Perpetrator Review Task and Finish Group</p>	<p>Following on from the Safelives DA perpetrator review recommendation that a time-limited Sub-Group is established to:</p> <ul style="list-style-type: none"> <li>• Deliver against the Safelives DA perpetrator review recommendations</li> <li>• Map DA perpetrator programmes including Caring Dads, Domestic Abuse Perpetrator Programme (DAPP), Building Better Relationships and any other identified programmes</li> <li>• Identify gaps in DA perpetrator programmes and how Warwickshire will address the need</li> <li>• Identify and determine the future funding and operational arrangements for tackling DA perpetrators in Warwickshire</li> <li>• Confirm the current referral process and eligibility criteria for each identified programme. Develop a single pathway for referrals in the future to ensure individuals access the most appropriate programme for them</li> <li>• Ensure frontline practitioners are aware of each offer, the current referral process and eligibility criteria, and in due course the single pathway</li> <li>• Confirm the performance framework for each DA perpetrator programme and how performance is shared between programmes</li> <li>• Confirm quality standards and safeguarding arrangements for victims associated with each DA perpetrator programme</li> <li>• Effectively participate in the VAWG strategy task and finish group</li> <li>• Report progress back to VAWG board</li> </ul>
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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