

About You	
1.	Your Name
	Shairi Bowes
2.	Your Employer / Organisation
	Salford City Council
3.	Your Position
	Principal Policy Officer for Poverty and Inequality
4.	Your E-Mail at Work
	<a href="mailto:shairi.bowes@salford.gov.uk">shairi.bowes@salford.gov.uk</a>
5.	Your Address at Work
	-
6.	Your Telephone Number at Work
	-
7.	Your Role in the Project
	Strategic Lead
An Introduction to the Project	
8.	Which partner organisations are involved in delivering the project (local authorities, organisations, community groups, etc.)?
	As this is a holistic strategic approach, a wide variety of public and private organisations (such as the NHS) across the city are involved in the delivery of the strategy. Anchor institutions (Universities, council, hospitals, etc.) were brought in together in October 2022 to develop a coordinated response to the cost-of-living crisis.
9.	Does the project have specific aims and/or objectives? <i>If so, please add to the box below.</i>
	The project aims to provide a framework upon which to tackle the root causes of poverty. The priorities for the strategy are: <ul style="list-style-type: none"> <li>1. Preventing people from falling into poverty.</li> <li>2. Providing targeted support for people struggling in poverty.</li> <li>3. Campaigning for long term change in Government policies and practices.</li> </ul>
10.	Does the project have a title? <i>If so, please add to the box below.</i>
	Tackling Poverty Strategy 'No One Left Behind'
11.	When did it start?
	The current refresh of the strategy started officially in 2021 (with the original having started in 2017).

12.	Has it finished? Is it on-going? Does it have an end date? <i>Please add dates to the box below.</i>	
	The current strategy is scheduled to run until 2024.	
13.	Which groups of people, if any, are targeted by the service provided?	
	Residents in the Salford City Council area	
14.	How many people have been served by the project?	
	N/A	
15.	Where is it delivered?	
	Salford City Council Area	
<b>The Initial Idea</b>		
16.	Who had the initial idea?	
	N/A	
17.	How did the idea for the project come about?	
	The 2021-2024 strategy is a refresh from the previous one that started in 2017. The original strategy was inspired by the new mayor's (Paul Dennett) election in 2016 and his commitment and newfound focus on tackling poverty.	
18.	Did you draw on any published reports / papers / research evidence or practice you had seen elsewhere to inform your plans? <i>If so, please add details to the box below.</i>	
	The current strategy was also built on reflecting the priorities and drivers of wellbeing reflected in the Greater Manchester Independent Inequalities Commission's recommendations.	
19.	Who was involved in developing the initial idea of the project?	
	The initial idea for the strategy stemmed from the new political leadership's desire to address poverty with a holistic approach.	
20.	Were those with lived experience of poverty involved in developing the initial idea of the project?	
	Yes, through the Salford Poverty Truth Commission, among other local organisations and groups.	
21.	What funding was used, if any, to support the development of the initial idea of the project?	
	N/A, this is a strategic approach without a dedicated pot of funding.	
22.	What in-kind resources were needed when developing the initial idea of the project?	
	Facilities	Spaces to facilitate conversations
	Equipment	N/A
	Local Knowledge	Yes, lived experience
	Food and Drink	N/A
23.	What, if any, barriers did you have to overcome when developing the initial idea of the project?	

	Scale of issues addressed, too many ideas, and limitations in funding due to austerity and cuts to local government. National level legislation or policy restricting the level of action a local authority can take.	
24.	What, if anything, was helpful when developing the initial idea of the project?	
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25.	Did you conduct a feasibility study? <i>(if yes, please describe what you did and what you concluded)</i>	
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26.	What was the timeline between the initial idea and the start of the project?	
	-	
27.	Who made the decision to introduce the project?	
	The strategy was initiated by Paul Dennett after being elected mayor of Salford.	
<b>Pilot Project</b>		
28.	Did you run a pilot project? <i>(if no, please skip to the next section, Q. 37)</i>	
	Yes, a study period from 2020 to 2021.	
29.	What did you do? <i>Please describe the pilot project</i>	
	From 2020 to 2021 a series of studies and round tables were conducted to inform the strategy's refresh. The strategy builds on the previous one from 2017, and the pandemic forced some re-developments to be made as a result of exacerbated inequalities. The refresh of the strategy was executed making use of the data capture from the previous strategy and re-developing the key objectives to ensure a continued coordinated approach. Additionally, a key element of the strategy is focused on empowering individuals and communities to recognise poverty as a societal rather than individual problem and ensure that they feel part of the solution. The strategy continues to be under constant review and amended as required.	
30.	Who was involved in the work of the pilot project?	
	Various public and private organisations and individuals, including the Salford Poverty Truth Commission.	
31.	How, if at all, were those with lived experience of poverty involved in the pilot of the project?	
	Consulted through the Salford Poverty Truth Commission and taking part in co-production events to inform the strategy's development.	
32.	What funding was used, if any, for the pilot project?	
	N/A	
33.	What in-kind resources were used for the pilot project?	
	Facilities	N/A
	Equipment	N/A
	Local Knowledge	N/A
	Food and Drink	N/A
34.	Was the pilot project evaluated? <i>If yes, please provide details</i>	
	N/A	

35.	What evidence, if any, from the pilot project was used to confirm that it was working?	
	N/A	
36.	Who made the decision to continue with the project beyond the pilot project?	
	The ultimate decision was made by the political leadership.	
37.	How did the pilot project inform the final design of the project?	
	The covid-19 pandemic forced some re-development of the strategy into a direction where the inequalities exacerbated by the pandemic were better accounted for.	
<b>The On-going Development of the Project</b>		
38.	Has the Strategy changed through time?	
	Yes	
39.	In what ways has it changed?	
	Scale	N/A
	Location	Not changed
	Population	Not changed
	The Offer	Some key objectives for the strategy have been refreshed.
40.	What were the reason for these changes?	
	The changes in the socioeconomic landscape that have impacted the lives of those experiencing poverty. For example, the covid-19 pandemic and the cost-of-living crisis.	
<b>Accessing the Service and Engaging with Service Users</b>		
41.	Is there a referral process? If yes, how does the referral process work (self-referral, referred by other agencies, identified from an existing database)	
	N/A	
42.	How are potential clients made aware of the project?	
	N/A	
43.	How do you keep in touch with service users? Do your service users have a preferred method of contact?	
	N/A	
<b>Working With People with Lived Experience of Poverty</b>		
44.	Are those with lived experience of poverty involved in <u>delivering</u> the project? <i>If so, please describe below.</i>	
	From the beginning, the council felt it was crucial to focus on co-production and co-development with people who have real lived experience of poverty in addition to engaging with people's feedback on policies which were already in place or due to be implemented. This includes ongoing consultation with a number of local organisations, including Salford Poverty Truth Commission.	

45.	Are people with lived experience of poverty involved in <u>managing</u> the project, <u>supervision</u> within the project, or project <u>governance</u> ? <i>If so, please describe below.</i>
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46.	Are people with lived experience of poverty involved <u>in any other aspect</u> of the project? <i>If so, please describe below.</i>
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<b>Leadership, Governance and Partnership Working</b>	
47.	Who has overall responsibility for XXX ?
	Overall responsibility sits with the wider political leadership.
48.	Is this the only responsibility of the person managing the project? <i>If not please describe the manager's wider roles and responsibilities.</i>
	N/A
49.	Is there a Project Steering or Advisory Group or Organising Committee? <i>If yes, who is involved in this and how does it work.</i>
	The strategy's internal management includes the anti-poverty operational group that meets on a bi-monthly basis and brings together the key services working to implement the initiatives across the strategy. This ensures coordination and a holistic approach across the work, is useful for robust feedback mechanisms, and sees that strategic priorities are being met. The strategy is externally governed by the Health and Wellbeing Board in Salford.
50.	If there is no Steering Group, what governance arrangements are in place to review strategy and performance?
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<b>Staffing</b>	
51.	Are there any paid staff? <i>Please describe their role and their contribution.</i>
	The paid staff of the Salford City Council and services associated with the strategy are involved.
52.	Are volunteers involved in delivering the project? <i>Please describe their role and their contribution.</i>
	Depending on the service under the strategy.
<b>Links to Wider Policies, Strategies and Statutory Requirements</b>	
53.	Is the project part of a wider anti-poverty strategy? <i>If so, please give details.</i>
	N/A
54.	Is the project part of any other strategy? <i>If so, please give details.</i>
	The Tackling Poverty Strategy 'No One Left Behind' is a part of the Salford Way Umbrella, encompassing also the Inclusive and Green Economy Strategy and Equalities and Inclusion Strategy. This aims to ensure that issues are captured at a city-wide level, ensuring a proactive and coordinated approach across the city with a focus on tackling poverty and inequality.
55.	Is the project delivering a service that is a statutory commitment. <i>If so, please give details.</i>
	N/A

Funding		
56.	Who funds the project? <i>Please give details.</i>	
	N/A, this is a strategic approach without a dedicated pot of funding.	
57.	How is the project funded?	
	N/A, this is a strategic approach without a dedicated pot of funding.	
58.	What is the budget for the project / how much does it cost to deliver?	
	N/A, this is a strategic approach without a dedicated pot of funding.	
59.	Is future funding based on pre-agreed outcomes or outputs being delivered? <i>If so, please give details</i>	
	N/A, this is a strategic approach without a dedicated pot of funding.	
Resources		
60.	What in-kind resources do you need to deliver your project?	
	Facilities	N/A
	Equipment	N/A
	Local Knowledge	N/A
	Food and Drink	N/A
61.	For each of the in-kind resources listed above, who provides it?	
	Facilities	-
	Equipment	-
	Local Knowledge	-
	Food and Drink	-
62.	Did you have to buy or develop new IT systems, software (databases, apps) or technology to deliver your project? <i>Please describe below.</i>	
	No.	
63.	Was additional staff training required to deliver your project? <i>If so, please describe.</i>	
	-	
Formal Monitoring and Evaluation		
64.	What information, if any, do you collect about your project?	
	Number of users	N/A
	Profile of users	N/A
	Experience of users	N/A
	Anything else	N/A
65.	How often is data collected? Who collects the data?	
	Ongoing by the city council.	
66.	Do you have baseline data on what things were like before the start of the project or before users started the project? <i>Please describe the type of baseline data that you have.</i>	

	A range of local and national data is collated on an ongoing basis to understand progress being made in tackling inequality across the city. The Salford Way: Integrated Evidence Base and the Ward Profiles (available on the council's website) highlight this by providing a high-level framework to measure how the city is tackling inequalities using a suite of indicators. These are informed by both national and local data, utilising this information as a tool to provide an interactive monitor for the three strategies.
67.	Do you produce an annual report? <i>Please provide details of what this includes.</i>
	Salford Ways annual report, bi-annual update on the strategy.
68.	In what ways, if at all, do you use the data that you collect to adapt the service that you provide?
	To re-develop the key-objectives, to ensure the strategy continues to be coordinated, and to be able to respond to the ongoing / changing challenges faced by those the strategy targets.
69.	Have you employed an external organisation to formally evaluate your project? <i>If yes, please provide details.</i>
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70.	If yes, in what ways, if at all, have you used the External Project evaluation to adapt the service that you provide.
	-
71.	Do you intend to employ an external organisation to evaluate the service that you provide in the future? <i>If yes, please provide details.</i>
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<b>Impact</b>	
72.	What difference has the project made?
	Since 2017, the strategy has for example: <ul style="list-style-type: none"> <li>- Reduced rough sleeping by 80%</li> <li>- Built 1,099 genuinely affordable homes</li> <li>- Increased council tax support for low income households</li> <li>- Improved the digital skills of up to 8,000 of the most disadvantaged residents</li> <li>- Provided free shopping vouchers to tackle holiday hunger</li> <li>- Salford Citizens Advice has written off £7.2 million in debts and assisted £50 million in benefits gained</li> <li>- Increased the number of accredited Living Wage Employers to 55</li> </ul>
73.	How do you know this? What evidence demonstrates impact (metrics, interviews, feedback)?
	Data collected from the yearly update reports on the strategy. (The information above is collected from the publication of Salford Tackling Poverty Strategy for 2021-2024).
74.	To what extent have the aims of the project been achieved?
	-
75.	How, if at all, has the demand for the service provided by XXX changed since it started?

	The services under the strategy have faced changed demand due to the changed socio-economic conditions and unexpected consequences of national policy changes, such as the covid-19 pandemic, the cost-of-living crisis and the effects of changes on Universal Credit.	
76.	If yes, has the project had the capacity to meet these changing conditions and demand? <i>Please describe and explain below.</i>	
	Yes.	
77.	Has the project had any unexpected or unintended outcomes? <i>If so, whether positive or negative, please describe.</i>	
	-	
78.	In your opinion, is the project having an impact on tackling poverty? If so, please describe in what ways.	
	Yes, by taking a holistic city-wide proactive approach that has increased benefit gains, reduced rough sleeping, etc.	
<b>Learning from Experience</b>		
79.	What is working well?	
	Embedding lived experience and partnership working into the strategy, implementing socioeconomic duty (which is not a requirement in England), integrating pathways across services, ensuring best practice across the city.	
80.	What, if anything, is working less well?	
	National policy has created some barriers to the development and implementation of the strategy. In implementing the socioeconomic duty there were some challenges during the initial 6-month soft launch period, which resulted in some redesigning of the implementation plan.	
81.	What are the key learning points that you'd like to share with other practitioners? For example, is there anything that you would do differently?	
	<ul style="list-style-type: none"> <li>- Continuous approach to redevelopment is important as the strategy must react to changing conditions.</li> <li>- Ensuring coordination between services is pertinent to see services are not working in silos.</li> <li>- Empowering communities and services to understand tackling poverty has to be embedded in their work to have a holistic approach.</li> </ul>	
82.	What plans do you have to develop or expand the project in the future?	
	-	
83.	How easily do you think your project could be replicated in another setting?	
	Fairly easily, political leadership's commitment is a key requirement. Commitment and cooperation from key organisations is important.	
<b>Social Media</b>		
84.	Please enter social media contact details and weblinks to supporting documents or resources below:	
	Web Pages	N/A
	Facebook	N/A
	Instagram	N/A



	<b>Twitter</b>	<b>N/A</b>
	<b>Tik-Tok</b>	<b>N/A</b>
<b>GDPR Consent (Add yes or no in the box)</b>		
<b>I give my permission to be named in the tackling poverty locally directory and associated public outputs.</b>		<b>Yes</b>
<b>I give permission for our organisation to be named in the tackling poverty locally directory and associated public outputs.</b>		<b>Yes</b>
<b>I give permission for me to be contacted by directory users.</b>		<b>Yes</b>
<b>I am willing to be contacted if more details are required</b>		<b>Yes</b>