

# No one

# left behind

**A strategy to prevent and  
reduce poverty in Salford**

**2021-2024**



**Our vision is to make Salford a fairer and more inclusive place where everyone can reach their full potential and live prosperous and fulfilling lives free from poverty and inequality.**

On behalf of Salford's poverty reduction partnership



## Introduction

It is now four years since we published our previous anti-poverty strategy, and in this time **Salford has become a leader** in Greater Manchester for its pioneering approach to addressing poverty at a local level.

Working closely with the Salford Poverty Truth Commission, the city has listened to the voices of those with first-hand experience of poverty to transform the way we do things in Salford; ensuring those with the greatest need are at the heart of everything we do.

We're immensely proud of all that we have achieved together over the past few years to help boost local household incomes, especially in the face of severe government funding cuts.

From promoting decent pay to transforming the way we collect council tax, from building more truly affordable homes to supporting people into good quality jobs, the city's work has been truly inspiring and we're delighted that this was recognised nationally by the Municipal Journal as a model of best practice.

While this progress is welcome, there is no room for complacency. The fact remains that too many Salford children and families continue to live on the breadline.

Latest figures from End Child Poverty show that an estimated 17,955 (34.8%) children are living in poverty in Salford, and this is likely to get much worse as the economic crisis generated by Covid-19 pushes many more people into poverty.

Since the start of pandemic, unemployment in the city has increased by a staggering 93%, while claims for Universal Credit have more than doubled (101%) from March 2020 to January 2021. This means that one in ten of Salford's working age population are now registered as claimants.

Despite this, there remains big plans for Salford, with major investment projects such as the £2.5 billion Crescent Masterplan (one of the largest developments in the country) and the expansion of MediaCityUK set to bring more quality employment and training opportunities to the city.

It is therefore vital that we now step up our efforts to free people from the grip of poverty; building on the good work that is already taking place by partners, businesses and the city's vital voluntary, community and social enterprise sector.

In Salford, we believe in showing compassion towards others and protecting each other from harm.

We share a moral responsibility to ensure that everyone in our city has a decent standard of living. Poverty is not inevitable, and we should not underestimate our ability to improve the lives of local people.

This updated strategy continues to put poverty prevention and reduction at the heart of everything we do as a partnership in Salford and will play a crucial role in the city's wider efforts to reduce inequality and improve the overall health and wellbeing of our local population.

We know there is no quick fix, no magic bullet, but Salford's spirit and sheer determination means we can and will do all we can to create a better and fairer Salford for all.



**Paul Dennett,**  
Salford City Mayor



**Cllr Paula Boshell,**  
Lead Member for Anti-Poverty, Neighbourhoods,  
Financial Inclusion and Equalities

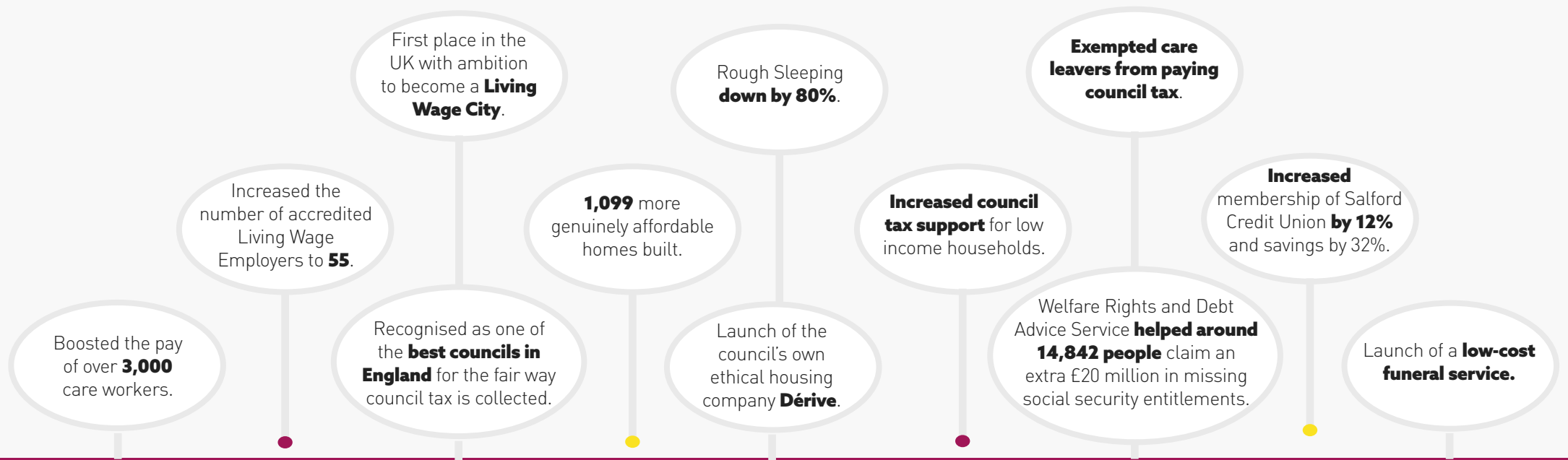
**No-one  
left behind**

**Progress in the  
last four years.**



**POVERTY  
TRUTH**

**FORD**



Since the previous strategy was launched in February 2017, good progress has been made in delivering many of its key commitments. Here are some highlights showing **some of our key achievements over the past four years:**



See our annual outcomes reports to find out more

**No-one  
left behind**

**Our  
challenges.**



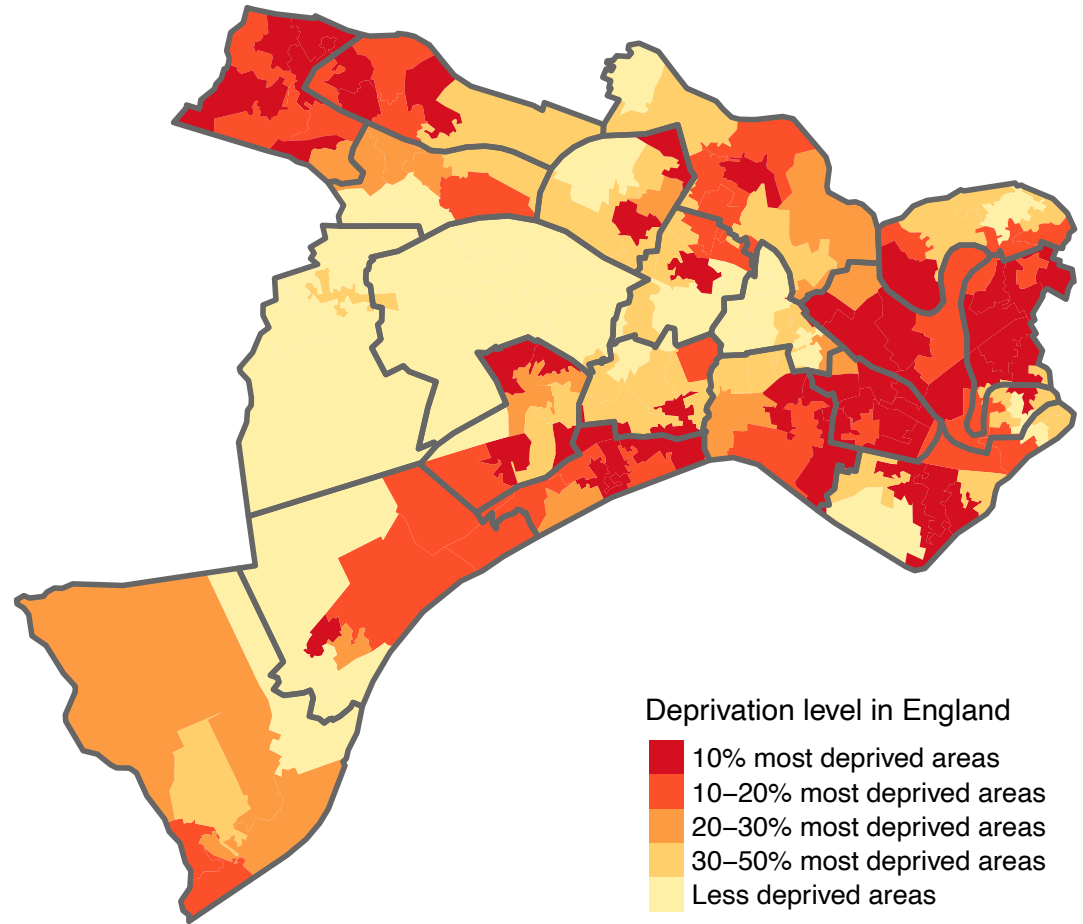
Latest figures available from Greater Manchester Poverty Action's (GMPA) Poverty Monitor 2020 show that the proportion of children living below the poverty line after housing costs has slightly reduced in Salford since the strategy was first launched - from 36.4% in 2016/17 to 34.8% in 2018/19.

While this small decrease is welcome, the fact remains that levels of poverty and deprivation remains unacceptably high across the city (and UK) as a result of years of cuts to working age benefits, rise of insecure and low paid work and underinvestment in local services. And while it is difficult to know the full impact of the pandemic on poverty in the city, it is likely to become much worse once the full health, social and economic impact is known.

According to the 2019 Index of Multiple Deprivation, Salford is ranked as the 18th most deprived local authority area in England (compared to 22nd in 2015) and remains the third most deprived area in Greater Manchester. This means that around 76,400 (30.4%) people are living in an area classed as highly deprived in the city, while around 10,500 people live in areas of extreme deprivation including parts of Langworthy, Irwell Riverside, Broughton, Little Hulton and Winton.

The map shows the scale of deprivation across Salford with areas of highest deprivation shown in dark red.

Index of Multiple Deprivation 2019





**17,955 (34.8%) of children are living in poverty in Salford.** Ordsall has the highest rate of poverty (59%) compared to Worsley with the lowest (13%).



Between March 2020 and Jan 2021, **unemployment in Salford has almost doubled to 8.4%**, while there has been a huge 101% increase in claims for Universal Credit (higher than GM and England averages).



**GCSE attainment A\*-C or equivalent in Salford (39%) remains lower than England (46.8%),** while nearly one in ten (9%) residents have no qualifications at all (England: 7.5%).

Furthermore, the GMPA Poverty Monitor also reveals stark inequalities in Salford when compared to the rest of England – demonstrating the size of the challenges we still face to overcome multiple disadvantages.



**27, 637 people are claiming help towards housing costs** (either through housing benefit or housing element of UC) - the 2nd highest in GM.



There are **11.2% fuel poor households** in Salford.



Both men (77.2 yrs) and women (80.9 yrs) in Salford have **lower life expectancy** than England average (Men: 79.6 and Women 83.2).



## Lived experience of poverty

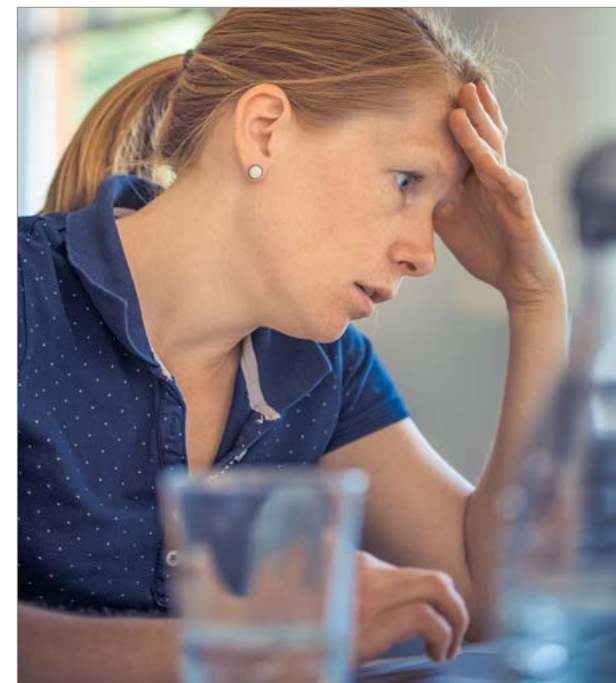
In addition to these facts and figures, it is important to dig much deeper and continue to listen and learn from the lived experiences of people in poverty. This remains the heartbeat of this strategy and underpins everything we are doing across the city.

Work to establish a second Salford Poverty Truth Commission had to be paused due to the pandemic, but this important work will continue in 2021 to ensure we continue to engage those with first-hand knowledge.

However, to inform development of the strategy we have **sought evidence from local voluntary and community organisations, along with key front-line services** who are directly supporting some of Salford's most vulnerable people.

These powerful insights, alongside research from the Salford Anti-Poverty Taskforce have helped shaped the strategy's refreshed priorities. Among the many issues identified included the need to address:

- Growing social isolation and poor mental health
- Poor quality work, unemployment and underemployment (in-work poverty)
- Support for higher risk groups such as Refugees and Asylum Seekers, young single parents, people living with a long-term life limiting illness, other ethnic minorities and older people.
- A lack of access to affordable, clean and safe housing.



## Impact of Covid-19

Covid-19 is having a profound impact on the lives of people and communities right across the country. Locally, the immediate impacts have been stark, as the pandemic has amplified existing health and economic inequalities and disproportionately affected those on a low-income compared to those who are relatively more well-off (who for example have seen their savings increase over the past year).

While it is difficult to know the full long-term impact, inevitably they will likely be far reaching and, for some people and communities, devastating. Already we have seen a sharp rise in unemployment, benefit claims, and the number of people needing access to basics such as food and fuel. Furthermore, evidence from the council's Welfare Rights and Debt Advice Service (WRADA) also show that the economic impact on Salford residents has led to a huge surge in demand for both benefits and debt advice as a result of people being furloughed or made redundant, having to self-isolate or because of the lack of financial support available for some self-employed people.

Therefore, alongside this strategy will be **undertaking detailed impact assessments of the impact of Covid-19 on different groups of people living in poverty in Salford** to identify what further local measures we can put in place to support local people as attention turns to long term recovery from this terrible virus.



## Salford Anti-Poverty Taskforce

The Salford Anti-Poverty Taskforce is an innovative research and knowledge exchange partnership between University of Salford and Salford City Council.

Established in 2017 and chaired by the City Mayor, the Taskforce delivers high quality research to shine a light on the lived experiences of poverty in the city to inform our anti-poverty work. Previous research projects have explored the lived experience of: **people living in the private rented sector; young people not in employment, education, training or claiming benefits; and those experiencing food insecurity.**

This research has also provided crucial insights into the very real struggles of local people living in poverty including this heart-breaking quote from just one many of the people the Taskforce has spoken with. Unfortunately, this experience is still all too common which is why it is imperative that we continue to listen and learn from the experiences of local people.

Future projects of the Taskforce that will inform new areas of work include: understanding the experiences of people using the benefits system during COVID-19 (and those not able to claim) and the first ever UK research to focus on veterans' experiences within the benefits system.

// When you've got no bus fare ...  
You've got no food in your cupboards,  
and also if you've got children, 'Mum, can  
I have...? Can I have...? Can I have...?'  
It's half term. Can I have...? Can I have...?'  
... You can't feed your kids and you've got  
no food parcel ...  
Last Christmas was horrendous - it was  
the week before Christmas I think they  
like switched the gas off. 'It's freezing.'  
'Go and get in bed,' kind of thing. Or I'd  
ring my dad up and say, 'Can you have  
[daughter] for the day?' and he would.  
He'd come and pick her up. ...  
I think until you've been in that position  
yourself when you've got absolutely  
nothing, it is, it's soul destroying. It just  
strips your dignity right away from you

**Barbara**



**No-one  
left behind**

**Our  
priorities.**

**1.**

**Preventing  
people from  
falling into  
poverty.**

**2.**

**Provide targeted  
support for people  
struggling in poverty.**

**3.**

**Campaigning for  
long term change in  
Government policies  
and practices.**

## Our priorities

Salford is leading the way in many areas to prevent and reduce poverty at a local level. Building on this success, this strategy seeks to scale up the work that we know is already making a difference in addressing some of the root causes of poverty in the city.

Therefore, we will continue to focus the city's collective efforts and resources across the three core themes of:

- 1. Preventing people from falling into poverty.**
- 2. Provide targeted support for people struggling in poverty.**
- 3. Campaigning for long term change in Government policies and practices.**

This strategy again sets out our approach to continue to put Salford at the forefront of anti-poverty work across Greater Manchester.

It continues to be informed by our recent collaboration with the Salford Poverty Truth Commission, along with research from the Salford Anti-Poverty Taskforce. It also takes into consideration recommendations from the 'Marmot 10 Years On' review and Joseph Rowntree Foundations' 2020/21 annual poverty report, both of which provide an important framework to shape local actions.

The strategy will be kept under regular review as new evidence and learning emerges from the impact of the pandemic and work to establish a second Poverty Truth Commission to ensure those who experience poverty first-hand remain at the heart of what we do here in Salford.



# 1. Preventing people from falling into poverty

Addressing many of the underlying causes of poverty, whether that be low pay and insecure work, debt, unemployment, an inadequate social security system, poor physical and mental health or low educational attainment remains crucial if we are to achieve long term sustainable poverty reduction and improve the overall health and wellbeing of our local population.

**But we must focus on the basics** – boosting the number of (and access to) good quality jobs, improving pay and employment standards, improving skills, tackling debt and helping households to save and providing genuinely affordable social housing. All of which will be even more crucial as the city begins its social and economic recovery from the pandemic.

This strategy restates Salford's commitment to prioritise addressing the root causes poverty and a huge amount of work is already taking place to maximise the financial resources of households in the city.

## What are we doing already?

We're working hard to **create more decent jobs with decent pay**, as part of Salford's ambition to become the UK's first Living Wage City. A task force, made up of public, private and voluntary, community and social enterprise organisations has already helped to increase the number of businesses paying the Living Wage in Salford (55 in Feb 2021) and this work will be significantly scaled up over the next two years to meet our ambition to increase this to more than 70 by 2022. This would help double the number of people lifted out of poverty pay from 10,000 to 20,000.

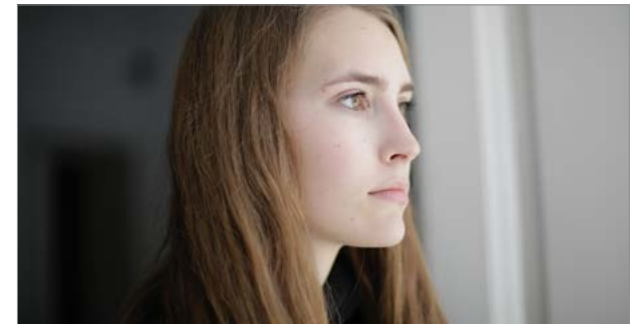
- We're supporting more **people into good quality work** (not just any work). Providing intensive and personalised support to address barriers to work and help those furthest from labour market find suitable employment opportunities, particularly in the city's fast growing digital and creative sector and key foundational sectors such as health and social care.

- We're **improving the skills of local people** to help train the workforce of the future. A significant number of our residents remain under skilled when compared to other parts of the country. Innovative local initiatives such as the Tech Talent Pipeline Partnership and the unique Build Salford traineeship scheme are linking local education and training providers with employers, to tackle skills shortages and help adults and young people make the most of local job opportunities. Work is also underway to help shape the future of Adult Education in the city to ensure it is responsive to local needs.
- We continue to **deliver our in-house Welfare Rights and Debt Advice Service** which in the past year has provided expert advice to 4,931 Salford residents to help them understand the complex landscape of social security and other financial support schemes. This has helped secure around £5 million in missing social security and other payments - money which is then reinvested back into the local economy. This includes working closely with health and care professionals to provide advice to patients at GP practices; parents who are in and out of work, carers, and those who have experienced a sudden drop in earnings whilst self-isolating through NHS Test and Trace.

- We also continue to invest in free and independent debt advice delivered by Salford Citizens Advice and Mind which provide such a local lifeline for people experiencing hardship.
- Through our Salford Family Partnership Service, we're supporting vulnerable children, young people and families in Salford to identify their own strengths, build resilience **and help children develop to their full potential.** Salford Partnership Family Hubs bring together a range of quality early help services to give children the very best start in life and help close the educational attainment gap between those from disadvantaged backgrounds and their peers. This includes child health, parenting and relationship help, along with support to improve school readiness.
- Salford remains committed to significantly **increase the range of good quality sustainable homes that people can afford to rent (private, social and affordable) or buy in Salford.** Working with housing partners we have a committed pipeline of 1,074 affordable homes and through the council's own ethical housing company Dérive, we are committed to directly delivering an additional 3,000 affordable homes over the coming years.

- We're continuing our work to **prevent homelessness** by ensuring we speak to people as early as possible about their housing concerns and before they become homeless. This is key to reducing the numbers of households becoming homeless and face the prospect of living in temporary accommodation or on the streets.
- We're working hard to **tackle health inequalities linked to poverty** which is both a cause and a consequence of poor health. Through Salford's Locality Plan, we continue to improve support for a range of conditions linked to deprivation, such as poor mental health, cardiovascular disease, drug and alcohol misuse, as well as social isolation and loneliness.

- We're continuing our work to **promote savings and affordable credit through Salford Credit Union** to ensure more people excluded from mainstream banking can benefit from a convenient way of saving regularly and cheaper lending that many people simply take for granted.



## What else are we going to do?

To build on this extensive work to prevent and reduce in Salford over the next four years we will also seek to:

- **Create a more inclusive local economy in Salford** that ensures more local people and businesses benefit from the city's regeneration and growth. Through Salford's new Inclusive Economy Strategy, the city's anchor institutions are working together to maximise the benefit of local public procurement spend and ensure more of the Salford Pound is retained in the local area.
- **Strengthen the role and impact of ill health prevention** to support more people to adopt healthy behaviours. This includes investing in local community organisations to support social prescribing and encouraging increased engagement with the city's health improvement services so everyone in Salford has the best opportunity of living in good health regardless of their income.
- Provide **additional investment for the council's Welfare Rights and Debt Advice Service** to ensure those facing loss of income due to disruptions in work including self-isolation, furlough and redundancy, as well as those facing a range of financial pressures due to the pandemic have access to the independent advice they need. This will include recruiting five new expert advisers and support staff to further expand the support available.

- Further promote the City Mayor's Employment Standards Charter, to encourage even more businesses and organisations to commit to **delivering fair employment for all**, with real opportunities for career progression, and development of the skills and talents of Salford people.
- Provide more **high-quality pre-employment and paid work placement opportunities** for those furthest from the labour market and highly deprived areas of the city. For example, The Northern Care Alliance (which includes Salford Royal) has made a commitment to provide 1,000 pre-employment opportunities across its five hospitals. In addition, we will look to maximise opportunities for unemployed young people, who have been disproportionately affected by the pandemic, by creating paid work placements through the national Kickstart programme for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment.
- **Explore how we can more effectively use data to support people experiencing life events** which can lead to changes or disruption to financial stability at the earliest possible opportunity. For example, a new birth, relationship breakdown, loss of employment, illness means we can better identify potential trigger points for poverty sooner and prevent a chain reaction that could end with people falling further into hardship.





- Improve access to childcare through the promotion of **free early education or childcare for 2, 3 and 4-year-olds** to ensure parents (especially those working irregular hours), have the quality support they need, when they need it.
- Explore how statutory partners and local businesses could lend their expertise to support Salford Credit Union **expand access to savings and responsible lending**. Whether this is through direct investment or in-kind support; the underwriting of small loans to vulnerable people in need, or the expansion of the Payroll Partnership scheme, there are many opportunities to help make 'Salford a City of Savers', which the pandemic has shown, provides a real lifeline for so many people.

- Continue to work with the national Illegal Money Lending Team to take co-ordinated proactive action to **tackle the scourge loan sharks**. This will include developing a new campaign to highlight the hidden dangers of taking out short term, high cost credit and promote more responsible forms of lending and savings.
- **Voluntarily adopt the Socio-Economic Duty** as part of core City Council decision making. The duty, as set out in the Equality Act 2010 (but which is not yet enacted in law), requires public bodies to formally consider measures to address the inequalities that result from differences in occupation, education, place of residence or social class.

- Expand our **efforts to mitigate the impact of climate change** on our most deprived communities through continuing to invest in renewable energy, enhancing the city's green infrastructure, and promoting sustainable and affordable travel options to improve air quality – all of which have a significant impact on those living in poverty.
- Establish a **second Salford Poverty Truth Commission** to continue to listen to the lived experiences of people living in poverty and explore new solutions together.
- Work with Salford's registered social housing providers and private landlords to ensure **tenants who are at risk of eviction or who have been evicted due to rent arrears (as a result of poverty) are supported with early help** and improved information about the support available to them. This includes the local adoption of the national Homes For Cathy Commitments to help shape local policies and practices.
- Roll out a programme of training (via WRADA) **for people and volunteers working on the front line in Salford** to ensure practitioners understand the benefits system and its impacts and recognise the early warning signs that people may be financially struggling.



## 2. Provide targeted support for people struggling in poverty

**While our ambition ultimately is to prevent and reduce poverty in Salford over the long term - we must not shy away from the fact that there will be times when people will find themselves in severe financial hardship.**

During the pandemic, we have seen a soaring rise in demand for emergency support from both public agencies and voluntary and community organisations and we have worked hard to maintain and increase the support available to those who need it most.



The Spirit of Salford Helpline, which was set up to help vulnerable residents during the pandemic has been a lifeline for many, while the city's army of volunteers and local small businesses have been truly inspirational in the way they have mobilised to provide critical support in our communities.

It is vital that alongside seeking to prevent poverty, we continue to harness this collective Spirit of Salford and do all we can to support those who may need extra help from time to time - whether that is to put food on the table, pay their rent or heat their home.

**No one should ever have to face those choices.**

### What are we doing already?

- We're continuing to **invest and promote take-up of the city's local welfare assistance scheme (Salford Assist)**, which provides short term emergency help for people experiencing severe hardship. Since the start of the pandemic, the scheme has provided a lifeline for 7,000 vulnerable people in crisis to access emergency support such as food, fuel vouchers or essential furniture (such as white goods).
- Our **Get Back on Track campaign** continues to provide a range of help for people struggling to pay their council tax bill. From changing or extending payment plans to checking if people are entitled to a Council Tax Reduction or other discounts and exemptions. There are many ways we can help to stop things escalating and in a way that does not create further hardship or distress.

- We will continue to offer support for people experiencing financial hardship, through our popular **BetterOff Coffee and Chat drop-in sessions** (face to face sessions will be re-introduced once it is safe to do so). In the meantime, we have introduced Cloud Coffee and Chat Sessions which can be attended online and provide a wide range of information from help with council tax and housing benefits to health and wellbeing support.
- We're continuing to provide **extra support for people struggling to meet their housing costs** through the council's Discretionary Housing Payment scheme.
- We're reducing the cost of funerals by promoting the city's low-cost **Salford Residents Funeral Service**. The city council launched the initiative in 2018 to help tackle the high cost of organising a funeral after national research showed that low income families can often go hundreds of pounds into debt.



- We're bringing the cost of energy down through the **Warm Salford scheme** that supports eligible pensioners and low-income households to keep warm and well by providing funding and advice for energy efficiency initiatives such as boiler replacements, insulation and new central heating.
- We have supported Salford families with food over the school holidays through the city's **Heathy Holidays Scheme**. This scheme provides £30 of shopping vouchers to parents of children who receive free school meals and was in place well before the government's temporary scheme. We will continue to ensure that children who receive **free school meals access free or low-cost summer holiday activities for families** in partnership with voluntary and community organisations and local businesses.



## What else are we going to do?

To build on this work to support people struggling in poverty now, we will also seek to:

- Further **promote support that can be accessed through the Spirit of Salford Helpline** by holding a virtual showcase event where residents can speak directly with service representatives and find out more about the what help is available to them during the pandemic.
- Explore ways to provide **more targeted support for refugees and asylum seekers** and those with No Recourse to Public Funds. This includes improving awareness of support available including English for Speakers of Other Languages (ESOL) courses, and expanding projects such as REACH, which supports refugee and asylum seekers to convert their qualifications into UK accepted ones within healthcare.
- Work with partners to **better identify and strengthen support for certain vulnerable groups** that research (and the pandemic) shows face a much higher risk of living in poverty than others. This includes: Ethnic Minorities, people with a disability or suffering ill health, older people, lone parents, larger families and carers.



- Increase **uptake of healthy start vouchers** that provides nutritional food support for pregnant women and young children in low-income families, who are amongst the groups most at risk of experiencing food insecurity and poor nutrition.
- Implement the government's **60-day Breathing Space** period that will see any enforcement action for arrears of any debt owed to the council halted and interest frozen for people with problem debt who seek professional debt advice.
- Explore new ways of providing cheaper alternatives to high street rent-to-buy providers for everyday household items such as furniture and white goods to **address the poverty premium**, which means low-income families often must pay much higher prices for essential goods and services.
- **Seek ways to address the growing problem of social isolation and loneliness** that many studies show people with lower incomes are more at risk of experiencing. This includes building on the city's successful Keeping in Touch service and continuing our nationally recognised work to tackle digital exclusion to create a Salford where individuals and communities feel more connected.
- Further develop and promote the city's **BetterOff Salford website** that helps local people to find and apply for benefit entitlements online and search for work. The platform combines national and locally administered forms with comprehensive information for users re-entering the labour market.
- Identify further ways we could **strengthen our local welfare assistance scheme (Salford Assist)**. For example, we now offer the remote top-up of resident's gas and electricity meters where they are on smart meters and via text message for those people that do not. Cash payments are now also made where none of these options are available or accessible.
- Support the **implementation of the Salford Food Share Network's second 'Feeding Salford Plan'** to continue to support people experiencing food insecurity in the city. This includes strengthening the role of advice services at food banks, further increasing the number of food clubs in the city as a more sustainable alternative and better meeting the needs of people with religious or cultural food needs.

### 3. Campaign for long term change in Government policies and practices

As much as we can do locally to address poverty, the fact is that many of the main drivers still lie with national government – whether this is social security policy, taxation, setting of the national minimum wage or local government funding.

This is why it is imperative that we influence the poverty debate at a regional and national level and ensure poverty prevention and reduction has a much higher government profile.

Working closely with trade unions, partners, and local and national charities we must continue to do all we can to build the evidence base for change and campaign for a fairer deal for local people.

#### What are we doing already?

- We're continuing our campaign for a **fairer local government settlement** as part of the Fair Funding Review. A council motion was passed in January 2021 that calls on government to ensure local funding better reflects levels of deprivation in the city and people's ability to pay council tax. With £211 million in core government funding cut since 2011, it is imperative that we lobby for a better deal for Salford to limit the need to increase council tax, which impacts the poorest and lowest paid the hardest.
- We're supporting the trade unions campaign to demand ethical care and the **call upon the government to provide fair funding for social care** services.

#### What else are we going to do?

To build on this work and campaign for long term change, we will also seek to:

- Continue to campaign to retain the **£20 per week uplift in Universal Credit** and Working Tax Credit and extend this same lifeline to people on legacy benefits such as Jobseeker's Allowance and Employment and Support Allowance.
- Campaign for the **reversal of unfair welfare changes made over the past decade** that have had such a devastating impact on local people. This includes ending the unfair two-child limit, benefits cap and bedroom tax.
- Continue to call for the **removal of punitive sanctions**, which research conducted by the Salford Anti-Poverty Taskforce shows does nothing to support people into work, and instead pushes people further into hardship, causing even more unnecessary stress and stripping away people's dignity.

- We will join forces with partners across Greater Manchester to call for a **new national strategy for tackling poverty and inequality** to stop even more families plunging into poverty as a result of the pandemic.
- We will join forces with a range of advice and poverty charities across Greater Manchester to **develop a regional benefits take-up campaign**. A pilot around Pension Credit is already being developed in discussions with the GMCA – through the GM Citizens Advice Campaigns Group.

- Back **The Right to Food campaign which aims to make good, nutritious food a legal right for all citizens**. Launched by Fans Supporting Foodbanks, the campaign calls for a change in the law to make access to food a legal right for all in the UK as part of the National Food Strategy. It is estimated more than 10 million people in the UK are living in food poverty, with ethnic minorities, disabled and older people worst affected.



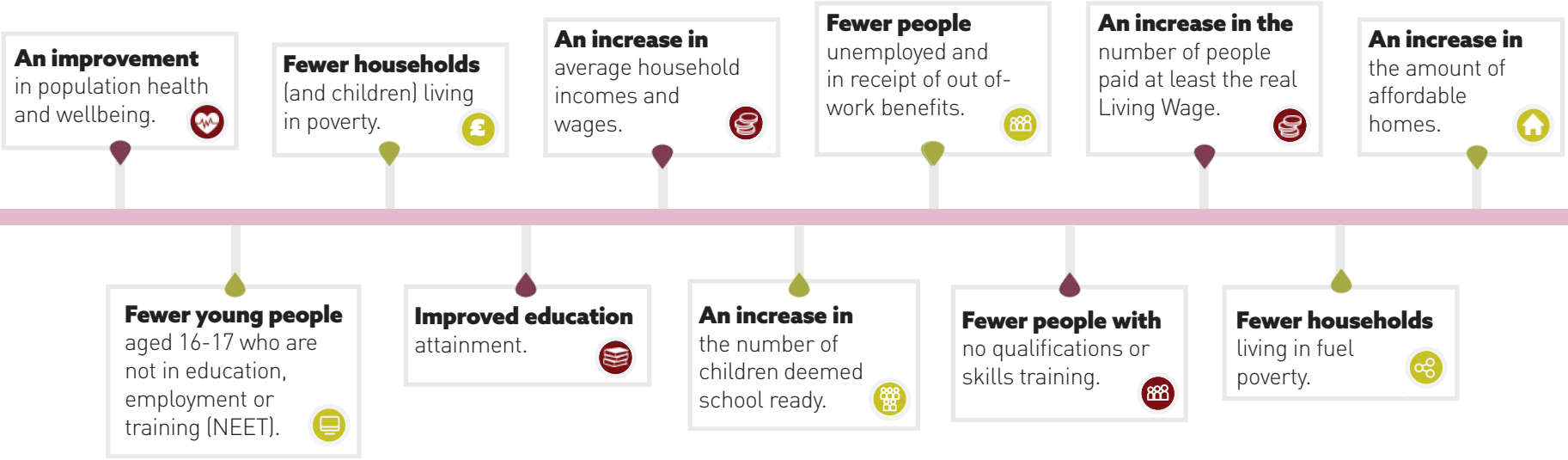
**No-one  
left behind**

**Measuring  
success**



# Measuring success

In the next four years we will measure our success if we see:





**No-one  
left behind**

**Next  
Steps**



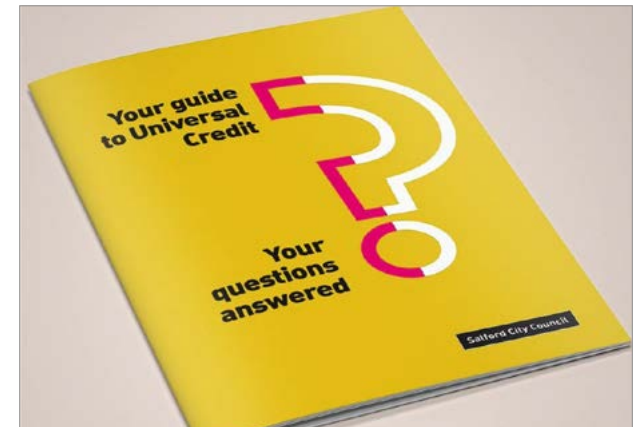
## Next steps

Tackling poverty has become part of the work of a huge range of organisations across the city.

Therefore, this strategy is not owned by any one organisation, but by all stakeholders who have an essential role to play in preventing and reducing poverty in Salford.

This means public agencies, the voluntary, community and social enterprise sector, businesses, and communities themselves. We must all get behind the changes that can prevent poverty at a local level.

To recognise the strategy's importance in tackling health inequalities and its clear links to Salford's Locality Plan, the city's Health and Wellbeing Board will have overall responsibility for monitoring and measuring the impact of the strategy, and reporting progress through publication of an annual outcomes report.



**No one left behind**

**The  
Salford  
Way.**