

# Southend-on-Sea Borough Council

Report of the Executive Director Adults and Communities

To  
Cabinet

On

27 July 2021

Report prepared by: Sarah Brown, Policy Advisor

Agenda  
Item No.

13

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**Title: Promoting Food Justice and Tackling Poverty in Southend**

**Cabinet**

**Cabinet Member: Councillor Anne Jones**

**Relevant Scrutiny Committee(s): Policy and Resources Scrutiny Committee  
Part 1 (Public Agenda Item)**

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## **1. Purpose of Report and Desired Outcomes**

- 1.1. The report outlines the Council's approach to promoting food justice and tackling poverty in the Borough. It sets out a strategic approach that will enable more effective targeting of interventions, avoid duplication, and support a collective recovery from COVID. It highlights the need for such an approach with a rising demand for services relating to people's resilience and the need for further prioritisation of the Council's desired outcomes.

## **2. Recommendations**

- 2.1 That the work to put in place a Food Justice Champion, and the related work plan, be extended to address the wider determinants of poverty.
- 2.2 That this work takes into consideration the motions raised at Council regarding Welfare Assistance and Fuel Poverty (4 March 2021).
- 2.3 That an Anti-Poverty Plan be developed with partners and key stakeholders and is progressed by an officer/partner task & finish group, supported by a project manager.
- 2.4 To ensure the project is embedded, that the Executive Director for Adults and Communities acts as a Senior Responsible Officer, and a Head of Service is identified to lead and be accountable for implementation of desired outcomes of the strategy.
- 2.5 That officers and teams currently working on community resilience, and anti-poverty activity across the council, be responsible for delivering the identified Anti-Poverty Plan actions.

**2.6 That the Cabinet Member for Housing and Communities, Cllr Anne Jones, be the Councillor Level Champion of this work.**

### **3. Background**

- 3.1. Following the Motion made at Council on 10 December 2020 to appoint a Food Justice Champion, the Housing and Communities Cabinet Working Party recommended that Cabinet approve work to develop Southend's response to Food Justice. The paper in response to the Food Justice Motion outlined the growing number of food related projects taking place across the borough and the need for co-ordination to help maximise their impact.
- 3.2. On the 23 February 2021, Cabinet approved the following recommendations:
  - a) *That the Notice of Motion seeking the appointment of a Food Justice Champion be noted.*
  - b) *That a project for the establishment of a member-level Food Justice Champion, or similar role be approved.*
  - c) *That dedicated officer support and resources be provided to ensure that the proposed Food Justice Champion (or similar) is fully supported in the delivery of their objectives and priorities.*
  - d) *That the proposed Food Justice Champion (or similar) is fully able to coordinate existing interventions to address issues of food poverty in the Borough in conjunction with local voluntary and public sector partner organisations, and to identify likely future demand on current arrangements to reduce food poverty.*
  - e) *That progress with regard to the ongoing work programme of the proposed Food Justice Champion (or similar) to identify, understand and address issues that contribute to local food poverty, be reported to the Working Party on a regular basis.*
- 3.3. On 22 April 2021, the Housing and Communities Working Party considered additional motions concerning welfare assistance and fuel poverty. The Working Party recommended that additional action be considered to support the effectiveness of the Council's response to these areas of work.
- 3.4. Following an initial review of officer capacity and resources to determine how best to deliver this work, the existing breadth of activity to support community resilience, poverty related issues and inclusion was recognised. In addition, it was noted that the demand for and heightened prominence of this area of work has only increased since the start of the COVID-19 pandemic.
- 3.5. Much of the recent work has developed at pace and in response to specific needs, including the establishment of the food alliance. As the Council moves into the recovery stage of the pandemic and considers how its resources are best prioritised there is a necessity to understand the changing local need.
- 3.6. Families and individuals experiencing food insecurity do not have the resources to meet their minimum needs. By addressing the causes behind the lack of those resources, the Council and partners can better address the issues of food insecurity and the many other aspects which befall an individual or family who are unable to meet their minimum needs. Tackling food insecurity in isolation will not prevent an individual or family from facing ongoing hardship.

3.7. It is, therefore, proposed that the scope of this project be broadened to develop a strategic approach to anti-poverty across the Council. Such an approach will co-ordinate the breadth of current and future activity and align that work to a set of strategic objectives, and ensure services are integrated to better meet the individual needs of a person or family to lift them out of the many determinants of deprivation, of which food insecurity is only one.

#### 4. National Context

4.1. There has been a wealth of research which highlights that poverty is seldom the result of a single factor. The Joseph Rowntree Foundation (JRF) has identified the five key causes of poverty in the UK today as being:

1. Unemployment, low wages, and insecure jobs
2. Lack of skills
3. Family difficulties
4. An inadequate benefits system and
5. High costs.

4.2. These result from an overlapping and shifting series of influences that include market opportunities, state support and individual decisions.

4.3. It is also known that poverty and how it manifests has a direct link to our health and wellbeing. A negative cycle can exist between poverty and health. Unemployment and poverty contribute to poor mental and physical health, which in turn makes it more difficult to find work. Many people living in poverty cannot afford the cost of their care, such as prescription charges, resulting in their conditions worsening over time. This negative cycle can transfer across generations, starting from pre-birth, with impact upon parenting, educational attainment, and employment.

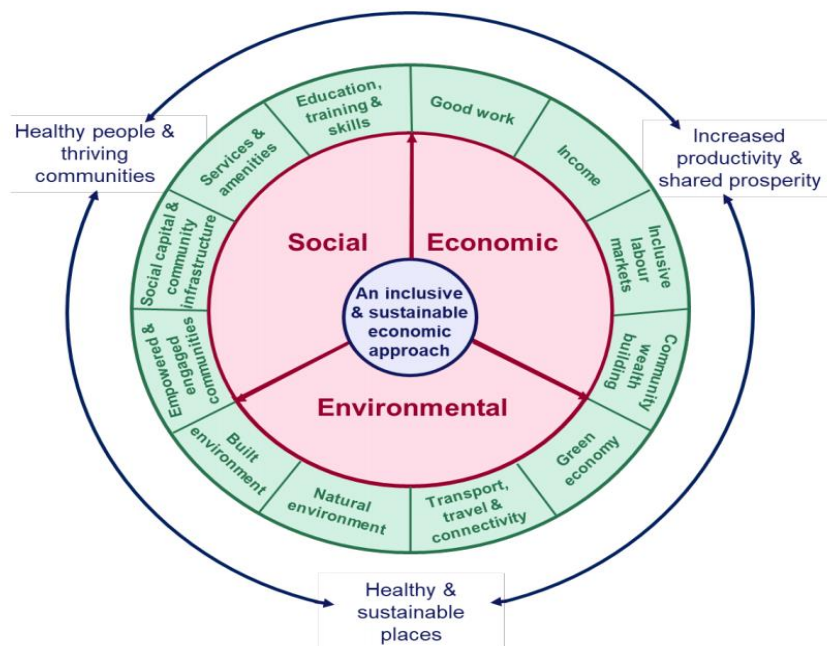
4.4. The relationship also works in the other direction. Good health can enable people to access social and economic opportunities, such as secure good quality work. Without these opportunities, people can become trapped in cycles of poor health and poverty.



- 4.5. This image illustrates how the various determinants of poverty can impact on health. Even the way that roads are designed and the incentives for different transport methods. The 2019 Government Office for Science report, *Inequalities in Mobility and Access in the UK Transport System*, outlined how transport acts as a key barrier to opportunities, limits access to key services and can cause isolation and economic stress. [The Health Foundation](#) highlighted how active travel has important health outcomes. A transport system that is easily accessible, reliable, and affordable contributes to life satisfaction and wellbeing in multiple ways. It enables access to work, friends, and family, as well as health-supporting facilities such as schools, colleges, parks, libraries, and health care centres.
- 4.6. The COVID-19 pandemic has further highlighted the relationship between inequality, deprivation, and health. The August 2020 Public Health England report [Disparities in the risk and outcomes of COVID-19](#) found that people in deprived areas were more likely to be diagnosed and to have poor outcomes than those in less deprived areas, including after adjustments for ethnicity. Lockdown conditions has also been harder on those without adequate living environments, [easy access to green outdoor space](#) and private transport.
- 4.7. This Government has set out a number of commitments to ‘level up’ inequalities across the country and, in doing so, create a fairer society, with equal opportunity and shared prosperity for all. Published in November 2017, the Government’s Industrial Strategy recognises that the UK economy is leaving too many behind and that there is a need to improve productivity and encourage economic growth across the whole country.
- 4.8. In April 2021, the Trussell Trust reported that food banks in its network experienced a 33% increase in need during the past year – with a 36% rise in parcels given for children compared with 2019/20. The Trust further reported that the need for emergency food has increased by 128% compared to this time five years ago. The Trust are calling on Government to work on a plan to end the need for food banks by:
- Ensuring everyone can afford the basics.
  - Helping local services work together to ensure people get the right support at the right time.
  - Involving people with direct experience of poverty and local food banks.
- 4.9. The [Destitution in the UK 2020](#) study by the JRF found that even before the COVID-19 outbreak destitution was rapidly growing in scale and intensity. Since 2017 many more households, including families with children, have been pushed towards destitution. In 2019 over a million UK households were destitute, including 2.3m people, of whom 552,000 were children. The number of destitute households had increased by 25% since spring 2017. Rates are higher in cities, declining industrial and coastal areas. The report recommends action to support; local welfare assistance funds, ensuring local authority services are accessible to all, foodbank referral routes, recognise growing number of younger people impacted and less likely to access existing support, facilitate access to charitable sources of cash and in-kind support, action against digital exclusion.
- 4.10. The issue is complex and the [IPPR’s June 2021](#) report highlights the rise of working poverty and those who are just about managing where an increasing number of

working families around the country, the promise of social mobility through 'hard work' as a route out of poverty alone is failing to deliver.

- 4.11. In March 2021, Public Health England published their report [Inclusive and sustainable economies: leaving no-one behind](#). The report outlines the link between health outcomes, poverty, and inequalities. In response, a framework to support planning and action on inclusive and sustainable economies was developed and includes 12 building blocks and describes why they are central to establishing and maintaining inclusive and sustainable economies.
- 4.12. The report further identifies a data catalogue which is intended to help local areas consider each of the 12 building blocks, select indicators of particular interest locally, identify areas of need, benchmark local performance and monitor and evaluate progress.



4.13.

4.14. The report recommends the conditions for the successful embedding of this approach:

- Coordinated and collaborative action across a broad range of cross-cutting sectors including health, public health, economic, business, and voluntary, community, and social enterprise.
- A local vision which looks beyond GDP (such as Southend 2050)
- Measure and benchmark (to identify areas of need)
- Consider the local context, strengths and assets
- Consult with citizens and communities
- Prioritise areas for action

4.15. The report further makes the case for anchor institutions, whose investment in communities, to work as a network to achieve social value, provide opportunities and benefits for local people and residents, promote environmental and social sustainability, and build and retain community wealth.

- 4.16. Various councils have developed their own anti-poverty strategies, many of which have identified objectives and a set of actions as well as linking all relevant strategies and policies.
- 4.17. Bradford has an Anti-Poverty Co-ordination Group chaired by a Cabinet member and includes representation from the NHS, social housing providers, Department for Work and Pensions (DWP) and Voluntary and Community Sector (VCS). The group reports into the Health and Wellbeing Board.
- 4.18. The Bradford Strategy uses the five causes of poverty as identified by JRF (referenced above) as a framework for their priorities. Each priority is linked to a local need, identifies all current activity, where there are gaps and what work needs to happen as well as the data measures to help understand their impact. The strategy commits to a regular performance reporting and review.

## **5. Cost saving case for prevention**

- 5.1. As outlined above, the national policy context is clear in its ambition towards a preventative model.
- 5.2. Even before the pandemic many academics including the Marmot Review have reported on the cost savings associated with prevention.
- 5.3. A 2015 report by [Public Health Wales, The Case for Investing in Prevention: Housing](#), found that the total cost to the NHS in Wales of dealing with category one housing hazards, which include unsafe stairs and steps, electrical hazards, damp and mould growth, excessive cold and overcrowding, was around £67 million per year. The overall cost to society was estimated at around £168 million per year. These costs could be recuperated in nine years if investment were made to address the problems. Economic evaluations showed that some housing improvements, particularly warmth and energy efficiency, lead to more money back for each pound spent.
- 5.4. In 2018, Fields in Trust published a report *Revaluing Parks and Green Spaces* which aimed to change perceptions by establishing a baseline for the value that parks and green spaces contribute to health and wellbeing rather than simply being judged by what they cost to maintain. The research findings demonstrated that parks and green spaces across the United Kingdom provide people with over £34 billion of health and wellbeing benefits.
- 5.5. In 2018, [MHCLG's Rough Sleeping Strategy](#), acknowledged that poverty, particularly childhood poverty, is by far most powerful predictor of homelessness in young adulthood.
- 5.6. Growing pressure on healthcare services and widening health inequalities has prompted the NHS to consider its role in prevention as well as its influence on the wider determinants of health. The NHS Long Term Plan sets out a commitment for specific, measurable goals for narrowing inequalities, including those relating to poverty, through service improvements. Additionally, NHS England and NHS Improvement will base its 5-year funding allocations to local areas on more accurate assessment of health inequalities and unmet need. The development of statutory Integrated Care System over the coming years will ensure that both health and local

government authorities are working towards the same prevention agenda for their place.

- 5.7. As identified in Danny Kruger MP [Levelling up our communities](#), having a strong community infrastructure and supportive social networks are essential local assets that help people withstand and adapt to shocks. Adopting a community-centred approach to local economic development and involving citizens in the coproduction of inclusive and sustainable economic plans and strategies ensures local needs are met and priorities are chosen that matter to local people.
- 5.8. The February 2021, [New Local study Community Power: The Evidence](#), uses several case studies to demonstrate how community power can generate financial savings. These include:
  - The New Deal for Communities regeneration programme from the 2000s, aimed to transform deprived neighbourhoods via community led initiatives, which generated between three and five times the funding that went into the programme. This was calculated by generating monetary figures for 'place' and 'quality of life' benefits.
  - Greater Manchester was able to make net savings of approximately £270m through a 5 year Whole Place Community Budget pilot which concentrated on particular issues such as families with complex needs, the economy and work, and health and wellbeing.

## 6. Local Context

- 6.1. The [2018/19 Southend Joint Strategic Needs Assessment](#) reported a strong association between deprivation of neighbourhood and reduced life expectancy. With the life expectancy gap between the most deprived and least deprived wards in the borough being just over 11 years for men, and just under 10 years for women. In addition, 1 in 5 children in Southend live in low income families (households where income is less than 60% of the median income before housing costs). Around 10% of households experience fuel poverty.
- 6.2. In early 2020 the Benefits and Commissioning team undertook a financial wellbeing survey in response to persistence figures reported on the levels of deprivation in the borough. 270 local residents were surveyed from across the borough (nearly 30% were located in SS2 (St Luke's and part of Victoria & Southchurch wards) and found that nearly 80% of respondents stated that they had been unable to save any money over the past two years - despite 64% of respondents being in work. 52% paid utilities by a meter and 60% had reported that they struggled to pay these bills. 50% felt that their debts were unmanageable and 80% of respondents felt they did not have enough money to enjoy life after paying their bills. Over 50% of respondents said that they had struggled to provide food, clothing, and basics essentials for their families. Despite this, 90% of respondents had not accessed any services in Southend to help with finance or debt issues. The same team performed a helpful mapping exercise which outlines the many existing workstreams and support for individuals and families facing financial hardship.
- 6.3. As part of the on-going work to deliver the Southend 2050 ambition and the Council's response to the Covid 19 pandemic, several programmes of work are underway to overcome issues of poverty, community resilience, and marginalisation

across the borough. Specific activities have been delivered and enhanced in response to an increasing need to overcome food, digital, and income disparities.

- 6.4. The report to the Housing and Communities Working Party on 15 February 2021, in response to the Motion for a Food Justice Champion, outlined the support Council officers were providing to join up and maximise the impact of food initiatives. The report made a case to provide continued support to the Food Alliance to ensure that the increasing demand and supply of related services across the borough was better coordinated.
- 6.5. The pandemic has also exposed digital marginalisation and isolation. Many services became online and virtual, meaning that people with a lack of technology or capability were no longer able to communicate with services, benefit from social interaction and access basic provision such as schooling to befriending and booking and paying for meals on wheels services.
- 6.6. The pandemic has intensified job insecurities, and financial vulnerabilities. The Essential Living Fund (ELF) saw a 50% increase in applications during 2020. The ELF team have supported individuals and families with easing 'exceptional pressure' meaning that they have seen an increase in people experiencing financial and emotional crisis. This team as well as the wider benefits and Council Tax teams will be preparing ahead of the end of the national furlough scheme later this year.
- 6.7. The development of the Southend Emergency Fund during the COVID-19 pandemic was in response to the increased demand to better support and enable the growing number of individuals and communities stepping in to meet community resilience gaps.
- 6.8. Those living in poor housing conditions have suffered more. Overcrowded homes have led to higher transmissions of COVID-19. Similar issues led to the Everyone In policy requiring that rough sleepers be placed in B&Bs and not hostels. Whilst there was a lot of emergency protection for renters, this ended on 31 May 2021 and the Council's housing solutions team have urged landlords to 'call before you serve' so that they can try to support and resolve as many issues as possible from resulting in homelessness.
- 6.9. The need for affordable housing predates the pandemic including work to improve housing conditions. Ongoing work to develop a Selective Licensing scheme in several parts of the borough's most deprived wards will help reduce the negative health outcomes of poor living conditions, as well as reduce stress induced by living in areas of high anti-social behaviour.
- 6.10. Projects to develop Community Connectors and Community Builders is underway to help support communities who are less connected and over issues of opportunity and information inequality. [The Kings Fund recognises](#) the important role that community has in addressing issues resulting from social isolation and changing perceptions which can lead to better health outcomes.
- 6.11. The Early Years team are undergoing a process to better integrate services which support families by providing a partnership approach to social care, education, skills, and work opportunities. It is well known that living in poverty is particularly harmful to children in terms of both their current health and development and their



long-term socio-economic and health prospects. Early childhood is an important period for social, cognitive, and physical development. The conditions of early life influence child development with direct influences on health. They also have a powerful influence on adult socio-economic position with an indirect effect on adult health. Ensuring good quality and equitable nursery places, schooling and improving educational achievement among disadvantaged children should therefore be considered a prerequisite to improving their pathways into adulthood.

- 6.12. The newly developed Early Help Partnership Strategy recognises the need for a partnership approach to maximise how families and individuals are supported locally. COVID-19 has amplified the challenges face by children and families. All children will have felt the impact, but vulnerable children more than others, further exacerbated by the delays in access to services despite the efforts made to maintain them. The new Strategy aims to recognise those challenges and adapts to meet them in a sustainable way. Working together, council services, health, children's centres, community hubs, schools, and voluntary, charity, faith, social enterprise organisations and agencies recognises that early help is the responsibility of everyone. And by sharing information and resources, the best outcomes can be achieved.
- 6.13. A task and finish group are currently working to develop a suite of work to support statutory compliance from the new Domestic Abuse Bill. It is known that domestic abuse is linked to poverty and is often a consequence of leaving an abusive relationship.
- 6.14. Likewise, an in-depth piece of work responding to issues of neglect through the Thriving Communities partnership will take into consideration how the impact of poverty relates to issues of neglect.
- 6.15. These areas of work, highlight that food justice, along with digital, fuel and opportunity poverty are the consequences of a wider system issue relating to a lack of adequate income and or financial resilience. Treating each of these determinants separately will result in a temporary effect but will not prevent and fix the cause.

## **7. A definition of Poverty**

- 7.1. The Joseph Rowntree Foundation's UK Poverty 2017 report showed that over half of people living in poverty are in working households and many are in vulnerable groups. Too often, work does not pay enough, or people fall into poverty through circumstances beyond their control. Poverty is, in part, about lacking basic material resources.
- 7.2. But it is also about exclusion and missed opportunities – the child who is singled out for having free school meals or the person who misses a job interview because they do not have the 'right' clothes. When people are prevented from accessing resources and experiences, it can compromise their ability to participate and feel valued and included in society.
- 7.3. The development of a Southend strategy will provide an opportunity to define local minimum standards of living, prioritise those standards and allocate resources accordingly. And therefore, enable the Council to add more value in its approach.

## 8. A Southend Anti-poverty Strategy and Action Plan

- 8.1. The Council and its partner's resources are finite but the demand for support is increasing. Resources need to be co-ordinated and prioritised. By identifying the minimum local standards of living, current services and support can be mapped to shortfalls in those standards, and gaps identified. Agreeing a set of strategic objectives with partners to overcome those shortfalls will enable current and future services to be prioritised and resources focused on the issues of most concern. A partnership approach will ensure services are integrated to better meet the individual needs of a person or family to lift them out of the many determinants of deprivation, encapsulating all relevant services within the Council.
- 8.2. A strategic approach must consider and then agree how resources are proportioned to address issues of prevention (pro-active), and or resilience support (reactive), who are the individuals and families most in need and what types of prevention or support measures will serve short-, medium- or long-term benefits.
- 8.3. [An evidence review published by the New Policy Institute](#) reported that anti-poverty strategies are more likely to succeed when they have:
  - Political commitment
  - Clear lines of accountability
  - Links to economic policy
  - Dedicated institutions or systems of governance
  - Co-ordination across government
  - External stakeholder involvement
  - An effective system of monitoring and review.
- 8.4. A strategy and action plan should be designed by a Task and Finish Group made up of Council officers, partners, and community representatives. The Task and Finish Group should be co-ordinated, and project managed by a lead officer. As a minimum a Southend anti-poverty strategy and action plan should:
  - Define minimum living standards for Southend
  - Map current activity
  - Identify gaps and where value can be added
  - Identify a set of objectives (pro-active/re-active, short, medium, and long-term)
  - Identify a set of priorities
  - Research and learn from best practice
  - Identify and link to key areas of work including the development of the ICS, integrated early years, thriving communities and others.
  - Identify which preventative areas of work generate the biggest benefits (in costs and health outcomes)
  - Set out the governance arrangements and how accountability will be achieved
  - Identify the measures, reporting and monitoring process
  - Have an eye on future demand
  - All of this activity should be co-designed with community and partners, taking into account lived experiences

## **9. Sponsorship, Support, and resources**

- 9.1. There are four levels of resource which are required to deliver this work with pace:
  - a) Sponsor
  - b) A senior responsible owner
  - c) Project Manager
  - d) Those responsible for the delivery of work
- 9.2. **Sponsor**
- 9.3. As recommended by the Working Party and Cabinet, a Cabinet Member should take a sponsorship role for this work. The Cabinet Portfolio Member with the portfolio responsible for Housing and Communities, Cllr Anne Jones, will act as the member-level champion of this work, and aligns to the Joint Administrations Political Priorities.
- 9.4. **Senior Responsible Officer**
- 9.5. Whilst there is a need for many teams across the Council and partners to take ownership of this work, it is as important that a clear line of accountability is established. It is recommended that one Senior Officer take overall responsibility to drive delivery.
- 9.6. The Senior Officer responsible for the project and its ongoing delivery will be a repurposed role with a focus on communities. This role is required to consider the impact of all elements of community, its resilience and inclusivity. The all-age relevance is an important aspect and the recognition of how all aspects of the Council (benefits, roads, housing, economy, early years, schools, and health) has a role to play in a thriving community.
- 9.7. This role will be responsible for driving delivery of the strategy and action plan, and as identified in the conditions for success in section 8.3 above, to identify an ongoing resource to track and monitor performance and progress. In addition, this role will report on progress to the relevant governance boards, including liaison with the Member sponsor.
- 9.8. The SRO will work in partnership with a lead from the voluntary, and community sector who will help inform the direction of the work and take joint ownership of the issues and to embed an integrated approach.
- 9.9. **Project Manager**
- 9.10. The development of this activity requires the focus of a dedicated resource to co-ordinate and project manage a time limited programme to co-design and publish a Strategy and Action Plan. In common with other programmes of work where a secondment position has supported the acceleration of work, such a role will help to drive pace. Internal secondment can further act to support an individual's development and aid with succession planning, if required.
- 9.11. The Project Manager will be responsible for establishing and running an effective task and finish group. To co-ordinate a set of partners requires a skill and experience in effective relationship and trust building. The many facets of managing

a large set of activity and views will require a level of experience. The dedicated resource will provide the focus and pace required to make significant progress on this project within the year.

9.12. This role is time limited and will end following publication of the Strategy and Action Plan. The Senior responsible officer will remain with overall responsibility to drive delivery.

9.13. To ensure that the existing work relating to the Food Alliance does not lose momentum, the Project Manager will continue to maintain relationships and progress this work until a longer-term solution is agreed.

#### **9.14. The Delivery of Work**

9.15. As outlined in section 6 above, there is considerable existing and ongoing work which aims to tackle various determinants of poverty. The council employs various officers responsible for community capacity building, support in troubles times (whether this be financial, social services, housing or employment and skills including digital exclusion), as well as preventative measures. The delivery of the action plan will fall to existing and relevant Council teams and partners. Those teams and partners will be identified as part of the Task and Finish group and support the development of the Strategy and Action Plan. Whilst the Senior responsible officer will be ultimately accountable, the delivery of the action plan will be a collective piece of work.

9.16. This work is closely aligned to Southend 2050 and the Joint Administrations Political Priorities to tackle anti-poverty. Additional sponsorship through the Active & Involved theme will provide a mechanism to highlight the importance of this work and draw upon the network ongoing and related work within this area.

### **10. Other Options**

10.1. To develop a Food Justice Action Plan which focuses solely on issues relating to food. To be led by a council officer co-ordinator either as a new role or as part of an existing role, or commission the co-ordination to a partner organisation.

### **11. Reasons for Recommendations**

11.1. For the reasons stated above, it is recommended that the action to develop a Food Justice Champion and to develop a related Action Plan have its scope widened to develop a strategic approach to prevention of anti-poverty measures. Such an approach will co-ordinate, prioritise and add value to the breadth of current and future activity and align that work to a set of strategic objectives, and ensure services are integrated to better meet the individual needs of a person or family to lift them out of the many determinants of deprivation, encapsulating all relevant services within the Council.

## 11.2. Corporate Implications

### 11.2.1 Contribution to the Southend 2050 ambition, outcomes and road map and Forward Ways of Working.

This work supports the Southend 2050 ambition, the Council's values, and behaviours as well as the activity of the Forward Ways of Working programme.

## 11.3. Financial and value for money implications

11.3.1 There is a financial ask associated with the Project Manager resource. This role enables the project to be delivered at pace so that benefits can be realised much sooner. The development of a strategy and action plan provides a targeted approach for activity which avoids duplication, therefore optimising the benefits of the Council's and its partners interventions.

## 11.4. Legal

11.4.1 There are no legal implications.

## 11.5. Equalities and diversity Implications

11.5.1 This work will address inequalities across the Borough and an Equality Impact Assessment will be completed.

## 11.6. Other corporate implications

11.6.1 People – Officers will be asked to participate in the development and delivery of this work. Senior officers will be consulted and asked to consider capacity of resources committed. The Project Manager role could act as a seconded development opportunity for an existing member of staff.

Property – None at this time

Empowerment, Co-design/production and Consultation – It is proposed that this work is completed and informed alongside partners and stakeholders.

Risk – The risk to effectively embedding the strategy and action plan is reduced by identified a senior accountable officer.

Community Safety – None at this time, although consideration will be given to community aspects relating to poverty within the borough

Green City/Environment/Climate Change – None at this time

Data Protection – None at this time. The Project Manager will need to consider data protection advice when establishing a task and finish group with external stakeholders.

ICT – None at this time

Health – None at this time

Health & Safety – None at this time

Commissioning/Procurement – None at this time

## 11.7. Background Papers

12.1 Food Justice Report, Housing and Communities Working Party, 15<sup>th</sup> February 2021  
Bradford Anti-Poverty Strategy, [Exec8JanDocAGApp1.pdf \(moderngov.co.uk\)](#)

New Policy Institute, International and historical anti-poverty strategies: evidence and policy review, [International and historical anti-poverty strategies: evidence and policy review \(npi.org.uk\)](https://www.npi.org.uk)

Public Health England, [Inclusive and sustainable economies: leaving no-one behind, Inclusive and sustainable economies: leaving no-one behind - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Joseph Rowntree Foundation, [Destitution in the UK 2020, Destitution in the UK 2020 | JRF](https://www.jrf.org.uk)