“Great people, great place, great prospects”

SANDWELL
ANTI POVERTY STRATEGY
2010-2013

HEALTH AND WELLBEING TEAM
ADULT AND COMMUNITY SERVICES DIVISION

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1. Executive summary
1.1. Vision and partnership shared priority actions diagram
1.2. Strategic outcomes
1.3. Strategic actions
1.4. Delivery
1.5. Indicators & targets

2. Introduction
2.1. Purpose
2.2. Definitions
2.3. Context

3. Strategic direction
3.1. Timeframe
3.2. Consultation & development
3.3. Progress & updates
3.4. Vision-process
3.5. Strategic outcomes- process
3.6. What will be achieved 2009-2012

4. Strategic objectives: evidence, progress, key actions
4.1. Income maximisation
4.2. From education & training into work
4.3. Service development
4.4. Social networks
4.5. Community engagement
4.6. Equalities

5. How we are going to deliver it
5.1. Resources & deployment
5.2. Commissioning services
5.3. Partnership actions- key partners & roles
5.4. Performance management- including risk management
5.5. Accountabilities and responsibilities

6. Action plan see also ACTION PLAN MASTER FINAL APS.doc

7. Appendices
7.1. Sources of data, information and intelligence
7.2. Summary of mapping, definitions, issues
7.3. Anti poverty review process
7.4. Reference group
7.5. References
SANDWELL ANTI POVERTY STRATEGY 2010-2013

Vision

Every Child Matters and support for vulnerable people are central to all of our priorities and key actions

Priorities

Great People
- Active and Well People
  - Support children, young people and adults to make positive and healthy lifestyle choices

Great Place
- A Safe and Clean Place to Live
  - Improve the cleanliness of streets by working with communities, schools and businesses

Great Prospects
- Educated and Skilled People in Employment
  - Deliver improved and relevant education and training for Sandwell’s economy

Key Actions

Active and Well People
- Support children, young people and adults to make positive and healthy lifestyle choices
- Support more people to be independent for longer
- Provide more positive activities and facilities for young people
- Support families and parents to achieve better outcomes for their children and themselves
- Ensure adults are safeguarded
- Ensure children and young people are safeguarded and have improved outcomes
- Tackle the underlying causes of inequality, health inequality and reduce poverty

A Safe and Clean Place to Live
- Improve the cleanliness of streets by working with communities, schools and businesses
- Reduce crime and anti-social behaviour and improve the public’s confidence and satisfaction with the Council, police and organisations dealing with these issues
- Provide more affordable and appropriate housing
- Reduce and manage waste more effectively
- Create well connected attractive places
- Deliver comprehensive economic and social regeneration of Sandwell

Educated and Skilled People in Employment
- Deliver improved and relevant education and training for Sandwell’s economy
- Use Building Schools for the Future and Sandwell College to raise aspirations and attainment for children, young people and their families
- Raise the standards and achievement in all learning settings
- Improve opportunities for young people Not in Employment, Education or Training to access employment including apprenticeships and volunteer activities
- Create jobs by new business start ups, supporting existing industry, inward investment and improving infrastructure
- Create well connected attractive places
- Deliver comprehensive economic and social regeneration of Sandwell

How we will work

- Fair
- Cohesive
- Listening & Responsive
- Sustainable

Anti-Poverty Measures
- Support children, young people and adults to make positive and healthy lifestyle choices
- Improve the cleanliness of streets by working with communities, schools and businesses
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The Executive Summary

1.1. Vision
To provide a framework, which results in coordinated action across Sandwell Partnership to reduce poverty in the borough, and provides a means for continued progress towards “great people, great place and great prospects”

Anti poverty measures are an integral, cross cutting element of the borough’s shared priorities (see diagram on previous page). Under the “Active and Well People” priority, there is a specific action to “tackle the underlying causes of inequality, health inequality and reduce poverty”. In addition to this, many of the anti poverty measures equate to a different way of doing things to make Sandwell a fairer, more cohesive, more engaging and sustainable place for people. Therefore, action to address anti poverty also runs through the shared priorities as a cross cutting theme.

All of our thematic partnerships will have specific actions that help to reduce poverty. This framework does not aim to capture all of those actions but aims to coordinate action across the themes and provide a mechanism/ toolkit for monitoring those actions to examine the impact the Partnership is having on people’s lives by reducing poverty.

1.2. Strategic outcomes (by 2020)

1.2.1. All residents in Sandwell will enjoy a minimum income standard\(^1\) and there will be a reduction in child poverty
1.2.2. Routeways will have been created which enable residents to develop skills and qualifications and take up work in key skill sectors, support local business and encourage new enterprise in those sectors
1.2.3 Quality accessible and affordable local services are in place, which also provide routeways into work and workforce progression for local residents.
1.2.4 Residents view their neighbourhoods as being positive places to live with strong social networks
1.2.5 Residents believe they can engage in local service development and shaping of local initiatives including this strategy and have a positive impact.

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\(^1\) Hirsch, Davis & Smith, Joseph Rowntree Foundation , 2009
1.2.6. Groups and communities most at risk of exclusion or discrimination can identify positive benefits and improvements to their lives and communities.

1.3. Strategic actions

The action plan describes in detail how the strategy will be implemented. The most important points to emphasise are:

a) The action plan identifies short, medium and long term actions. The baseline for the action plan takes current anti poverty actions as a starting point.

b) Measurement of performance will relate both to nationally set frameworks & targets (National indicators (NIs), Local area agreement (LAA), Child poverty targets) and partnership targets.

c) Three key areas are identified within the strategy for action. For each of these key areas progress needs to be measured in relation to the six strategic outcomes (1.2.1-1.2.6):

i) Child Poverty - The Child Poverty Bill 2009 will make this a legal requirement. The percentage of children living in poverty in Sandwell (34%) requires our urgent attention\(^2\). Key actions include a focus on mentoring and peer mentoring as a proven means of both raising aspirations of parents and children and a need to develop children & young people’s participation.

ii) Personalisation - the demography of an increasing ageing population means that the quality and level of services for older people and those with disabilities is a significant issue in addressing poverty. Key actions in this area will focus on: a) increasing social capital- ways to develop mutual benefit through new schemes- improving the quality of life for older and disabled residents and community based volunteering and employment opportunities for others; b) Improvement of opportunities of those in the Health & Social Care sector- through work, training, business support and the labour market.

iii) Economic regeneration and the economic downturn –it is important to support employees and businesses where jobs are at risk, to enable skills transfer where appropriate, as well as to develop opportunities for those outside the labour market and create active measures to develop key skills sectors, building on the work of the NESP\(^3\).

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\(^2\) End Child Poverty Campaign, 2009

\(^3\) Neighbourhood Employment and Skills Plans
Key actions in this area will focus on identifying initiatives which model these approaches and can demonstrate a positive impact on the local economy.

1.4. Delivery
The delivery in this first three year plan focuses on the following:
- a) Creation of a framework where progress can be tracked and measured and routes out of poverty identified in depth.
- b) Ensuring that socio economic disadvantage (Equalities Bill 2009) is woven into business planning as a strategic planning requirement.
- c) Coordination of poverty related activity in existing task and working groups & structures at Partnership board level as well as at CAT.

1.5. Indicators & targets
The three year plan will be reviewed six monthly with action plan progress monitored on a quarterly basis. Current targets have been set in cooperation with partners, based on existing plans. Since the measurement system will be developed in the first six months of the strategy/action plan, targets can then be reviewed and made more ambitious, once realistic indicators have been shown to work after year 1.

2. Introduction

2.1. Purpose
Sandwell is a borough with “great people, great place and great prospects” (Sandwell Plan 2008)- the question is how partners achieve that vision in a borough which still experiences one of the highest levels of deprivation in England (Index of multiple deprivation(IMD) 2007). Sandwell has shown a continuing commitment to tackling poverty and made progress in the past two years, but has substantial ground to make up in a sub regional, regional and national context. A summary of the current issues facing Sandwell is provided as Appendix 1.
This progress has been slowed by two factors:
- 1. The economic downturn
- 2. The need for better coordination of anti poverty policies and actions.
Sandwell has prioritised tackling poverty at borough and partnership level. The review and revision of Sandwell’s anti poverty strategy and addition of an action plan & marketing plan provides an opportunity to consider afresh how we tackle poverty and how we coordinate our policies, actions, services, systems and resources.

The people who will ultimately benefit are the residents of Sandwell and those who work here- through the services, opportunities, facilities, homes, communities and workplaces they run, use, pay for and enjoy, which contribute to the local economy. The strategy can succeed, if we can develop the local economy in a more sustainable way, based on the skills, assets and aspirations of local people.

2.2. Definitions

“**Absolute poverty** refers to a set standard which is the same in all countries and which does not change over time. An income-related example would be living on less than £X per day.

**Relative poverty** refers to a standard which is defined in terms of the society in which an individual lives and which therefore differs between countries and over time. An income-related example would be living on less than X% of average UK income. “

This definition is taken from the www.poverty.org.uk set up by Joseph Rowntree Foundation. See appendix for further information

2.3. Context

Government has prioritised the reduction in poverty and also child poverty. This can be seen in two current bills due to become law in April 2010: The Equalities Bill 2009, which places a duty on local authorities and health authorities to make, implement and measure strategic plans to tackle “socio economic disadvantage”. This Bill will strengthen the equalities aspect of anti poverty plans, but it will also provide coordination between different aspects of equalities, and ensure that all aspects are treated in the same way. The Child Poverty Bill 2009 enshrines in law the requirement for the secretary of state to make plans to tackle child poverty and to reduce child poverty according to four measures: relative low income combined low income and material deprivation, absolute low income, persistent poverty. Local authorities need to carry out
an annual assessment, develop a joint child poverty strategy and cooperate with partners to tackle child poverty (Child Poverty Bill 2009).
Both these measures need to be seen in a context of local area agreements and a range of national indicators related to poverty, as well as assessment processes relating to local authorities, health authorities, other statutory services and partnerships.
At local level the Sandwell Plan prioritises improvements to the quality of life through transformation of the local economy and communities. The strategic emphasis of Sandwell MBC is on actions which are fair, sustainable, responsive and cohesive (Corporate business plan 2009- 2012)

3. Strategic direction

3.1. Timeframe
This strategy is designed to cover the same time frame as key corporate and partnership documents and enable reporting which contributes to performance measurement at all levels. Within that framework, regular progress reviews will be produced- in the first instance in 6 months time (May 2010). Since delivery prioritises the creation of a framework to track progress, weaving of “socio economic disadvantage” into the business planning process and coordination of activities at corporate and partnership levels, a short term review will enable initial feedback on the process, development of a quarterly monitoring system and short term campaigns (see action plan). The development of the partnership strategic priority actions (SPAs) will provide a framework to monitor progress on achieving strategic actions in the anti poverty action Plan on a quarterly basis.

3.2. Consultation & Development
The revised strategy has been built from the 2007 anti poverty strategy, which focused on income maximisation, money advice, volunteering, skills for life and community economic development. (Sandwell MBC Cabinet March 2009). The revised strategy needs to address economic regeneration (in the context of the economic downturn) and child poverty.

The process has involved work with members, officers, partners and local residents. A series of teams considered the strategy, material has been circulated on e news and web based
applications for discussion and a virtual reference group was
developed in order to ensure a broad input. Regular updates have been tabled with Neighbourhoods & Communities scrutiny panel and updates have also been provided at Children & Young people’s scrutiny panel (as part of the teenage pregnancy review), and policy & resources scrutiny (as part of an “Economic Downturn” review). Consultations have taken place with the youth cabinet and with voluntary community and faith sector (VCFS) organisations with the help of Sandwell Council for Voluntary Organisations. A child poverty event has taken place, led by children & young people’s services through the Child Poverty Steering Group on 2nd October and will help to take forward the “routeways” work to track the impact of different child poverty initiatives across the partnership.

3.3. Progress & updates
As stated above, the revised strategy was needed to provide a more holistic approach to tackling poverty and mechanisms for measuring progress. Under each of the strategic objectives and outcomes (section 4) progress on the existing strategy has been included and activities, which were not necessarily part of the 2007 strategy, have been added to provide a baseline of activities.

3.4. Vision- the process
The vision is designed to mirror closely the corporate and partnership vision. It builds on early meetings with senior elected members and has been developed in collaboration with colleagues in strategy and policy at Sandwell MBC and the Partnership.

3.5. Strategic outcomes- process
Strategic outcomes have also been built around meetings and exchanges with members, officers and partners, drawing on key local, regional and national documents and research. The timescale has been set to 2020 to correspond with current Government targets.

3.5.1. All residents in Sandwell will enjoy a minimum income standard\(^5\) and child poverty will be reduced

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\(^4\) Membership is listed in Appendix 8.3
\(^5\) Hirsch, Davis & Smith, Joseph Rowntree Foundation, 2009
3.5.2. Routeways will have been created which enable residents to develop skills and qualifications and take up work in key skill sectors, which support local business and encourage new enterprise in those sectors.

3.5.3. Quality accessible and affordable local services are in place, which also provide routeways into work, support local jobs and workforce progression for residents.

3.5.4. Residents view their neighbourhoods as being positive places to live with strong social networks.

3.5.5. Residents believe they can engage in local service development and shaping of local initiatives including this strategy and have a positive impact.

3.5.6. Groups and communities most at risk of exclusion or discrimination can identify positive benefits and improvements to their lives and communities.

3.6. **What will be achieved 2010-2013**

The delivery in the first three year plan focuses on the following:

**2010**

In the first year of this three year plan delivery will focus on:

a) Creation of a framework where progress can be tracked and measured and routes out of poverty identified in depth.

b) Ensuring that socio economic disadvantage (Equalities Bill 2009) and child poverty (Child Poverty Bill 2009) are woven into business planning as a strategic planning requirement.

c) Coordination of poverty related activity in existing task and working groups & structures at Partnership Board level as well as CAT.

**2010-2013**

The action plan identifies short, medium and long term actions to address each of the six Strategic Outcomes identified. It forms a separate document, using a divisional business planning format, linked to partnership shared priority actions. This will make it easier for links between plans to be made and used in monitoring and evaluation of anti poverty progress across the partnership.
4. Strategic Objectives

4.1. Income Maximisation

4.1.1. Evidence:
Income maximisation is the term for ensuring that residents on limited and low income (whether through age, disability or employment status) are able to increase their income. Income Maximisation needs to form the core of an anti poverty strategy for the following reasons:

i) Unless residents are able to claim basic entitlements to benefits and allowances they will not be able to take up local services adequately, have a good quality of life.

ii) Residents in such situations are also likely to experience financial exclusion. Mapping work undertaken for the Tackling Debt Group by West Midlands Financial Inclusion Champion indicates communities in Sandwell where residents have difficulty in accessing saving & borrowing accounts & facilities and related problems with money & debt advice, fuel poverty, energy & home insurance costs. (Quinn, 2009)

iii) Sandwell has a low wage economy and a high number of residents on low incomes. This in turn reduces spending in the local economy (NEF 2002). It is therefore critical to maximise income for residents to help support the local economy. This can have an impact on all aspects of life including local shops, cafes, small businesses, care providers and other service industries, transport and leisure facilities.

4.1.2. Progress
A range of strategic interventions are in place:

Sandwell MBC Welfare Rights team helped residents to claim £20.8 million during 2008-9. This was an increase of £0.1million on the previous year, in a context of smaller capacity. Over the past 5 years the service has helped residents access £87 million. Customer surveys show that the additional resources are spent on local goods and essential services (Cox, 2009).

Sandwell MBC and Sandwell PCT commission further advice services from a wide range of voluntary organisations (from CAB to BME organisations). The previous action plan update recommended a review of advice services in order to improve the spread, impact and coordination across the borough.
The review is currently underway. Interim reports show good work and scope for improvements. Recommendations will be reported in the New Year and put into practice during 2010. An Advice Workers Forum and a Sub Regional Forum with the Pensions Service have been developed as liaison mechanisms and services are based on a series of service level agreements with funders and information sharing protocols. Additional services are funded by the Legal Services Commission, and whilst these are not accountable to Sandwell MBC or PCT, liaison takes place with providers through the above forums. The work which above providers undertake on financial inclusion comes together through the Tackling Debt Group, a Partnership forum, supported by West Midlands Financial Inclusion Champion and the Anti Poverty Manager. The group has piloted joint money advice working between services and promoted financial literacy and money advice for Sandwell MBC staff with the Financial Services Agency. The work plan was reviewed in July 2009. Sandwell MBC, Sandwell PCT and Sandwell Homes have led the development of Sandwell Hub- a referral approach which was launched in June 2009 with a single phone number to enable residents to gain improved access to a range of services- from advice services to home improvements and a coordinated approach to referral between partners, to ensure service take up for residents is increased. The service has scope to improve benefit take up and tackle fuel poverty and energy efficiency.

4.1.3. Key Actions
The review of advice services provides the means to reconfigure services commissioned to maximise collaboration and thus impact. It also provides an opportunity to liaise with non commissioned services to maximise cooperation. The “hub” model of advice is being used by a limited number of partners with some success in maximising use of staff time and making linkage between needs and services. This needs to be extended in relation to issues such as fuel poverty and money advice. Use of social marketing needs to be developed both to measure outcomes and impact in terms of individuals, neighbourhoods, needs of vulnerable groups and the local economy, but also to ensure residents engagement in service improvement.
4.2. From Education & Training into Work

4.2.1 Evidence:
Low educational attainment and lack of qualifications continue to be features of Sandwell’s local economy. Evidence both nationally and locally shows that this is likely to result in generational unemployment, difficulty in attracting employers and high numbers of young people not in education or training (NEET). Furthermore, there has hitherto been a lack of linkage between educational attainment, training and employment. Whilst the new vocational qualification opportunities will help to address the issue of getting more people focused onto work related training, nevertheless Sandwell MBC and Partnership have identified the need to develop specific skill sectors where employment and business development are more able to take place.

The “Economic Downturn” has raised two further sets of issues: firstly how to support local businesses in key skill sectors- whether through workforce development, diversification or other short term assistance; secondly how to support local workers threatened with short time working or redundancy- whether through training or other development opportunities, redeployment, use of transferable skills, financial advice or other guidance. Evidence from previous recessions shows that jobs or businesses once lost, are difficult to replace and not only the economic but the social impact are difficult to remedy, not to mention the impact on confidence and hopes for the future.

4.2.2 Progress so far:
A range of volunteering and “skills for life” programmes were identified in the previous strategy as providing a bedrock to encourage long term unemployed residents to begin the path into work. Particular emphasis was placed on the needs of residents from BME communities, refugees & Incapacity Benefit claimants. The development of the Neighbourhood Skills & Employment Plans (NESP) in 13 priority wards has highlighted a range of barriers facing residents from lack of childcare, need for mentoring, advice & guidance. The NESP is currently being revised and extended to cover all wards in the borough. They provide a local picture but also engagement with local people about progress and future needs. Joblink, Carelink & Think Local have been continued following the end of NRF in March 2008. Joblink provides critical support and brokerage to local people seeking to enter the labour market. (Section 4.3. for Carelink & Think Local).
Another significant piece of progress has been made through the 3 year “Safer & Stronger Communities” programme, based on the Tibbington estate. Evidence has shown the impact of mentoring both children and parents in terms of improved educational achievement and aspirations, leading already to training and pre employment opportunities.

4.2.3. Key Actions
Information, advice and guidance are a first point of contact on this routeway; however, community engagement is critical at an early stage. Community engagement can enable local identification of issues and involvement in solutions (as with NESPs and initiatives such as Safer & Stronger Communities”). It enables peer mentoring to be developed more easily as the next key stage in the process. Children’s centres and extended school (CoOP) provision can play a key role in supporting children & parents in this process and approach. Using the NESPs as a starting point for both evidence and engagement routeways can be developed from education and training into work. The new programme supporting newcomers will also play a key role and there needs to be a link with the NESP programme.

The current Sandwell Partnership initiative to reduce the number of young people who will be NEET through a linked programme of volunteering, work placements and apprenticeships is a major opportunity to see what routes work for young people and why, and the role mentoring plays.
Equally the continuing work on the Tibbington estate needs to be continued and over the lifetime of this strategy similar initiatives need to be developed in other neighbourhoods. It would be especially important to consider community cohesion and equalities issues in this regard. There is an opportunity through the development of proposals for the Manor House to create a centre of excellence and civic pride with a high degree of community engagement. Equally the plans for the Windmill Eye offer a different type of focus on education and training for young people from a diverse range of cultures, with a strong focus on integrating newcomers and on youth participation. (see 4.3.)

4.3. Service Development

4.3.1. Evidence:
The provision of quality local services not only supports the most vulnerable in the community, it provides good reasons for people to stay in the borough or move into the borough. When local services are run by residents they not only have a greater stake in their success, but provide goods and services purchased locally, and in their turn are more able to spend their income locally, thus supporting the local economy (NEF 2009). If services are run locally, the number of local people in jobs or local businesses will increase, providing a more skilled local workforce. The overall impact is to increase commitment to and pride in the neighbourhood, community and borough.

4.3.2. Progress so far
Service development was not identified specifically as a strategic objective or outcome of the previous anti poverty strategy. However, some aspects of service development were identified and prioritised.

Under the heading “Community Economic Development”, A campaign to promote Sandwell’s “6 Towns Credit Union” was recommended. A two phase campaign has been set up to run from September 2009 to January 2010 to improve access to financial services, starting with staff of Sandwell MBC and Sandwell Homes, and following up with a public campaign to encourage residents to make New Year’s resolutions- including saving with the Credit Union.

Carelink has continued to provide support to carers considering employment and the Think Local campaigns and programmes have developed substantially through “Think Local Construction”. One of the most successful initiatives since the previous strategy has been “Find it in Sandwell”. A telephone survey of a sample of FIIS members conducted during March 2009 by SRMS found that the project has helped to generate more than £2.95 million of new business for local companies as well as creating 80 new jobs within the borough (Economic Downturn Group, 2009)

The Child Care Sufficiency Assessment for 2008-9 shows progress in the development of a public information system and provides an annual monitoring of child care services in Sandwell, which have a double role of employment sub sector (within Health & Social Care
Sector) and a facilitating service, which enables others to access training and employment.

One major area of service development where progress has been made relates to the Health & Social Care agenda, where "Routeways into the NHS" has now succeeded in placing 100 local people in NHS jobs, in a programme designed to prioritise residents access to the labour market through local service development.

4.3.3. Key Actions
A series of linked actions is required to develop services beginning with community engagement. The approach developed on the Tibbington estate engaged residents from the start, resulting not only in improved outcomes, for children, but a positive change in adults’ aspirations and support for children and each other. This is now being developed (with colleagues in Housing & Partnerships leading) as part of the process to regenerate the area. Child care services for children up to at least 14 need to underpin these actions.

The issues raised by the demographics of an ageing population pose challenges for service development at a time of pressure on resources. There is however the opportunity with the cross community support for the personalisation agenda to develop a workforce across the sectors which will offer quality jobs, career progression and quality services for not only older people but people with disabilities. In addition to the development of the Routeways into NHS programme, the “Routeways into Care” scheme will start. There are also proposals to participate in a Department of Health supported initiative to test out new ways to create community benefits through community support for older people and those with health or disability issues (see also 4.4.).

4.4. Social Networks

4.4.1. Evidence
Government studies which resulted in the development of the Social Exclusion Unit, Neighbourhood Renewal and Area Based Initiative measures to tackle poverty & social exclusion identified the need to strengthen social networks in order to support individuals, develop social networks and social capital (Puttnam,
2000). More recently programmes such as “Safer & Stronger Communities” have seen social networks as a prerequisite to the development of community engagement, citizenship, the community sector and local services (Safer & Stronger Communities Report, May 2009)

4.4.2. Progress so far
The previous anti poverty strategy has identified the importance of volunteering and community economic development. A community mentoring scheme and a Sandwell MBC employee volunteering scheme have been developed. A similar scheme is in development by Sandwell PCT. The relaunch of “Time2Trade” Sandwell’s Time Bank was also recommended and took place in July 2009 at the SHOES⁶ conference (Middleton, 2009). Time2Trade is now making links with both of the above volunteering schemes to increase its pool of volunteers.

One of the most successful current initiatives has been the development of Ideal for All, a thriving voluntary organisation run and largely staffed by users, and turning the concept of “disability” into “ability” through building an organisation and services on the bonds created by the support networks members develop. Services they manage range from advice, aids and adaptations through to horticulture, media services and advocacy.

4.4.3. Key Actions
The success of Ideal for All in service development and recent findings from action research with Over 50’s indicate that there is scope to take a community development approach to the promotion of new services. These services could become new social enterprises shaped by and for local people.

Feedback from consultations on the anti poverty strategy also indicate that a community development approach to the development of the Manor House would be both popular and enthusiastically taken up. There is considerable scope for work with local people to develop the idea (see above 4.2.) of a centre of excellence where learning, training and community involvement could focus around heritage, food and culture, and sustainability.

⁶ Sandwell Health and Other Economic Summit
4.5. Community Engagement

4.5.1. Evidence
Community engagement (CE)- or participation- has been seen as an integral part of plans to tackle poverty & social exclusion at national and local level (Social Exclusion Unit, 2001; Sandwell Community Engagement Strategy 2009). Several aspects of CE have been identified: the need to consult with residents about new developments, as in regeneration of communities; the need to obtain and have regard for customer feedback – often related to “social marketing” and the need to engage residents in shaping initiatives designed to benefit them. CE is especially important in communities where civic engagement is low; these are often the most disadvantaged communities, where residents are likely to experience difficulty in accessing a range of services. There is also substantial evidence for the importance of engaging children and young people in all aspects of community life (Davies et al 2003). Ultimately, genuine CE of both adults and children is likely to decrease alienation, increase ownership of problems and commitment to developing solutions. (Arnstein, 1970; Hart, 1992)

4.5.2. Progress so far
Initiatives such as Time2Trade, 6 Towns Credit Union and Ideal for All are membership based organisations, shaped by members and developing community based solutions by building a local asset base.
Greets Green New Deal for Communities have had a strong CE and is now being taken forward through a succession planning process steered by a partnership of residents and agencies. One significant aspect of their success is the development of local community owned assets.
The Safer & Stronger Communities programme on the Tibbington estate has begun to build significant community engagement, through the role of Murray Hall Community Trust in engaging with and supporting residents, and their role in developing youth facilities, again with residents’ involvement. The fact that residents have gained employment in the range of initiatives on the estate has increased local commitment and pride in the achievements, and given a real stake in success.
Health Trainers also provide a model of community engagement, with residents taking up roles which promote health in their communities.
4.5.3. Key Actions

Support for workforce development in Community Development will be a critical action. It will both support and increase the capacity of the voluntary and community sector and provide job progression for local residents. This will only benefit newcomer communities and BME organisations, but white communities, which have lost jobs and aspirations in recent years.

Asset development has been a key to the future viability of the programmes set up through the Greets Green Partnership. This approach needs to be extended to strengthen communities across the borough, looking at a range of models from development trust and settlement through to community interest companies, micro enterprises and limited liability partnerships. Micro enterprises in particular have been developed in the Indian sub continent and a range of African countries, and offer ways to create improved income and local services in keeping with cultural traditions.

4.6. Equalities

4.6.1. Evidence

Equality Impact Assessments are a critical and integral part of current strategic and business planning and are followed through into action plans and performance management. The “Equalities Bill 2009” will both strengthen that position and provide a coordination which links poverty (socio economic disadvantage) to other equalities strands, and provides a lens through which each can reflect on the other. In the anti poverty strategy this means planning and acting differently, in that each objective, outcome, action and priority needs to reflect on other aspects of equalities and whether they are appropriately included in the proposals and actions and monitoring cycle.

4.6.2. Progress so far

The previous strategy drew attention to the need to consider community cohesion, but did not provide a base line. The current work of Research Sandwell (see also sections 2, 3&7) will provide an assessment of place and deprivation based on Super Output Areas data, which will provide one way to identify equalities issues in terms of neighbourhoods- for example, correlation between poor private sector housing, low levels of educational achievement and labour market activity and newcomers in a neighbourhood such as
Cape Hill raises questions about what measures can best support the range of communities. On the other hand, converting a national study on “Typologies of Place” (CLG 2009) into local Sandwell information, can help to understand what steps can be taken to provide “move on” communities for residents to move to as their circumstances improve and well as how to enable strategic in migration. A recent example has been the recruitment of physiotherapists from Indian sub continent communities to provide a community sensitive service, where none previously existed.

4.6.3. Key Actions

The implementation of the duties in the Equalities Bill 2009 requires Sandwell MBC and partners to provide a coherent strategic picture of gaps and priorities linking “socio-economic disadvantage” and other aspects of equalities. The research identified above and supported through the Partnership’s Strategic Intelligence Group.

The Partnership Equalities Group will make sure that the Equality Impact Assessment process works to enable the impact of socio economic disadvantage to be considered in relation to equality issues and vice versa.

A mechanism for co-working between the anti poverty strategy and the Strategic Housing Forum will be established, in order to address the complex issues around economic regeneration, housing and equalities.

The needs of newcomers and the need for integration and cohesion with existing communities provide another challenge for action. Opportunities need to be built into initiatives to provide ways in which these needs can be addressed. Community audits can often provide a way into these sensitive issues, by looking at assets of residents of all ages and backgrounds and pave the way for future community engagement such as will be required to fulfil the review of NESPs as well as initiatives such as the Windmill Eye or the Manor House.

5. How we are going to deliver it

5.1. Resources & deployment
Resources for delivery of the strategy are based on existing plans and resources. The emphasis in the strategy is twofold:

1. Better coordination of actions to ensure better outcomes
2. Better use of resources to improve outcomes

Where new developments are proposed, they are related to either external funding plans and or refocusing of resources.

5.2. Commissioning services

Business planning within the borough and the partnership form the basis of successful anti poverty commissioning. The inclusion of poverty, as indicated through the Equalities Bill in strategic planning to tackle “socio economic disadvantage” provides a platform from which all service planners and commissioners can consider ways to plan and commission services which will improve the impact we have on poverty in Sandwell.

Sandwell MBC and partners in Sandwell Partnership commission a wide range of services which are intended to tackle poverty. By building an “Anti Poverty Checklist”, based on the strategic outcomes, it is possible to ensure that services are commissioned with a closer eye to their impact on poverty. The approach has been to test out proposals with a strong link to the anti poverty strategy using the checklist to ensure that strategic commissioning follows through into operational and individual commissioning.

5.3. Partnership good practice from short to long term

The strategic objectives and outcomes require a wide range of partners, across the sectors and strong partnership working.

Government funded programmes have enabled Sandwell to model excellent partnership working. In order to make progress in reducing poverty, the strategy and action plan encourage partners to look at how to mainstream and extend good practice.

Through the Safer and Stronger Communities programme on the Tibbington estate, mentoring in school has led to improved exam results for children and a new outlook for parents and children. Parents are working with Murray Hall Community Trust to develop youth facilities and residents are working with Housing and Partnerships to regenerate the estate.

7 This approach has been tested with colleagues in Community and Regulatory Services
Short term campaigns also offer the opportunity for partners to build better ways of working together, which can lead to joint programme working and longer term collaboration.

Tackling Debt Task Group partners include advice providers, faith groups, financial services, PCT and SMBC. There are good links with the “Housing and Health” Strategy Group. The current Tackling Debt campaign on money matters supports the Warmer Homes campaign on fuel poverty and access to credit union or local building societies, which in turn also enable lower cost access to energy. “Money Matters” is also piloting new ways for partners to provide money advice and training on money matters, which will lead to more effective services for young people, families and older residents in neighbourhoods across the borough.

5.4. Performance management and risk management
Within the partnership boards, partners play a strategic role in planning initiatives which not only aim to tackle poverty, but where poverty outcomes can be targeted, monitored and evaluated. At present this applies in individual departments, for example, the work of the Education services to monitor free school meals and uniform grant take up; the Welfare Rights Unit in Adult and Community Services and the Child Care Unit and Family Information Service.

Over the life of this strategy Sandwell MBC and the Partnership will move to a position where links can be made across services to monitor impact. The initial priority for creating an integrated system is in relation to child poverty, and the event in October 2009 will start the process of identifying “Routeways” out of poverty, which can be measured monitored and evaluated, building on existing experience within the Division.

The strategy will be monitored overall at both Partnership Board level and at CAT, with input from individual boards and committees. The post holder is a member of the Health & Wellbeing Team, which provides a bridge between Sandwell Metropolitan Borough Council and Sandwell PCT. As part of the Strategy Review, a virtual group of senior officers has been
developed as a reference group (Appendix 7.3.). It is proposed to maintain this group with a more formal, quarterly meeting to assist with monitoring progress from an overview. Reporting on progress with the strategy and action plan would go Scrutiny and Cabinet at Sandwell MBC and from Health & Wellbeing Thematic Partnership to the Partnership Board, with the Partnership Equalities Group performing an overview role. The Anti Poverty Manager will collate quarterly returns with the support of colleagues in Thematic Liaison information from the Shared Priority Actions and Equality Impact Assessments to provide material to monitor and evaluate progress and impact across the action plan. Since the anti poverty action plan follows the model and timing of the divisional business plans, it will make it easier for partners to identify anti poverty actions and contribute to the anti poverty plans.

Under the terms of the Local Economic Impact Assessment (LEIA) Regulations Local Authorities are required to address child poverty in producing their LEIA Plan. The Child Poverty Bill 2009 requires local authorities to plan to reduce child poverty, produce a local needs assessment and a joint child poverty strategy. It identifies four new measures under which progress will be judged. The Equalities Bill 2009 requires local authorities to plan strategically to reduce poverty and link this work closely to reduction of inequalities.

Details of relevant risks are included for each area of proposed action in the action plan. A failure to reduce poverty in Sandwell will have a negative impact on the vision and priorities of the Partnership and can only be mitigated by the types of action proposed in the Action Plan. The action plan is an implementation tool, built as a dynamic process through the mechanisms of business planning and performance management (see above). This will ensure ownership of actions by key partners, addition of further anti poverty measures and better progress in reducing poverty in Sandwell.

A major risk with the anti poverty strategy is that of not achieving a reduction in poverty in the borough over the three years of the strategy, in particular in relation to child poverty (NI 116, Local Economic Impact Assessment(LEIA) and Child Poverty Bill 2009). A further risk is not having adequate systems in place to be able to prioritise further actions to reduce poverty (LEIA and Equalities Bill 2009). These need to be anticipated by strong partnership working
on the priorities identified both to achieve success and be clear about what works, with what resource implications, so that success can be built on. The Anti Poverty Manager will work with the Risk Management Team to identify ways which partners can improve progress and reduce risk in implementation of the action and marketing plans.

5.5. Accountabilities and responsibilities at organisational, departmental and team levels
The strategy will work through existing lines of accountability and responsibilities, linking back into business plans, reviews and external evaluations. Whilst key officers are named in the action plan, in order to integrate anti poverty planning & actions, they will need to be reported on a regular basis through existing lines of communication. The overall monitoring and evaluation by the Anti Poverty Manager will take place through the SPAs. The reference group (5.4. and 7.3.) will provide an additional “advance warning system” within the partnership and individual departments and organisations.

6. Action Plan (see document Sandwell_APS_ActionPlan2010_13 )

7. APPENDICES

7.1. Sources of data, information & intelligence
The data, information and intelligence for this strategy have been developed with the support and assistance of Research Sandwell. They have the following components:

1. Primary data and statistics:
The most up to date figures are based on the 2001 Census and updates, the 2007 Indices of Multiple Deprivation (IMD). Some sets of statistics appear more regularly- for example Jobless totals, Revenue & Benefit Claimants.

2. Research Reports:
The key source of research into poverty in the UK is the Joseph Rowntree Foundation (JRF), which commissions research from a wide range of academic institutions. Poverty Research is also undertaken through Economic & Social Research Council

3. Government documents:
This includes not only UK Government reports, such Department of Children, Schools & Families report on Child Poverty, performance frameworks, legislation and relevant EU reports such as the UK National Social Inclusion Report.

4. Local studies:
The previous Anti Poverty Strategy has provided information about measures undertaken up to 2007, and the new strategy has revisited these actions, building on them, where appropriate. The most recent survey relating to poverty in Sandwell has been the Ipsos Mori “Place Survey”, but the strategy also draws on the most recent Housing Needs Assessment, Child Care Sufficiency Report and the Neighbourhood Employment & Skills Plans among other key documents.

5. Strategic Intelligence Group:
Through this group a baseline overview of anti poverty intelligence in Sandwell has been collated (Edwards and Turvey, 2009). The Research Sandwell team are developing Anti Poverty web pages, where partners will be able to access key data, interrogate it, and share comments on progress with the Anti Poverty Strategy and plans. Further work is being undertaken to understand the impact of the Survey of Place in relation to IMD. An initial report has been presented to the SIG. This work will enable partners to understand better the dynamics of communities and prioritise actions to tackle poverty. This work will be linked to a local interpretation of the “Typology of Place” study (CLG 2009), which seeks to understand people’s views on what would help them to stay within the borough, or identify “good neighbourhoods”.

The new legislation in relation to Equalities and Child Poverty will require Local Authorities and Health Authorities to monitor and plan to tackle poverty. The third study is based on the JRF Minimum Income Standard studies (Bradshaw & Middleton) and
will enable Sandwell to identify “success” in terms of the quality of life which would lift residents out of poverty.

7.2. Tackling Poverty in Sandwell- summary of mapping information & issues

7.2.1. About this section:

An extensive mapping of Anti Poverty data has been undertaken and will be logged on Research Sandwell, as an updatable resource.8 This document provides extracts from some of those key sources of research and data about Sandwell. The first set of extracts (Context) is designed to illustrate some of the issues Sandwell faces- the impact of poverty and deprivation for local residents. The second set of extracts demonstrates some of the progress which has been made, linked to proposed objectives and reflecting key Equalities issues.

7.2.2. Context

Definitions of poverty: (Joseph Rowntree Foundation)

“Absolute poverty and relative poverty are both valid concepts. The concept of absolute poverty is that there are minimum standards below which no one anywhere in the world should ever fall. The concept of relative poverty is that, in a rich country such as the UK, there are higher minimum standards below which no one should fall, and that these standards should rise if and as the country becomes richer.

Absolute poverty

..Where both absolute and relative poverty are prevalent, it is absolute poverty which is (by far) the more serious issue. This is the case in much of the third world, where the focus is therefore on fixed income thresholds (typically $1 or $2 a day, on the grounds that this is the minimum needed for mere survival). But in a UK setting, such thresholds have no import: no one in the UK lives on incomes anywhere near this low.

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8 Anti Poverty Data Mapping Exercise, Rosie Edwards & Andrew Turvey, Sandwell MBC, 2009
So, logically, either one concludes that there is no absolute poverty in the UK or that a much higher threshold of absolute poverty than $1 or $2 per day should be used.

The view that there is no absolute poverty in the UK is a perfectly valid position to take.

The view that there should be an absolute poverty threshold but that it should be much higher than $1 or $2 per day begs the question about how such a threshold should be defined and on what basis.

- In the UK, the main efforts to define such thresholds have been undertaken under the general heading of 'minimum income standards', which basically estimate the level of income required to purchase a given basket of goods and services. But the key point about such initiatives is that the basket of goods and services is defined according to the norms of the day and, as such, are inherently relative rather than absolute in nature. So, for example, there would be many items in the 'today's basket' that would not have been in the basket 50 years ago. In other words, 'minimum income standards' relate to relative poverty rather than to absolute poverty.

- In recent years, the Government has begun to describe households with less than half 1 the average 1997 household income (after adjusting for inflation) as being in 'absolute poverty'. This is, however, purely a political device - the only relevance of 1997 is that it is when the current Government came into power. 2 That is not to say that the statistic is unimportant, simply that it should not be described as 'absolute poverty'.

To summarise: there is no obvious way of defining an absolute poverty threshold except the $1 or $2 a day thresholds defined on the grounds that this is the minimum needed for mere survival. But in a UK setting, such thresholds have no import: no one in the UK lives on incomes anywhere near this low.

Relative poverty

The view that relative poverty is not important is a perfectly valid position to take - it is just not the view that the authors of this website, along with most other researchers, the EU, the UK government, and politicians of all hues across the political
spectrum take. So, for example, the government's target of halving child poverty by 2010 is defined in terms of relative poverty.

The reason that we believe that relative poverty is important is because we believe that no one should live with "resources that are so seriously below those commanded by the average individual or family that they are, in effect, excluded from ordinary living patterns, customs and activities." 3 In other words, we believe that, in a rich country such as the UK, there should be certain minimum standards below which no one should fall. 4 And, as society becomes richer, so norms change and the levels of income and resources that are considered to be adequate rises. Unless the poorest can keep up with growth in average incomes, they will progressively become more excluded from the opportunities that the rest of society enjoys. If substantial numbers of people do fall below such minimum standards then, not only are they excluded from ordinary living patterns, but it demeans the rest of us and reduces overall social cohesion in our society. It is also needless.

If one accepts that relative poverty is important in principle, then the obvious issue arises of what thresholds to use and on what basis. This is discussed in detail on the page on choices of low-income threshold. Our basic answer is that it does not matter, so long as the thresholds are defined in relation to contemporary average (median) income and are for households rather than individuals. It is for this reason that the main indicators on this website use a variety of thresholds, so that a fuller picture of trends can be developed. But, for reasons of consistency and clarity, there has to be a 'headline' threshold and, for this, we use the same threshold as both the UK government and the EU, namely a household income of less than 60% of contemporary median household income.

Some people criticise the concept of relative poverty on the grounds that it is to do with 'inequality' rather than 'poverty'. At one level, this is simply an issue of semantics - because of the potential confusion between 'absolute poverty in the third world' and 'relative poverty in the UK', we are also not very comfortable with the phrase 'relative poverty' and this is why we use the more descriptive 'in low-income households' throughout this website.
But at another level, the criticism is simply confused: whilst 'inequality' is about differences in income across the whole of the income distribution, 'relative poverty' is about the number of people who have incomes a long way below those of people in the middle of the income distribution. These two things are very different. For example, whilst there will inevitably always be inequality, there is no logical or arithmetic reason why there should always be people in relative poverty.

To summarise: whether one believes that relative poverty is important or not is a matter of opinion, but all political parties in the UK believe that it is important and so do we. There are well-established ways of measuring the extent of relative poverty and it is these methods to which this website adheres.

1. More precisely, less than 60% of median, which is a similar amount of money. 
2. Indeed, we once heard a government minister argue that the poverty threshold should be fixed at the beginning of each term of office and then suddenly jump at the start of the next term of office before being fixed again. In that way, every government could say that it was reducing poverty even though levels of poverty never actually fell!
3. The definition of relative poverty as articulated by Professor Peter Townsend, the leading authority of the last fifty years on UK poverty.
4. Webster’s dictionary definition of the word ‘poverty’ is “the state of one who lacks a usual or socially acceptable amount of money or material possessions”.

Key facts extracts from www.poverty.org.uk

Income

- The most commonly used threshold of low income is a household income that is 60% or less of the average (median) British household income in that year. For a discussion of why this is the most commonly used threshold, see the page on choices of low-income thresholds. The latest year for which data is available is 2007/08. In that year, the 60% threshold was worth: £115 per week for single adult with no dependent
children; £199 per week for a couple with no dependent children; £195 per week for a single adult with two dependent children under 14; and £279 per week for a couple with two dependent children under 14. These sums of money are measured after income tax, council tax and housing costs have been deducted, where housing costs include rents, mortgage interest (but not the repayment of principal), buildings insurance and water charges. They therefore represent what the household has available to spend on everything else it needs, from food and heating to travel and entertainment.

- In 2007/08, 13½ million people in the UK were living in households below this low-income threshold. This is around a fifth (22%) of the population.

- This 13½ million figure is an increase of 1½ million compared with three years previously, 2004/05. The increases over the last three years follow six uninterrupted years of decreases from 1998/1999 to 2004/05 and are the first increases since 1996/97.

- The number of people on low incomes is still lower (just) than it was during the early 1990s but is much greater than in the early 1980s.

- The proportions of children and pensioners who are in low-income households are both lower than a decade ago. In contrast, the proportion for working-age adults without dependent children has remained broadly unchanged. A third of all people in low-income households are now working-age adults without dependent children, and the majority of these are single adults rather than couples.

- Around a third of all disabled adults aged 25 to retirement are living in low-income households. This is twice the rate of that for non-disabled adults and the gap between the two is markedly higher than a decade ago. The main reason why so many disabled people are in low-income households is their high levels of worklessness. A graduate with a work-limiting disability is more likely to be lacking but wanting work than an unqualified person with no disability.

- Among working-age adults in low income, more than half now live in families where someone is in paid work.

- The level of Income Support for both pensioners and families with two or more children has gone up much faster than average earnings over the last decade, but that for working-age
adults without children has fallen considerably behind.

- Half of all people in social housing are in low-income households compared to one in seven of those in other housing tenures.
- Inner London is deeply divided: it has by far the highest proportion of people in low income but also the highest proportion of people on a high income.
- Over the last decade, the poorest tenth of the population have, on average, seen a fall in their real incomes after deducting housing costs. This is in sharp contrast with the rest of the income distribution, which, on average, has seen substantial rises in their real incomes. The richest tenth of the population have seen much bigger proportional rises in their incomes than any other group.
- More than half of all low-income households are paying full Council Tax, noticeably higher than in the mid-1990s.
- The UK has a higher proportion of its population in relative low income than most other EU countries: of the 27 EU countries, only 4 have a higher rate than the UK. The proportion of people living in relative low income in the UK is twice that of the Netherlands and one-and-a-half times that of France.

Child poverty

- The number of children living in low-income households was 4.0 million in 2007/08. The government's short term child poverty target was to reduce the number of children in low-income households by a quarter by 2004/05 compared with 1998/99. This implied a maximum of 3.3 million children living in low-income households by 2004/05. Given that the actual number in 2007/08 was 4.0 million, the government is still 0.7 million above its 2004/05 target.
- Children are one and a third times more likely to live in low-income households as adults.
- A half of all lone parents are in low income, more than twice the rate for couples with children.
SANDWELL ANTI POVERTY STRATEGY 2010-2013

- More than half of all the children in low-income households have someone in their family doing paid work.
- Tax credits now help more than a million children in working families out of low income but the number needing such help has risen sharply.
- Although the number of children who are in workless households is somewhat lower than a decade ago, the UK still has a higher proportion than any other EU country.

TOP

Older people

- Until the last few years, the proportion of pensioners living in low-income households had been falling sharply, from 29% of all pensioners in 1997/98 to 17% in 2005/06. There was, however, no further reduction in 2006/07 or 2007/08. Pensioners now account for just one sixth of all the people in low-income households.
- A third of all pensioner households entitled to Pension Credit are not claiming it.
- The proportion of people aged 75 and over who receive home care to help them live at home has almost halved over the last decade. County councils and unitary authorities support far fewer households than either urban or Welsh authorities.

TOP

Work

- In 2008, there were 3.9 million people of working age who wanted to be in paid work but were not. The number has been rising since 2005, when it stood at 3.4 million. Less than half of these people are officially unemployed, with the others being considered to be 'economically inactive', either because they are able to started work immediately or because they are not actively seeking work. Lone parents and those who are sick or disabled usually count as 'economically inactive' rather than 'unemployed'.
Until 2008, numbers had been falling steadily. Between February 2008 and February 2009, however, numbers rose sharply, back to the levels of a decade previously. All of this rise was in the number of unemployed claimants, which, by February 2009, were actually higher than a decade previously. The number of sick or disabled claimants remained unchanged.

One in five adults with a work-limiting disability are not working but want to. This compares with one in sixteen of those with no work-limiting disability. At all levels of qualification, the proportion of people with a work-limiting disability who lack but want paid work is much greater than for those without a work-limiting disability.

Around one in seven young adults aged 16 to 24 were unemployed in 2008. This proportion has been rising since 2004.

Throughout most of the last decade, around two-fifths of those losing their job had had that job for less than six months. A quarter of temporary employees would like a permanent job.

People without qualifications are three times less likely to receive job-related training compared with those with some qualifications.

Low pay

Around 4½ million adults aged 22 to retirement were paid less than £7 per hour in 2008. Two-thirds of these were women and a half were part-time workers. The proportion of workers aged 22+ who are low paid (£7 an hour in 2008) fell by around a million between 2002 and 2005 but has risen slightly since then. Though still substantial, the pay gap between low-paid men and low-paid women has narrowed. In 2008, a quarter of workers earning less than £7 per hour worked in the public sector. The lower a person's qualifications, the more likely they are to be low paid. For example, half of employees aged 25 to 29 with no GCSEs at grade C or above were paid less than £7 per hour in 2008 compared to one in ten of those with degrees or
equivalent. All levels of qualifications appear to make a noticeable difference compared with the level below.

- In 2008, just one in seven employees earning £7 an hour or less belonged to a trade union, compared with two-fifths of those earning between £10 and £20 per hour.
- Around 15% of working-age households are now in receipt of tax credits. In total, three times as many people are now in receipt of tax credits as were in receipt of its equivalent (Family Credit) a decade ago.

### Education

- 11-year-olds: Over the last decade, the proportion of 11 year-olds failing to reach level 4 at Key Stage 2 has fallen from 37% to 19% for English, and from 38% to 22% in Maths. These proportions are also falling for schools with a high number of children from deprived backgrounds, from above 50% to around 30% for both English and Maths.
- 16-year olds: Despite continued substantial progress in the proportion of 16 year-olds failing to reach the 'headline' level of five GCSEs at grade C or above (from 54% in 1997/98 to 36% in 2007/08), around 10% still fail to obtain five GCSEs at any level.
- One in eight 16- to 19-year-olds are not in education, employment or training, slightly higher than a decade ago.
- 9,000 pupils were permanently excluded from school in 2006/07. This is a similar number to seven years previously.

### Health

- Health inequalities associated with class, income or deprivation are pervasive and can be found in all aspects of health, from infant death to the risk of mental ill-health. The limited information on progress over time (infant death, low birthweight) shows no sign that they are shrinking.
Men aged 25-64 from routine or manual backgrounds are twice as likely to die as those from managerial or professional backgrounds and there are also sizeable differences for women. Scotland has by far the highest proportion of premature deaths for both men and women.

Adults in the poorest fifth of the income distribution are twice as likely to be at risk of developing a mental illness as those on average incomes.

Two-fifths of adults aged 45-64 on below-average incomes have a limiting long-standing illness or disability, more than twice the rate for those on above-average incomes.

Children from manual social backgrounds are 1½ times more likely to die as infants than children from non-manual social backgrounds.

Babies from manual social backgrounds are somewhat more likely to be of low birthweight than those from non-manual social backgrounds.

Teenage motherhood is eight times as common amongst those from manual social backgrounds as for those from professional backgrounds.

5-year-olds in Wales and Scotland have, on average, more than twice as many missing, decayed or filled teeth as 5-year-olds in the West Midlands.

Both burglaries and violent crimes have halved over the last decade.

Households with no household insurance are more than three times as likely to be burgled as those with insurance. Half of those on low income do not have any household insurance compared with one in five households on average incomes.
5% of people live in overcrowded conditions. Overcrowding is four times as prevalent in social rented housing as in owner-occupation.

The number of newly homeless households has reduced by two-thirds since 2004. Although most prevalent in London, homelessness is to be found throughout the country.

Although now rising sharply, the number of new social housing dwellings over the last decade has been well below that required to keep up with demographic change.

Although poorer households remain more likely to lack central heating, the proportion who did so in 2003/04 (the latest data available) was actually less than that for households on average incomes in 1999/00.

A quarter of homes in England were classified as non-decent in 2006 compared to almost a half a decade earlier.

Both overall and among those in low income, single-person households are much more likely to be in fuel poverty than other household types.

Mortgage re-possessions have been rising sharply since 2004 and, by 2008, were six times the level of 2004. They are now back to the levels of 1994.

Around a third of all disabled adults aged 25 to retirement are living in low-income households. This is twice the rate of that for non-disabled adults and the gap between the two is markedly higher than a decade ago.

The main reason why so many disabled people are in low-income households is their high levels of worklessness. 60% of disabled working-age adults are not in paid work compared to only 20% of their non-disabled counterparts. A third of these people - 1 million people - say that they want to work but that they have not been able to find a job.

At all levels of qualification, the proportion of disabled people who lack but want paid work is much greater than for their non-disabled counterparts.
• Three-quarters of working-age people receiving a key out-of-work benefit for two years or more are sick or disabled.

A quarter of adults aged 45-64 suffer a longstanding illness or disability which limits their activity. Two-fifths of all adults aged 45-64 on below-average incomes have a limiting longstanding illness or disability, more than twice the rate for those on above-average incomes.

**Ethnic minorities**

• Two-fifths of people from ethnic minorities live in low-income households, twice the rate for White people.

• For all ethnic groups, the proportion of people who are in low-income households has fallen at a roughly similar pace over the last decade.

• Within this, there are big variations by ethnic group. For example, more than half of people from Bangladeshi and Pakistani ethnic backgrounds live in low-income households. By contrast, a quarter of people from an Indian ethnic background live in low-income households, only a bit higher than the rate for White people.

• The differences are particularly great for families where at least one adult is in paid work: in these families, around 60% of Bangladeshis, 45% of Pakistanis and 30% of Black Africans are in low-income households, much higher than the 10-20% for White British, White Other, Indians and Black Caribbeans.

• A third of working-age Bangladeshi households are workless, as are a quarter of Black Caribbean and Black African households.

• Around a third of Bangladeshis and Pakistanis are not in paid work and say that they do not want paid work, a much higher proportion than that for any other ethnic group. Most Bangladeshi and Pakistani women are not in paid work.

• Half of Bangladeshis and Pakistanis earn less than £7 per hour.

• At both 11 and 16, deprived White British boys are more likely to fail to reach educational thresholds than either deprived White British girls or deprived boys or girls from any other ethnic group.
• Black Caribbean pupils are three times as likely to be excluded from school as White pupils.
• Black young adults are three times as likely as white young adults to be in prison.

7.2.3. The Black Country:

“Today, the Black Country is a vibrant, welcoming multi-cultural society with a population of almost 1.1 million. The sub-region comprises the City of Wolverhampton and the Metropolitan Boroughs of Dudley, Sandwell and Walsall. As a centre of cultural diversity it is home to more people of Black, Minority and Ethnic (BME) origins (15.2% of total population) compared to the national average (9%). While the Black Country is a distinctive sub-region, it is also an integral part of a City Region of 2.75 million, centred on Birmingham.

The Black Country is one of only three sub-regions in the UK experiencing net population decline. Since 1990, population has fallen by over 20,000 and net out-migration has approached 4,000 people per annum. Although the area has much social and economic strength, the local economy performs poorly compared to similar sized sub-regions elsewhere in the UK. While retaining a strong manufacturing sector supporting 22% of total employment, it has failed to sufficiently attract new knowledge-based industries that are driving economic growth elsewhere in the UK.

The area has fewer highly skilled, high earning people living and working in the sub-region and some of the most severe concentrations of deprivation. As a consequence, a £2.6 billion output gap with the rest of the UK has emerged and there are some 100,000 fewer jobs today than in the 1970s."

7.2.4. Sandwell – Key Demographic Facts & Figures

Sandwell Metropolitan Borough has:

• A population of 282,901.
• A history of low educational attainment in schools.
• Health related problems in local people.

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• Significant unsuitable housing stock in both the private and public sector.
• Decline in the traditional industries which historically existed within the area.
• An outwards migration of the population.
• Literacy and innumeracy amongst Sandwell’s adults is lower than national and Black Country averages.
• 25% (41,000 people) of working age have no qualifications at all.
• 21% of working age people are on benefits with 10% of these on incapacity benefit.
• Sandwell’s unemployment rate is 4.5% compared to 2.3% nationally.
• Sandwell is job-rich, but 50% of the jobs are taken by non Sandwell residents.
• Self-employment rates in Sandwell are significantly below national averages.
• Sandwell has one of the lowest household income rates in the country.10

7.2.5. Sandwell Today…11

“The infant mortality rate is 7.8 per 1,000 population (based on figures from 2004 to 2006). This is still 50% higher than the average for England (five per 1,000). Just one mother died as a result of childbirth in the last four years (one in 16,000 births). 43.5% babies are born outside of marriage. Latest figures (2006) show 62.7 per 1,000 women aged 15 to 17 are pregnant.”

7.2.6. Progress:

Overview: Peer Review feedback:

• A rapidly improving council – a lot of good practice with the potential and capacity to improve further
• Quality of Leadership from Members and Officers is good and well regarded – the team were impressed by staff at all levels
• Performance and resource management is very good

10 Demographics Guide, Sandwell MBC Revenue & Benefits Department, 2009
11 Crunch Time for Public Health, Sandwell PCT, 2009
• Council is becoming more confident and outward focussed
• Partnership working and the Local Strategic Partnership is strong
• We are aware of the areas where we need to improve e.g. Children’s Services and Waste

Progress against Anti Poverty Strategic Objectives

S.O.1. Income Maximisation:

“Over the last five years the Welfare Rights Team has assisted tens of thousands of Sandwell’s most vulnerable residents (S.O.6. Equalities) claim over £87 million pounds worth of benefit entitlements which would have otherwise gone unclaimed. Evidence shows that a high percentage of this money which people have received will be spent within the area in which people live on local goods and services. Therefore the performance of the Welfare Rights Team not only has an impact on the people who access it, but it also has an impact on the local economy and local economic regeneration…..

The 2008-2009 financial year begun with the team attempting to build on the success of the previous financial year which saw nearly 9,000 people claim £20.7 million. On a service delivery level physical capacity was going to be reduced due to a small number of staff being on maternity leave and efficiencies generated through the restructuring process which took place during 2007-08.”

S.O.2. Education & Training into key Employment sectors

“Local Employer Partnerships (LEP), working with Job Centre Plus have proved very successful. The Division employs employment mentors who give residents access to companies (often high profile) who are looking to recruit in Sandwell, providing relevant training.

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12 Corporate Briefing, Sandwell MBC, April 2009
13 Equalities progress (SO6) is identified within each objective
14 Welfare Rights Annual Report, Neil Cox, June 2009
The Council's Employment and Skills Pledge has been signed by the Learning and Skills Council and Job Centre Plus. This includes a Jobs Pledge (LEPS), Skills Pledge (Training to Level 2) and apprenticeships.

A total of 1771 people found employment or engaged through job brokerage activity via Joblink/private and third sector partners.

Specific targeted groups have seen considerable success. BME residents have been a focus for Job Link and Employment Pathways. Data for 2007/8 shows 268 BME residents securing employment against a target of 252. “15 (S.O.6. Equalities)

S.O.3. Development of Local Services

“Health Trainers are a friendly face who can offer something in addition to the services of a health professional. They work one-to-one with patients with a focus on health improvement and prevention.

They work in local communities, specifically those that are most disadvantaged, (S.O.6. Equalities), and help:

- Individuals make lifestyle changes to improve their health.
- Target people from deprived communities.
- Bring people into better contact with mainstream health improvement services.
- Recruit local people into these NHS roles.
- Maintain and develop excellent links to wider community and voluntary sector services.
- This new workforce is already developing and, over time, will help us to meet the Borough-wide targets we share with our partners, as laid out in the Local Area Agreement

Our health and wellbeing priorities include:

- Reducing number of people who smoke.
- Encouraging and supporting sensible drinking.
- Reducing obesity and improving diet and nutrition.
- Increasing exercise.
- Improving sexual health.
- Improving wellbeing and mental health.

15 Extract from Sandwell Skills & Economic Regeneration Partnership, Thematic Business Plan 2009
By linking in Health Trainers to health screening projects and lifestyle services, we hope to make a real impact on the health and wellbeing of those people who are most at risk from problems such as cardiovascular disease (CVD).“16

S.O.4. Social Networks and Service Development

“Ideal For All is a major local and national advocate for the needs of disabled people, forming new networks and partnerships with neighbouring boroughs to progress its mission of equality for all. It was established in 1996 after a period of extensive user and carer consultation in Sandwell to set up a fully accessible Independent Living Centre (ILC). The ILC was a partnership project between Sandwell Council, Sandwell Health Authority and disabled people/carers, from an early stage, local disabled people aspired to run the facility themselves. Ideal for All, a user-led charitable organisation was established to move this forward. (S.O.6)

IFA is a voice and a beacon for what disabled people can achieve given the support and the opportunity. It is also a beacon for how services can be developed where statutory agencies and professional bodies are willing to be supportive, not controlling. Ideal For All demonstrates on a massive scale, processes which offer service users the ability to choose and receive services that are tailored to their specific needs and circumstances. “17

Examples of services which result from the networks range from the Parent Participation Service, Information, Social and Drop in Services to Multi Media Services and Horticulture.

S.O.5. Community Engagement and participation

“Skills Link has been based on the Tibbington Estate since July 2006 and has been funded through SMBC’s Safer, Stronger Communities fund. The direct beneficiaries of the project are residents in the Tibbington Estate in the Tipton area of Sandwell. It offers services to anyone over 16 years of age in this estate which is described as being 24 roads. The estate comprises of 2491 people (Census, 2001). The Tibbington Estate is the fourth most deprived area in the Sandwell borough. (S.O.6.)

16 Crunch Time for Public Health, Sandwell PCT, 2008
17 http://www.idealforall.co.uk/index.php/services
From the Census data it was found that the estate residents experienced deprivation particularly in learning and educational attainment as well as broader socio economic factors. The residents of the estate felt that they were stigmatised by the wider community of Tipton as having an insular view of life and location. 1070 residents had no qualifications compared to 53 residents who had qualifications at a degree level or higher. 8.6% were unemployed, 3.6% were long term unemployed and 8.3% of residents were long term sick or disabled.

Skills link was set up in a residential house on the estate and proceeded to engage local residents as community champions. These champions engage in training, deliver training and are now employed substantially as family support workers modelling their personal achievement to all residents. All the strategies and services that Skills Link provides have been aimed at reducing poverty through various means and by identifying issue areas which can be worked on, one of which is the development of skills through training and overcoming the barriers people in the estate are faced with when looking at going back into learning.

Since July 2006, Skills Link has engaged about 464 people in this estate into learning. They are looking to impact in the next three years at least 350 people engaged into learning from pre level 1 to level 3 standard classes or accredited learning. Furthermore, the project provides funds for people to access training. Skills Link intends to offer funding to around 60 people in the next three years. This enables residents to overcome the barrier of financial difficulty for cost of training, courses, equipment and travel expenses.

The project is looking to promote a sustainable community through getting the estate residents to be more involved in the service delivery so rather than offering services in the estate for a few years then the project ceasing due to lack of funding, the long term strategy is to set up a base, engage with the community, give them say in the learning provided, train up residents and get them to deliver the learning. This links in to the wider discussion about a pilot development trust approach on the Tibbington which would encourage residents to build social capital by achieving, becoming community champions and giving back to their community a sense of hope by demonstrating what is possible.
Murray Hall is looking at a phased approach to the development of this model of combating worklessness;

1. To pilot this approach in a disadvantaged and hard to reach community locally. (achieved)
2. Offer this approach borough wide.
3. Develop it to a national recognised status integrating a new community engagement qualification for the unique work done by the workers delivering this approach.
4. Initiate links with other parts of the UK and potentially other countries in the world to ‘share’ knowledge and offering a substantiated way of working with disadvantaged or hard to reach communities.  

7.3. Anti Poverty Strategy Review: process & update extract

Review update: (August 2009)

1. The review process has been agreed.
2. A mapping process has been undertaken.
3. The Sandwell Partnership Strategic Intelligence Group has supported the mapping process. They have identified key areas of intelligence relating to Anti Poverty Work and ways to make links between services and anti poverty activities- for example: accidents/ill health & child poverty.
4. The mapping has been summarised in a brief form, accompanied by a reference table of key research sources, which can be easily updated.
5. There are two critical areas which will be covered in more depth. These relate to some of the key issues behind the statistics.
   i) Development of Sandwell as a desirable place to live and work
   ii) What does the “Minimum Income Standard” approach tell us about “what success needs to look like” for local people in terms of home, neighbourhood, jobs and services.
6. Both areas will be built into the consultation on the draft strategy.

Draft strategy:

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18 Murray Hall Community Trust: www.murrayhall.co.uk
The proposed framework for the revised strategy is as follows:

- Education and training support that help residents into employment in key skill sectors
- Development of local services in ways which develop employment opportunities for local people- eg the personalisation agenda
- Income maximisation for those on low incomes
- Strengthening of social networks through service development
- Participation and involvement of local people in the process

**Key areas:**

Within the above framework, key areas are as follows:

1. Tackling Child Poverty- this includes young people
2. Sustainable Economic Regeneration dealing with the impact of the economic downturn
3. Ensuring that Personalisation both benefits customers through income maximisation and service development and through employment sector development

**Areas for consideration of Scrutiny:**

1. Does the draft strategy cover the main key areas?
2. Suggest priorities or not, which priorities?
3. How best to involve members in the consultation and support members in discussions in their wards and other forums.

**Stages in the Review and progress**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Action</th>
<th>Timescale 2009</th>
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<tbody>
<tr>
<td>1.</td>
<td>Shaping the process and starting point</td>
<td>April-May-completed</td>
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<tr>
<td>2.</td>
<td>Mapping Poverty and current anti poverty activity</td>
<td>May-July Well underway</td>
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<tr>
<td>3.</td>
<td>Consultations on draft strategy and “what does success look like”</td>
<td>July-September</td>
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</table>
Development of action/marketing plan

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<tr>
<td>4.</td>
<td>Redrafted strategy and key priorities</td>
</tr>
<tr>
<td>5.</td>
<td>Revised strategy presented to MBC and Partnership</td>
</tr>
</tbody>
</table>

7.4. Reference Group (core contacts)

Alan Dean, Head of Health & Wellbeing, Adult & Community Services  
Andy Bywater, Policy Officer, Sandwell MBC Economic Regeneration, Economic Downturn Group  
Gary Bowman, Director Sandwell Partnership  
Mark Gibbs, Child Poverty lead, Sandwell MBC, Children & Young People’s Services, Child Poverty Steering Group  
Neeraj Malhotra, Sandwell PCT, Lead Sandwell Partnership Health & Housing Group  
Shan Williams, Head of Policy, Sandwell MBC  
Stuart Bentley, Sandwell MBC, Senior Scrutiny Policy Officer  
Alex Hawley, Research Sandwell, Strategic Intelligence Group

7.5. References

Bell, Jackie, Safer Stronger Communities, Sandwell MBC, 2009  
Child Care Sufficiency Assessment, Sandwell MBC, 2008-9  
Child Poverty Bill, HMSO, 2009  
Coote and Franklin, Green Well Fair, New Economics Foundation, 2009 (b)  
Equalities Bill, HMSO, 2009  
Hart, Roger, Children’s Ladder of Participation, UNICEF Innocenti Research Centre, 1992
Mapping financial exclusion/inclusion, Jenny Quinn, DWP, 2009
Middleton, Dr John Crunch Time for Public Health 2009
Plugging the Leaks, New Economics Foundation, 2002 (a)
Puttnam, Robert, Bowling Alone, Simon and Schuster, 2000
Robson, Brian, Typologies of Place, Communities and Local Government, 2009
Sandwell Anti Poverty Strategy Review, Cabinet Report, 03/2009
Sandwell Plan (Sandwell Partnership Plan)
SMBC Corporate Business Plan 2007-12
SMBC, Community Engagement Strategy, 2009
Social Exclusion Unit, A new approach to Neighbourhood Renewal, HMSO,1999
State of Sandwell Report, Sandwell Partnership, 2009
Tisdall Kay, Davis John, Hill Malcolm, Prout Alan, (Eds), Children, Young People & Social Inclusion, Policy Press, 2006
Anti Poverty Action Plan
2010 – 2013

Health & Wellbeing Division
Adult & Community Services Theme
Contact officer: Rosie Edwards, Anti Poverty Manager
<table>
<thead>
<tr>
<th>Indicator Reference</th>
<th>Key Actions</th>
<th>Key Supporting Action Start Date</th>
<th>Key Supporting Action End Date</th>
<th>Responsible Officer</th>
<th>Monitoring, Reporting Arrangements Including Review Date</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Campaigns to improve access to financial services</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Deborah Horton (Tackling Debt)</td>
<td>Quarterly</td>
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<tr>
<td>1.2</td>
<td>Campaigns to improve understanding of money matters among children, young people &amp; parents</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Rosie Edwards (Tackling Debt)</td>
<td>Quarterly</td>
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<td>1.3</td>
<td>Courses for learners in money advice</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Sally Box (Sandwell College)</td>
<td>Quarterly.</td>
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<tr>
<td>1.4</td>
<td>Fuel poverty reduction campaign through Warmer Homes plans, Benefit take up and access to financial services</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Neeraj Malhotra (Housing &amp; Health)/Rosie Edwards (Tackling Debt)</td>
<td>Quarterly.</td>
<td></td>
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</tbody>
</table>
### Strategic Objective

**Objective:** Income maximisation, financial inclusion and child poverty reduction

**Shared Priority Actions:**
- Healthy Lifestyle choices; Parents and families achieve better outcomes for children and selves;
- Tackle underlying causes of inequality, health inequality and poverty

### Performance Indicators – Success Criteria

- NI 116 Child Poverty; new Child Poverty measurement;
- NI117 Young people Not in Education Employment or Training;
- NI 187 Fuel Poverty;
- BV 54 Older people 65+ living independently;

### Responsible Owner & Contact Details

- Alan Dean, Head of Wellbeing

### Key Supporting Actions

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<tr>
<th>Indicator Reference</th>
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<tr>
<td>1.5.</td>
<td>Benefit take up campaigns to reduce take up service gaps</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Neil Cox, Welfare Rights Unit</td>
<td>Quarterly</td>
<td>Gaps in service and standards lead to lack of progress on PIs- risk throughout this section.</td>
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<td>Indicator Reference</td>
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<td>1.6.</td>
<td>Revised commissioning of advice services to provide improved service and coverage</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Neil Cox, Welfare Rights Unit; Dr John Middleton, PCT; Legal Services Commission(LSC)</td>
<td>Review report to Health &amp; Wellbeing Board then Quarterly</td>
<td>Commissioning and services are not effectively linked across providers.</td>
</tr>
<tr>
<td>1.7.</td>
<td>Financial Inclusion evaluation to assess progress &amp; ways to support the local economy</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Rosie Edwards (Tackling Debt)</td>
<td>Report within 6 months and action plan review 03/11</td>
<td>Less coordinated and effective action</td>
</tr>
<tr>
<td>1.8.</td>
<td>Improved advice services through more effective co-working, training, customer care and social marketing</td>
<td>April 2010</td>
<td>March 2013</td>
<td>Neil Cox, Welfare Rights; Dr John Middleton, PCT &amp; LSC</td>
<td>Quarterly monitoring; 6 month review; annual report</td>
<td>See 1.5.</td>
</tr>
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</table>
## Strategic Objective

**START DATE:** April 2010  
**END DATE:** March 2013

**Strategic Objective 2. Routeways to skills qualifications & jobs, support to business & enterprise in key skill sectors**

### Shared Priority Actions

- Improved & relevant education & training; raising aspirations & attainment for children, young people & families; raising standards & achievement; improving NEET opportunities; creating jobs.

### Performance Indicators – Success Criteria

- **BV 39** 15 year olds 5 x A-G GCSE; **BV 3.02a** year 11 5 x A-C GCSE; **D3.04/D3.05** BME and 50+ sustained in employment; **D4.02** residents in employment gaining skills; **NI 013** Migrants English language; **NI99-101** achievements of children in care; **NI 108** attainment of young BME people; **NI 116** Child Poverty; **NI 117** NEET young people; **NI 118** Tax credit take up; **NI 152** working age on out of work benefits; **NI 161** Literacy; **NI 163** working age qualifications; **NI 171/2** Business registration and growth

### Responsible Owner & Contact Details

- **Brian Aldridge, Learning Directorate**  
- **John Sutton, Economic Regeneration**  
- **Gary Bowman, Sandwell Partnership**

### Key Supporting Actions
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<tr>
<td>2.1.</td>
<td>Identify gaps and develop child care provision and jobs on the basis of the child care sufficiency assessment Increase employers understanding of need for child care and family friendly policies</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Lynn Beckett</td>
<td>Quarterly</td>
<td>NI 116 Levels and standard of childcare hinder economic activity. NI 171/2 contributes to poor business growth</td>
</tr>
<tr>
<td>2.2.</td>
<td>Through child care development research to develop better information for parents and more support for employers</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Lynn Beckett</td>
<td>Quarterly</td>
<td>As above</td>
</tr>
<tr>
<td>2.3.</td>
<td>Raise level of child care qualifications, create career routes for volunteers and staff in children’s services</td>
<td>April 2010</td>
<td>March 2012</td>
<td>Lynn Beckett Sandwell College Janine Brown</td>
<td>Quarterly</td>
<td>Above</td>
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<td>2.4.</td>
<td>Child Care Take up programme- to access child care, tax credits, provision for children with disabilities, older children</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Lynn Beckett Janine Brown Neil Cox VCFS advice providers</td>
<td>Quarterly review</td>
<td>NI 118 not achieved</td>
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<tr>
<td>2.5.</td>
<td>Implement Food Chain report recommendations to improve access to healthy food and build the food sector</td>
<td>April 2010</td>
<td>March 2012</td>
<td>Eatwell in Sandwell; Find it in Sandwell</td>
<td>Report October 2009 Quarterly + 1 year review</td>
<td>No reduction in obesity</td>
</tr>
<tr>
<td>2.6.</td>
<td>Mentoring schemes take on learning from Safer &amp; Stronger Communities programme, increase community engagement</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Brian Aldridge Education Business Partnership</td>
<td>Quarterly</td>
<td>Poorly qualified children &amp; young people as per NI’s</td>
</tr>
<tr>
<td>2.7.</td>
<td>Targeted young training and employment programme for NEET young people in key skill sectors</td>
<td>April 2010</td>
<td>October 2010</td>
<td>Gary Bowman John Sutton Janine Brown</td>
<td>Quarterly</td>
<td>NI 117 not reduced Increase in young people in poverty</td>
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<td>Indicator Reference</td>
<td>Key Actions</td>
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<td>Key Supporting Action End Date</td>
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<td>2.8.</td>
<td>Build on and learn from Jobcentre plus child poverty pilots to create into work programmes</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Jobcentre Plus John Sutton Janine Brown</td>
<td>Quarterly</td>
<td>NI 116 not reduced</td>
</tr>
<tr>
<td>2.9.</td>
<td>Development of skill sector centres of excellence- in food; retail; culture &amp; heritage; media; health &amp; social care; manufacturing + green technology Community engagement strategy built in from the start.</td>
<td>April 2010</td>
<td>March 2013</td>
<td>John Sutton Keith Heyes Paul Wright Andrea Pope Smith; Dr John Middleton; Sandwell College; BSF</td>
<td>Quarterly Reports also to Economic Downturn; Community Agriculture; Putting people First</td>
<td>Job and business growth not created or inward investment because centres of excellence and workforce development not in place.</td>
</tr>
<tr>
<td>Strategic Objective</td>
<td>April 2010</td>
<td>Strategic Objective END DATE:</td>
<td>March 2013</td>
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<td><strong>Strategic Objective</strong></td>
<td></td>
<td><strong>Strategic Objective 3: To develop quality accessible and affordable services which also provide routeways into work, support local jobs and workforce progression.</strong></td>
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<tr>
<td><strong>Shared Priority Actions</strong></td>
<td></td>
<td>Support more people to be independent for longer; ensure adults are safeguarded; tackle underlying causes of inequality, health inequality and poverty; provide more affordable and appropriate housing; reduce and manage waste more effectively; deliver comprehensive social and economic regeneration; create jobs by new business start ups, supporting existing industry, inward investment and improving infrastructure</td>
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<tr>
<td><strong>Performance Indicators – Success Criteria</strong></td>
<td></td>
<td>BV54 Older people 65+ living independently; D3 17-64 sustained in work; D4 over 50’s sustained in work; NI 116 Child Poverty; NI 121 Mortality rates from CVD under 75; NI 124 Long term condition supported to be independent and in control; NI 130 Social Care clients receiving Self Directed Support; NI 142 Vulnerable people supported to maintain independent living; NI 152 Out of work people claiming benefits; NI 154 Net additional homes; NI 155 Net affordable homes; NI 158 %age non decent council homes; NI 187 Tackling fuel poverty</td>
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<td><strong>Responsible Owner &amp; Contact Details</strong></td>
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<tr>
<td>3.1</td>
<td>Run healthy food campaigns to support school meals service; health food growing, retail &amp; processing with workers and employers</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Brian Aldridge Dr John Middleton John Sutton</td>
<td>Quarterly</td>
<td>SPAs, NI 116 not met. Legacy of poor health continues on generational basis and increases demand on PCT</td>
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<tr>
<td>3.2</td>
<td>Child care take up campaign with local providers</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Lynn Beckett, Early Years; Jim Wells, Extended Schools</td>
<td>Quarterly</td>
<td>Service is not accessible, suitable or affordable for poorest families</td>
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<tr>
<td>3.3</td>
<td>Healthy Food programmes based on community engagement</td>
<td>April 2010</td>
<td>March 2012</td>
<td>Eatwell in Sandwell School Meals Voluntary sector PCT</td>
<td>Link into Community Agriculture Strategy</td>
<td>Obesity targets not met; fewer rather than more jobs in food sector</td>
</tr>
<tr>
<td>Indicator Reference</td>
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<td>Key Supporting Action End Date</td>
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<tr>
<td>3.4.</td>
<td>Friends and Neighbours programme develops social capital of older and disabled residents at community level as part of national Department of Health supported pilot</td>
<td>April 2010</td>
<td>March 2012</td>
<td>Alan Dean, Health &amp; Wellbeing</td>
<td>Reports to Steering Group &amp; Operating Group of partners; Department of Health</td>
<td>Slower progress with BV54 and NI 130, NI 142</td>
</tr>
<tr>
<td>3.5.</td>
<td>Enable more parents to use services of the child care information service</td>
<td>April 2010</td>
<td>March 2013</td>
<td>Lynn Beckett, Early Years</td>
<td>Quarterly</td>
<td>Fewer parents into training and work NI 152 ;NI 116; child poverty remains high.</td>
</tr>
<tr>
<td>3.6.</td>
<td>Sustainable core offer services in schools for parents on low income</td>
<td>April 2010</td>
<td>March 2013</td>
<td>Jim Wells</td>
<td>Quarterly</td>
<td>NI 116 remains high</td>
</tr>
<tr>
<td>3.7.</td>
<td>Family Information service closes gap in child care sufficiency assessment; enables business support and brokerage</td>
<td>April 2010</td>
<td>March 2013</td>
<td>Lynn Beckett</td>
<td>Quarterly</td>
<td>As above NI 116 and 152</td>
</tr>
<tr>
<td>Indicator Reference</td>
<td>Key Actions</td>
<td>Key Supporting Action Start Date</td>
<td>Key Supporting Action End Date</td>
<td>Responsible Officer</td>
<td>Monitoring, Reporting Arrangements Including Review Date</td>
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<tr>
<td>3.8.</td>
<td>Future Jobs programme in key skill sectors</td>
<td>April 2010</td>
<td>MRCH 2013</td>
<td>Gary Bowman, Partnership; John Sutton Economic Regeneration</td>
<td>Quarterly</td>
<td>NEET figures increase; as above</td>
</tr>
<tr>
<td>3.9.</td>
<td>Routeways system into training and jobs developed across key skill sectors such as Health &amp; Social Care; Adult Services</td>
<td>April 2010</td>
<td>March 2013</td>
<td>As above</td>
<td>quarterly</td>
<td>As above</td>
</tr>
<tr>
<td>3.10</td>
<td>Social Capital services developed through existing day care services and voluntary, community and faith sector</td>
<td>April 2010</td>
<td>March 2013</td>
<td>As above</td>
<td>quarterly</td>
<td>As above</td>
</tr>
<tr>
<td>Strategic Objective START</td>
<td>April 2010</td>
<td>Strategic Objective END</td>
<td>March 2013</td>
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<tr>
<td><strong>Strategic Objective</strong></td>
<td></td>
<td><strong>Strategic Objective 4:</strong> Residents view their neighbourhoods as positive places to live with strong social networks</td>
<td></td>
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</tr>
<tr>
<td><strong>Shared Priority Actions</strong></td>
<td></td>
<td>Improving the cleanliness of the streets; reducing crime and anti social behaviour; providing appropriate and more affordable housing; reduce and manage waste more effectively; create well connected and attractive places; deliver comprehensive social and economic regeneration; tackle underlying causes of inequality, health inequality and poverty</td>
<td></td>
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<tr>
<td><strong>Performance Indicators – Success Criteria</strong></td>
<td>A4.08 Satisfaction with area as place to live; NI 01 Satisfied that people from different backgrounds get on well; NI 004 people who feel they can influence decisions; NI 008 adult participation in sport; NI 154/5 additional or affordable homes; NI 116 child poverty; NI 117 NEETs</td>
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</tr>
<tr>
<td><strong>Responsible Owner &amp; Contact Details</strong></td>
<td>John Garrett, Adult and Community Services John Sutton, Economic Regeneration Janine Brown Childrens Services</td>
<td></td>
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<tr>
<td><strong>Key Supporting Actions</strong></td>
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<td>Indicator Reference</td>
<td>Key Actions</td>
<td>Key Supporting Action Start Date</td>
<td>Key Supporting Action End Date</td>
<td>Responsible Officer</td>
<td>Monitoring, Reporting Arrangements Including Review Date</td>
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<tr>
<td>4.1</td>
<td>Children’s centres develop positive social networks which engage residents and build routeways and mitigation of child poverty</td>
<td>April 2010</td>
<td>March 2013</td>
<td>Peter Forth</td>
<td>Year 1 report on monitoring process. Quarterly</td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Extension of mentoring and peer mentoring programme beyond the Safer &amp; stronger communities programme together with community engagement programme</td>
<td>April 2010</td>
<td>March 2013</td>
<td>Brian Aldridge Learning; John Garrett Adult &amp; Community Services; Dr John Middleton PCT</td>
<td>Quarterly</td>
<td>Learning stays in one neighbourhood or stops after funding finishes. Residents lose positive networks. Hopes are dashed.</td>
</tr>
<tr>
<td>Indicator Reference</td>
<td>Key Actions</td>
<td>Key Supporting Action Start Date</td>
<td>Key Supporting Action End Date</td>
<td>Responsible Officer</td>
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<td>4.3</td>
<td>Volunteering programmes are developed through local initiatives such as Time2Trade; Cultural &amp; Heritage Services; Friends and Neighbours;</td>
<td>April 2010</td>
<td>March 2013</td>
<td>Dr John Middleton PCT; Keith Hayes, Cultural Services; Andrea Pope Smith, Adult Social Care; Alan Dean, Heath &amp; Wellbeing</td>
<td>Quarterly</td>
<td>Volunteers are not valued or drawn into planning activities. Dissatisfaction with place increases</td>
</tr>
<tr>
<td>SANDWELL ANTI POVERTY ACTION PLAN 2010-2013</td>
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<td><strong>Strategic Objective START DATE:</strong></td>
<td>April 2010</td>
<td><strong>Strategic Objective END DATE:</strong></td>
<td>March 2013</td>
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<tr>
<td><strong>Strategic Objective</strong></td>
<td>Strategic Objective 5: Residents believe they can engage in local service development and shape local initiatives</td>
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<tr>
<td><strong>Shared Priority Action</strong></td>
<td>Work in a fair, cohesive, listening, responsive way to tackle underlying causes of inequality, health inequality and poverty</td>
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<tr>
<td><strong>Performance Indicators – Success Criteria</strong></td>
<td>A4.08 Satisfaction with area as place to live; NI 01 Satisfied that people from different backgrounds get on well; NI 004 people who feel they can influence decisions; NI 006 Volunteering; NI116 Child Poverty</td>
<td></td>
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</tbody>
</table>
| **Responsible Owner & Contact Details** | Paul Wright
Janine Brown |

**Key Supporting Actions**
<table>
<thead>
<tr>
<th>Indicator Reference</th>
<th>Key Actions</th>
<th>Key Supporting Action Start Date</th>
<th>Key Supporting Action End Date</th>
<th>Responsible Officer</th>
<th>Monitoring, Reporting Arrangements Including Review Date</th>
<th>Risk</th>
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</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Community engagement runs through all the activities in this action plan. The community engagement strategy should be used to decide how to support community engagement from the start, in order to develop joint purposes and solutions.</td>
<td>April 2010</td>
<td>March 2013</td>
<td>Paul Wright John Middleton</td>
<td>Quarterly</td>
<td>Communities and voluntary organisations do not engage and partnerships need to work across the sectors, with all types and sizes of organisation.</td>
</tr>
<tr>
<td>5.2.</td>
<td>Increase the participation and community engagement of children and young people in all aspects of their lives using positive models such as the Youth Cabinet and experience drawn together in national documents such as “Hear by Right” (National Youth Agency)</td>
<td>April 2010</td>
<td>March 2013</td>
<td>Janine Brown All partners</td>
<td>Annual report</td>
<td>Children and young people’s contribution and their willingness to engage is lost at an early age. This helps to perpetuate inequality &amp; poverty</td>
</tr>
</tbody>
</table>
## Strategic Objective

**Start Date:** April 2010  
**End Date:** March 2013

**Strategic Objective:** Groups and communities most likely to experience inequalities or discrimination identify positive benefits to their lives.

**Shared Priority Actions:** Tackling inequalities, health inequalities and poverty; working in a way which is fair.

### Performance Indicators – Success Criteria

- NI 001 Satisfied that people from different backgrounds get on well.
- NI 005 Overall satisfaction with an area.
- NI 023 Perceptions that people in the area treat each other with respect and dignity.

### Responsible Owner & Contact Details

All through Business Planning, SPAs and EIA processes.

### Key Supporting Actions

<table>
<thead>
<tr>
<th>Indicator Reference</th>
<th>Key Actions</th>
<th>Key Supporting Action Start Date</th>
<th>Key Supporting Action End Date</th>
<th>Responsible Officer</th>
<th>Monitoring, Reporting Arrangements Including Review Date</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td>Evaluation of outcomes for parents accessing children’s centres</td>
<td>April 2010</td>
<td>March 2011</td>
<td>Peter Forth</td>
<td>Quarterly</td>
<td>Access and outcomes do not reduce inequalities</td>
</tr>
<tr>
<td>Indicator Reference</td>
<td>Key Actions</td>
<td>Key Supporting Action Start Date</td>
<td>Key Supporting Action End Date</td>
<td>Responsible Officer</td>
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<tr>
<td>.6.2.</td>
<td>Development of model of positive action traineeships in Cultural services</td>
<td>April 2010</td>
<td>March 2012</td>
<td>All; Gary Bowman at Partnership</td>
<td>Quarterly</td>
<td></td>
</tr>
<tr>
<td>.6.3</td>
<td>Affordable and adequate housing is combined with economically robust communities</td>
<td>April 2010</td>
<td>March 2013</td>
<td>Peter John, Housing &amp; Partnerships, John Sutton, Economic development</td>
<td>Quarterly</td>
<td>Small business, enterprise, strong networks lost in redevelopments = further inequalities</td>
</tr>
<tr>
<td>.6.5.</td>
<td>Early Years outcome duty reports are used as a means to reduce inequality</td>
<td>April 2010</td>
<td>March 2013</td>
<td>Lynn Beckett Peter Forth</td>
<td>Based on report cycle</td>
<td>Lack of progress with NI 92. Weaker start for children likely to experience a poor start in life.</td>
</tr>
</tbody>
</table>
SANDWELL ANTI POVERTY ACTION PLAN

NOTES AND CLARIFICATIONS
1. Tackling poverty in Sandwell… from strategy to action

1.1. The Anti Poverty Strategy explains why Sandwell needs to tackle poverty, what principles need to underlie the strategy and outlines the strategy itself. It includes the ways in which plans need to be made, put into practice and progress measured.

The Action Plan provides the next stage in making the strategy real. It has four sections:

1) The action plan tables at the front are based on the Divisional Business Plan framework. They are linked to the main shared priority actions and National Indicators. They identify short, medium and long term actions.
2) This section looks at some of the approaches which made progress during 2008-9 and the current year (2009-10).
3) The next section identifies how partners can contribute to the plans
4) An extract from Sandwell MBC Divisional Business Planning Guidance 2010-13

1.2. Campaigns, pilots and short term initiatives (year 1)
Campaigns are a very important part of any action plan- they help us to raise the profile of an issue, or encourage a new way of accessing a service. They may be short term in themselves, but should help to achieve longer term results.
For example: the campaign started this year to increase 6 Towns Credit Union membership is short term, but should lead to a different approach to saving, as well as providing access to financial services for the first time for many residents.
Pilot schemes similarly may only run for a few months, but should enable us to test out a new way of working and see whether it would be worth developing a longer term programme or mainstream service. The partnership between Sandwell College and Sandwell CAB to provide a money advice and financial literacy programme is an example.

1.3. Time limited programmes and medium term initiatives (years 1-2)
“Safer & Stronger Communities” provided Sandwell with a three year funded programme. This has enabled partners to explore a more complex range of issues at neighbourhood level over three years. The funding for the programme ends in March 2010 and evaluations are already being drawn together. One of the key questions is: if this programme is successful in tackling poverty, what does our success tell us about how we should be developing, commissioning, and running services in future?

1.4. Mainstream programmes, services & long term measures (years1-3)
Some services and programmes are an integral part of how we tackle poverty. Others will need to be a long term part of our solutions.
Our Welfare Rights & Anti Poverty Unit and the advice services they commission are one of the major ways in which we improve the income of residents. Evidence shows that residents use the additional income to buy services and necessities, which in turn benefit the local economy.

“Routeways into the NHS” began as a pilot, went on to become a programme, and is now seen as one of our long term measures within both Sandwell Primary Care Trust (PCT) and Sandwell Metropolitan Borough Council (SMBC) which will both provide access to jobs for residents and improve services, especially for older residents, those with disabilities and their carers.

1.5. Targeted and universal campaigns, programmes or services
It is important to recognise that there is no “one size fits all”, when it comes to tackling poverty. Some actions will be targeted to specific groups of people, such as the school uniform grants, which are offered to families on low incomes. Targeted actions may be short, medium or long term depending on the impact sought. Whichever path is chosen, it is important to be able to explain why an initiative is being implemented in a particular way. For example: universal child care services or social care services are seen as part of a long term requirement for a good quality of life. Within that universal service, additional targeted services or programmes may be developed to support more vulnerable groups.

1.6. Complementary ways forward
It is important to recognise the value of schemes which mitigate the effects of poverty as well as those creating routes out of poverty. Children’s centres have been seen as mitigating the effects of child poverty; through the quality services they provide to give children a good start in life. However, they also provide a critical point of contact and access for parents to begin to look at routes out of poverty. Similarly, good services for older people will mitigate the impact of poverty, but the development of new smarter services through the Sandwell Hub, will enable residents to not only maximise their income, but receive services which offer better value for money, providing a route out of poverty.

1.7. What has worked? Building in a review of progress
In the appendix to the strategy document some of the progress made on tackling poverty in Sandwell is summarised in relation to strategic outcomes. In future years, it will be possible to report directly and measure progress of the action plan against the base line proposed here.¹

The review of progress will be designed to give some key messages about progress and some examples of good practice. The detail of the plans and progress will of

¹ See also the Marketing Plan
course be contained within business plans. More information and assessments of progress will be provided through the Equality Impact Assessment process, which will include assessments of “socio economic disadvantage” to reflect the forthcoming Equalities legislation.²

2. How to support Sandwell Anti Poverty Strategy and Action Plan with pledges, plans, monitoring and evaluation

The action plan tables show the suggested main areas for campaigns, programmes and services. In the process of developing this plan, actions and schemes have been identified which contribute towards the plans. However, the information is not complete.

The tables provide a framework to show what is happening at a glance. However, the detail of any scheme mentioned will be in the business plans of the Division, PCT or other partners. There are a series of actions which need to happen in order for this plan to be live and have an effect on poverty in Sandwell.

1. Service planners, commissioners and managers are asked to consider the questions in the appendix to this plan about how they can tackle poverty, and to include information about how they will do this in their business plans
2. In particular they are asked to make anti poverty pledges as part of their commitment to Sandwell Partnership
3. They are asked to send this information for inclusion in the anti poverty action plan, or make plans available to the Anti Poverty Manager.
4. They are asked to look at how the success of these plans can be monitored, especially where outcomes need to be measured across a range of services and sectors. Each year the action plan will focus on an area where additional work is needed to be able to evidence change at a borough wide level.
5. The monitoring process for the plans will be linked closely to the Equality Impact Assessments. The Equality Bill 2009 provides both the opportunity and requirement to plan and measure progress on equalities by considering socio economic disadvantage and vice versa.³ Partners are asked to carry out their monitoring in this context.
6. Evaluation will take place through the LSP Shared Action Delivery Plan and include evidence from a range of sources- from social marketing, stakeholder evaluations, research or reports. Partners are being asked to build in anti poverty objectives, measurement, information about outcomes and link them to this process.

² Equalities Bill 2009 see also Anti Poverty strategy document
³ For further information please see policy briefings or contact Rosie Edwards or….
ix to the strategy document some of the progress made on tackling poverty in Sandwell is summarised in relation to strategic outcomes. In future years, it will be possible to report directly and measure progress of the action plan against the baseline proposed here.\textsuperscript{4}

The review of progress will be designed to give some key messages about progress and some examples of good practice. The detail of the plans and progress will of course be contained within business plans. More information and assessments of progress will be provided through the Equality Impact Assessment process, which will include assessments of “socio economic disadvantage” to reflect the forthcoming Equalities legislation.\textsuperscript{5}

\textsuperscript{4} See also the Marketing Plan
\textsuperscript{5} Equalities Bill 2009 see also Anti Poverty strategy document
Extract from Sandwell MBC Business Planning process 2010-13

2. Setting the context for 2010-13 (page 13)

In March 2009, the corporate peer review conducted by the Improvement and Development Agency (I&DeA) identified that the “existence of separate Council and partnership priorities is confusing and could undermine progress”.

One of the main recommendations of the review was to create a single set of shared priorities for the borough and to put in place plans to deliver them.

The Council’s current three priorities and the Local Strategic Partnership (LSP) nine priorities will be replaced by the shared set of partnership priorities contained within this guide from 1st April 2010. The process of agreeing a shared set of priorities for the borough of Sandwell is new this year because of its partnership perspective.

All Sandwell partners are already committed to the Sandwell Plan vision of “Great People, Great Place, Great Prospects”. Our shared set of priorities deepens this vision, as quoted by Allison Fraser, Chief Executive at the September 2009 Forward Together Event. In order to provide clear direction, a set of key actions for partners to deliver against have been developed.

The shared partnership priorities and key actions are all being delivered in the context of a shared approach to “how” we want to do things as a Partnership, which is:

- fairness and equality
- promoting community cohesion
- working towards a sustainable Sandwell and
- listening and responding to our communities.

The above principles or values, termed critical factors in the Sandwell Plan, describe the way we intend to deliver our vision, priorities and key actions. At this particular time specific reference will be needed within Divisional plans to ‘how’ services are addressing the economic recession and tackling poverty in practical terms shows ‘how’ these factors relate to both the shared priorities and key actions.
A suite of outcomes which all organisations in the Sandwell partnership are seeking to achieve are incorporated in the 2008 Sandwell Plan. The proposed shared partnership priorities relate well to these broader outcomes and will ensure we achieve them.

Every Child matters and support for vulnerable people are central to all our priorities and key actions and overarches the three shared priorities, which are

- Active and well (PEOPLE)
- A safe, clean place to live (PLACE)
- Educated and skilled people in employment (PROSPECTS)

There are a set of high level or key actions under each of the shared priorities, which have been tested against the Sandwell Plan 2008, Local Area Agreement 2009; the self assessment developed for the Comprehensive Area Assessment (CAA); the Council’s Corporate Plan 2009-12 and LSP Thematic Partnership Plans.

(page 19 onwards)
Listed below are a number of the current and future challenges faced by Sandwell, however this list is not exhaustive.

- Development of the local economy
- Anti-poverty
- Economic recession
- Proportion of older people
- Environmental sustainability
- Climate change
- Reducing crime
- Inequalities
- Meeting greater customer demands
- Use of natural resources
- Total Place/Operation efficiencies
- Tightening budget pressures
- Transformation Programme

<table>
<thead>
<tr>
<th>Questions / Prompts</th>
<th>Outcome / Output</th>
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</table>

Table 5: Section 3.1 Future Challenges / Key Drivers
<table>
<thead>
<tr>
<th>Questions / Prompts</th>
<th>Outcome / Output</th>
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</thead>
<tbody>
<tr>
<td>What future or new services is the Division proposing to deliver in partnership during the period of this plan?</td>
<td>A brief outline of any new legislation, duties, obligation which relate specifically to the Division</td>
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<td></td>
<td>A brief outline of any recommendations / actions following any recent internal or external inspection / audit which the Division will work towards during the period of the plan.</td>
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<tr>
<td>In relation to responding to the economic recession and mitigating the impacts of poverty:-</td>
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<tr>
<td>• what is the Division currently doing?</td>
<td>Brief details of any proposed future key changes to service delivery which would impact on the user, customer, stakeholder and / or employees.</td>
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<tr>
<td>• given your current performance, what is the Division going to do more of and what is the Division going to do differently?</td>
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<tr>
<td>• how could the Division work differently with other services / partners?</td>
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<tr>
<td>How do the services within the Division contribute to delivering the Council’s key strategies and plans such as Sandwell Plan, The Corporate Business Plan, LAA, MAA and other statutory plans?</td>
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<tr>
<td>How do the services delivered by the Division support the following;</td>
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<tr>
<td>National &amp; Regional Priorities</td>
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<tr>
<td>Sandwell’s Shared Priorities</td>
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<tr>
<td>Which local and/or national performance indicators do the services of the Division contribute?</td>
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<tr>
<td>Which (if any) Local Area Agreement (LAA) or Multi Area Agreement (MAA) indicators do the</td>
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<tr>
<td>Question</td>
<td>Answer</td>
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<tr>
<td>What new legislation, duties or obligations is the Division required to undertake or adhere to during the period of the plan?</td>
<td>How does the Division respond to identifying the need of customers as part of its needs assessment process?</td>
</tr>
<tr>
<td>How are services realigned / transformed based on customer needs?</td>
<td>How does the Division use customer intelligence to develop Divisional plans?</td>
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<tr>
<td>How does the Division develop dialogue and meaningful engagement and resident satisfaction with local communities in order to deliver an accurate understanding of the diverse needs and interest of all sections of the community including those at risk of disadvantage or social exclusion?</td>
<td>How does the Division ensure key stakeholders and elected members are engaged in service delivery/ redesign/ performance review?</td>
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<tr>
<td>How does the Division ensure minimum disruption takes place which affects the end service user, in such cases where services need to be realigned, reduced or replaced?</td>
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<tr>
<td>Question</td>
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<tr>
<td>What systems are in place to enable the Division to plan, organise and</td>
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<td>develop its workforce effectively to support the achievements of its</td>
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<tr>
<td>Shared Priority Actions (SPAs)?</td>
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<tr>
<td>What systems are in place by the Division which enables effective</td>
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<tr>
<td>communication, engagement and supports staff in organisational changes?</td>
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<tr>
<td>How does the Division manage new risks and maintain a sound system of</td>
<td></td>
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<tr>
<td>internal control?</td>
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</table>
Marketing Plan: Sandwell Anti Poverty Strategy

Purpose:

1. To raise awareness of:
   Sandwell’s Anti Poverty Strategy & Action Plan
   Actions & activities to tackle poverty in Sandwell
2. To encourage engagement and involvement in the
development, implementation and review of the strategy and
action plan.

Audiences:

1. Council Elected Members: in particular through Cabinet,
   Scrutiny & Committees
2. Officers of Sandwell MBC: in particular Heads of Service;
   Senior Officers which responsibilities relating to key areas of
   the strategy & plan; key working groups & task groups
3. Partners of Sandwell MBC: in particular Sandwell
   Partnership through the Partnership Board and Thematic
   Boards/ Working Groups
4. Third Sector partners- in particular through Sandwell Council
   for Voluntary Organisations (SCVO)
5. Members of the public
6. Regional and national networks (eg GOWM; IDEA; LGIU)

Approach:

A process and timeline have been developed for the review of
Sandwell’s Anti Poverty Strategy, the development of an action
plan and marketing plan.
This initial marketing plan will be modified as the strategy and
action plan develop. In order to make sure that the profile of Anti
Poverty plans and activities in Sandwell are raised from the start it
is proposed to:

1. Ensure that key Business Plans & Working documents with
   relevance to poverty develop an appropriate anti poverty
   reference on which to base future anti poverty activity, for
   example1:
      Economic Regeneration; Health & Wellbeing; Safer &
      Stronger Communities; Equalities; Community Cohesion;

1 Please add to this list
Marketing Plan: Sandwell Anti Poverty Strategy

Child Poverty; Sustainable Development; Revenues & Benefits; Community Engagement; Welfare Rights & Advice;
2. Ensure that key Sandwell MBC; PCT; Partnership events have an anti poverty profile- through information; publicity; leaflets; inter active presentations.
3. To ensure the following regular input into internal partnership channels of communication: Sandwell Herald, Thematic Weeklies\(^2\), Policy Briefings and ICT Briefings
4. To develop a web page on Anti Poverty\(^3\) with links to key areas of work.
5. To work with partners and colleagues to ensure that the input is provided by a range of people, not only the anti poverty manager- for example by starting a discussion about the most effective ways to tackle poverty, as part of the review process.
6. To ensure that marketing reflects both the strategy and action plan and supports campaigns, programmes and services.
7. To utilise and build on the opportunities provided by special events or occasions- such as National Family Week (31\(^{st}\) May-6\(^{th}\) June 2010) and European Year for Combating Poverty & Social Exclusion (2010).

Materials: existing and proposed

1. Existing:
The Welfare Rights & Anti Poverty Unit has banners, leaflets & a web page. In the short term, banners and leaflet can be used to help heighten the profile of Anti Poverty at events in Sandwell. For example: the SHOES event on 8/9\(^{th}\) July 2009.
2. Proposed:
Once the strategy and action plan are agreed, a series of simple briefing sheets is proposed, which can be easily updated, and mirror web pages on SMBC, PCT, SCVO and Sandwell Partnership web sites. The briefing sheets would ideally be placed within a simple folder, providing core information.\(^4\)
3. Interweaving:
In the course of reviewing the strategy and developing the action plan one key aim is to develop an interweaving of

\(^2\) For all relevant Themes
\(^3\) For use by key partners- SMBC; SCVO; Sandwell PCT & Sandwell Partnership
\(^4\) Sandwell’s Anti Poverty Strategy; key aspects of the action plan & marketing plan; contacts
Marketing Plan: Sandwell Anti Poverty Strategy

marketing material, so that new materials on (for example) economic regeneration or children’s services include information about the service plans to tackle poverty and updates on progress.

Rosie Edwards, Anti Poverty Manager, 27th November 2009.

“Great people, great place, great prospects”