

The Royal Borough of Greenwich

GREENWICH SUPPORTS STRATEGY

Our strategic plan to reduce and prevent poverty



FOREWORD

Poverty is one of the most urgent challenges of our time, leading to poor quality of life, health and housing.

To address this, we are launching our Greenwich Supports Strategy providing a clear and ambitious roadmap that has been built in collaboration with our partners and communities.

During the development of this strategy, we were guided by the need for inclusivity, prevention, and a strong community focus. Our goal is to address the root causes of poverty, rather than applying temporary fixes to its effects.

To do this, we know that our communities need a more integrated approach to tackling poverty and accessing support, so that no one is left behind.

This strategy wouldn't have been possible without extensive collaboration to tackle the stigmas that surround poverty. We listened to the voices of residents, community groups and partner organisations to shape our priorities and inform our actions.

As we work to strengthen our anti-poverty response, we will continue to provide support for residents through our Greenwich Supports programme from advice on money management, housing, Welfare Rights and more.

Our Greenwich Supports Strategy is more than a plan; it is a promise, a commitment to building a future where every resident can live a happy, healthy, and fulfilling life.

Councillor Jackie Smith
Cabinet Member for Inclusive Economy, Business, Skills and Greenwich Supports



ABOUT OUR PLAN TO REDUCE AND PREVENT POVERTY

The Greenwich Supports strategy explains what we're going to do to prevent and reduce poverty in the Royal Borough of Greenwich. It builds on the existing platform while reimagining it with a more preventative, holistic approach to poverty reduction.

royalgreenwich.gov.uk/greenwich-supports

We want to work together with our residents, partners and staff to support people across the Royal Borough of Greenwich to live happier, longer, more fulfilling lives where fewer people experience poverty, hardship or inequality.

It aims to help deliver the missions set out in [Our Greenwich](#) and builds on that plan.

Responding to the poverty situation in the UK and local area, the strategy sets out priorities around three strategic intents. We will be working together with our residents, partners and staff to support people to:

- 1. Lessen the impact of poverty and the chances that the situation will worsen**
- 2. Prevent people from falling into poverty**
- 3. Address other risk factors and causes of poverty**



These are the Our Greenwich missions that are directly relevant to this strategy

People

- 1. People's health supports them in living their best life
- 2. People will not experience discrimination
- 3. Those in financial need can access the right support, advice and opportunities to improve their situation
- 4. Children and young people can reach their full potential

Place

- 6. People in Greenwich have access to a safe and secure home that meets their needs
- 9. Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents

Economy

- 11. Everyone has the opportunity to secure a good job
- 14. The voluntary, community and socially motivated sectors in Greenwich are strengthened and able to provide more support to the most in need

Communities

- 16. We develop networks with communities, key partners and businesses to meet need and address challenges together

Organisation

- 18. Our council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable

OTHER STRATEGIES THAT ALIGN WITH OUR GREENWICH SUPPORTS VISION

The Greenwich Supports strategy is a collaborative effort across the council and with the community, recognising that poverty has numerous factors that can significantly affect a person's life.

This strategy is supported by other strategies already in place, including:

- [Inclusive Economies strategy \(2024 to 2034\)](#)
- [Health and Wellbeing strategy \(2023 to 2028\)](#)
- [Housing strategy \(2021 to 2026\)](#)
- [Community Resource strategy](#)
- [Community Engagement Pledge](#)
- [Children and Young People Plan \(2024 to 2029\)](#)
- [Corporate Parenting strategy \(2023 to 2025\)](#)
- [Customer Services strategy \(2022 to 2025\)](#)
- [Joint Adult Carers strategy \(2022 – 2027\)](#)
- Digital Inclusion strategy (in development)
- Food strategy (in development)
- Addictions strategy (in development)

KEY STRATEGIC MESSAGES OF GREENWICH SUPPORTS

- Recognises poverty as dynamic, complex and structural.
- Focuses on prevention so people can help themselves live a good life.
- Puts people at the heart and prioritises respectful, inclusive and effective relationships.
- Advocates for accessible services, with its type, scale and intensity adjusted to residents' needs and circumstances.
- Builds on the council's strong local support, including responses to COVID-19 and the cost of living crisis, under the Greenwich Supports brand.
- Emphasises a co-ordinated, whole system approach, with individuals and organisations acting as allies and advocates for those most in need.
- Takes a multi-dimensional approach by recognising different levels of intervention and influences.
- Guides the council's future decisions and ways of working by balancing direct delivery, partnership working and influencing activities.
- Outlines intended outcomes and encourages starting small and thinking big.

HOW THIS STRATEGY WAS CREATED

This strategy is informed by:

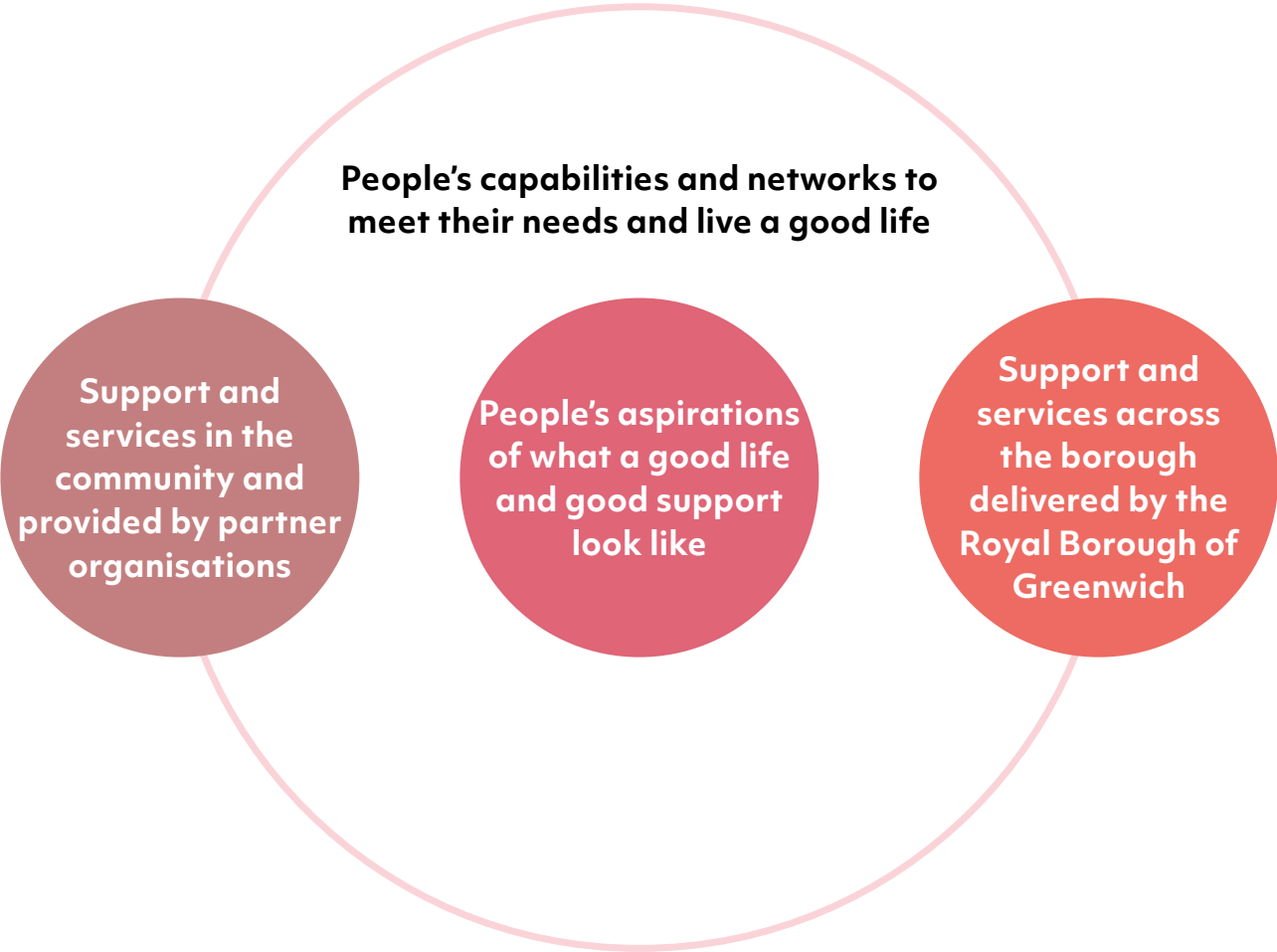
- poverty data in Greenwich and the UK
- collective reflection of the strengths and gaps of local support on offer
- engagement with residents, partners, staff and elected members.

It draws on national studies and similar local authority strategies, using a human-centred, co-creative, and strengths-based approach.

Developed by multidisciplinary council teams, it combines expertise in project design, research, policy, economics and management.

The strategy follows ethical research methods, formal consent procedures, and GDPR compliance, using open, kind, and non-judgemental approaches to understand people's stories, with appropriate incentives.

How we're connecting our work



WHY WE NEED TO RETHINK GREENWICH SUPPORTS NOW

Our focus is to improve people's lives, and there are four key reasons immediate action is needed to address the poverty situation in the Royal Borough of Greenwich:

- Across the UK, poverty has increased and is still deepening.** One in five people is in poverty after paying their housing costs¹. Furthermore, the number in very deep poverty is increasing, making it the largest group defined as living in poverty². Poverty is projected to worsen because absolute low income³ is set to rise. Also forecast to make a sharp rise is relative child poverty, which is expected to reach its highest levels since 1998/88 in 2027/28⁴.
- We're seeing more local people in poverty with more complex and higher needs.** The Royal Borough of Greenwich remains one of the most deprived areas in England despite some improvement in rankings, with significant geographical variation. The borough has a higher child poverty rate (37%) compared to London (32%)⁵ and England (30%)⁶. Housing costs are also higher, with more reliance on renting (31% social rented vs. 17.1% in England; 25.7% private rented vs. 20.6% in England)⁷.
- The Royal Borough of Greenwich faces immediate financial pressures and uncertainty from central government around key support services.** Ensuring that support services remain affordable and sustainable is crucial. There has been a 53% reduction in core funding since 2010 due to government cuts and austerity measures. This has created substantial financial strain, with a £50 million shortfall last year and an anticipated £33 million for 2025/26. The homelessness crisis and rising cost of living have worsened the situation. Additionally, key funding grants

from central government, such as the Household Support Fund and the Holiday and Activities Programme, are set to end in 2024, jeopardising essential services.

- The Royal Borough of Greenwich's current support services, though significant, are reactive and siloed, focusing on specific needs with specialised solutions.** While service teams excel in their areas, they rarely collaborate simultaneously across multiple areas, hindering the connection with residents. A rethink aims to eliminate duplication and streamline support around residents as whole individuals or families in a more preventative way.

¹Poverty in the UK: statistics - House of Commons Library

²UK Poverty 2024: The essential guide to understanding poverty in the UK | Joseph Rowntree Foundation

³Absolute low income refers to a situation where individuals or households earn below a fixed income threshold, insufficient to meet basic living needs such as food, housing, and essential services. This threshold remains constant over time and is typically set to reflect the minimum resources required for an acceptable standard of living. [Poverty in the UK: statistics - House of Commons Library](#)

⁴Relative child poverty is measured based on household income relative to the national median, where children are considered to be living in poverty if they live in a household making income less than 60% of the national median. [Poverty in the UK: statistics - House of Commons Library](#)

⁵Child Poverty: Statistics, causes and the UK's policy response - House of Lords Library

⁶Poverty and Inequality Data For Greenwich - Trust For London | Trust for London

⁷Census 2021 data

A SHARED DEFINITION OF POVERTY

We are using the Joseph Rowntree Foundation's (JRF) definition of poverty. This definition encourages members and officers at the Royal Borough of Greenwich to have constructive conversations about the needs in the borough and to design meaningful responses with local people and their communities.

JRF's definition of poverty:

When a person's resources (*mainly their material resources*) are not sufficient to meet their minimum needs (*including basic goods, services and social participation*).

[View JRF's full definition of poverty, including needs, resources and sufficiency](#)

By using this definition, we acknowledge that poverty is:

- **Dynamic:** We must focus on preventing poverty as well as offering routes out of it. There needs to be intervention that is likely to have the most substantial and lasting impact on those with the fewest resources.

- **Complex:** It should be considered in relation to the level of the individual, family, or household need, and how people's needs and resources could change.
- **Structural:** Eliminating poverty requires addressing the systems that cause and sustain it through a multi-dimensional approach.⁸ This targets the root causes of poverty and related societal, environmental and economic harms.

JRF has outlined a new economics⁸ approach that proposes poverty should be tackled through:

- reforming money and banking
- paying attention to power and time
- building strong local economies
- addressing economic inequalities.

⁸ JRF's report on [Tackling the systemic causes of poverty](#)

WHO NEEDS SUPPORT

Some groups are more likely to experience persistent poverty including:

- children
- lone parents
- larger families.

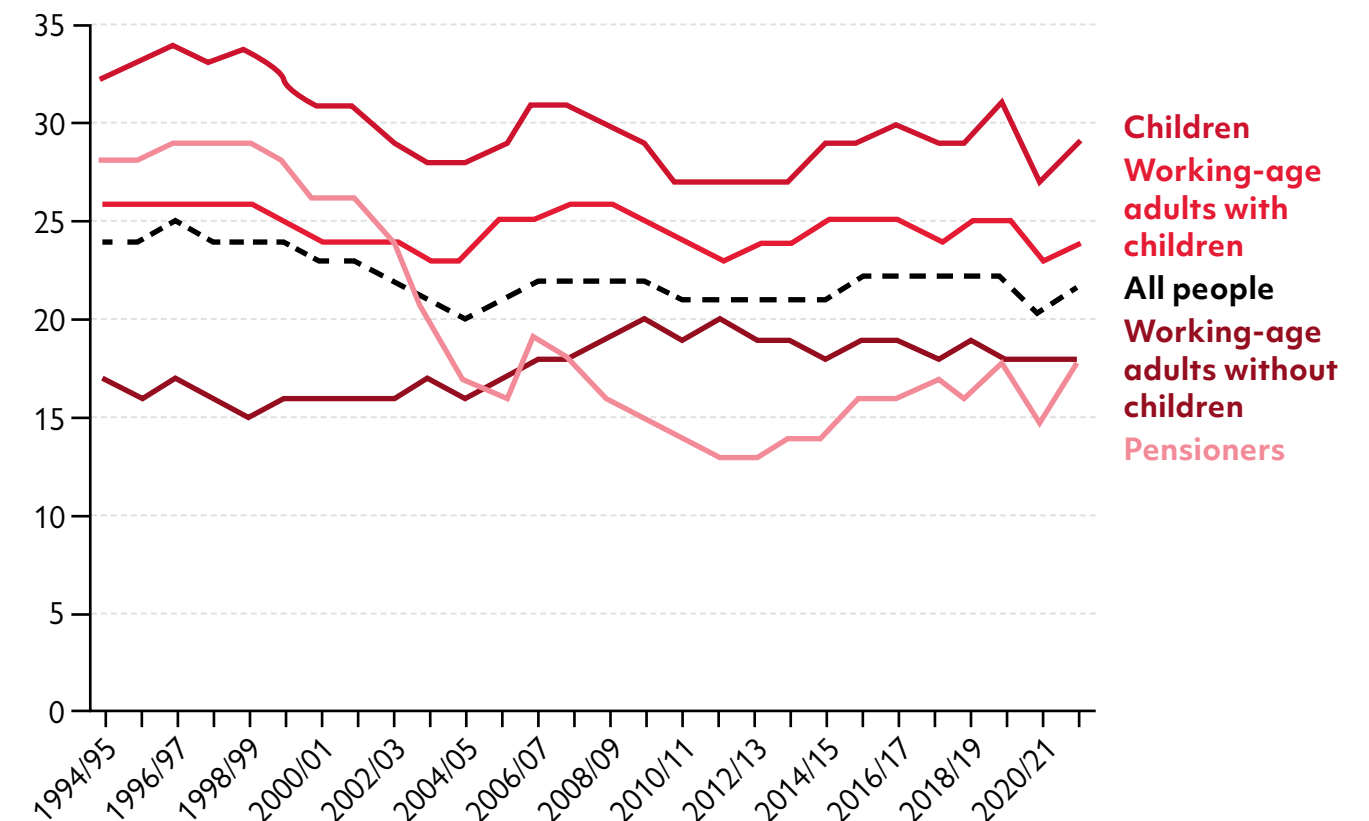
- people living with a disability
- informal carers
- people who are not in work, work part-time or are self-employed.

[View the Joseph Rowntree Foundation's UK Poverty 2024 report](#)

Other groups with higher rates of poverty include:

- women
- many minority ethnic groups

Poverty rate (%)

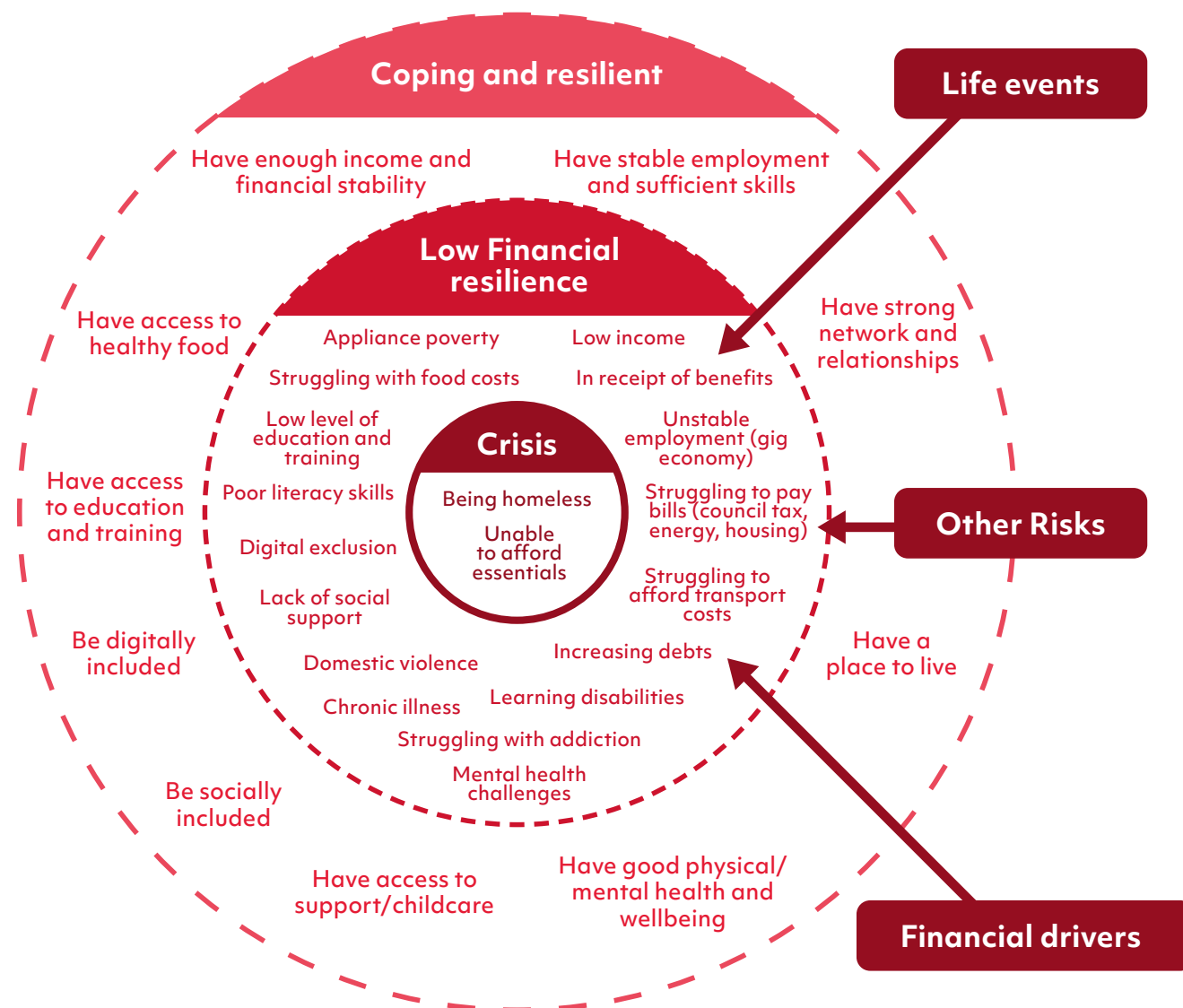


Source: Households Below Average Income, 2021/22, DWP

CAUSES AND IMPACT OF POVERTY

People can experience poverty for a range of reasons including:

- **Life events** that trigger financial hardship such as care responsibilities, bereavement, illness, relationship breakdown or unemployment. These are likely to make it hard to pay for essentials such as food, rent and phone bills. According to research from Turn2Us, people who experience multiple life events are less likely to make ends meet for more than a month.
- **Financial drivers** such as insufficient income (*from work, benefits, pension, interest on savings, goods, gifts*), assets, debts, rising cost of living and poverty premium.
- **Risk factors** that more negatively impact certain groups of people. Certain factors make some individuals more prone to experiencing poverty, such as generational poverty, living in a deprived household, lack of social support or isolation and being of a certain culture or race.



GREENWICH SUPPORTS PRINCIPLES

We've established a set of principles based on research and engagement with our residents, partners and staff.

These principles capture the values and beliefs of our community in realising our Greenwich Supports vision. They require a significant shift in thinking and being. They should guide strategy development, service design, policy-making and direct support efforts.

They can be adopted by everyone addressing poverty, ensuring our actions are effective, equitable and aligned with our shared goals.

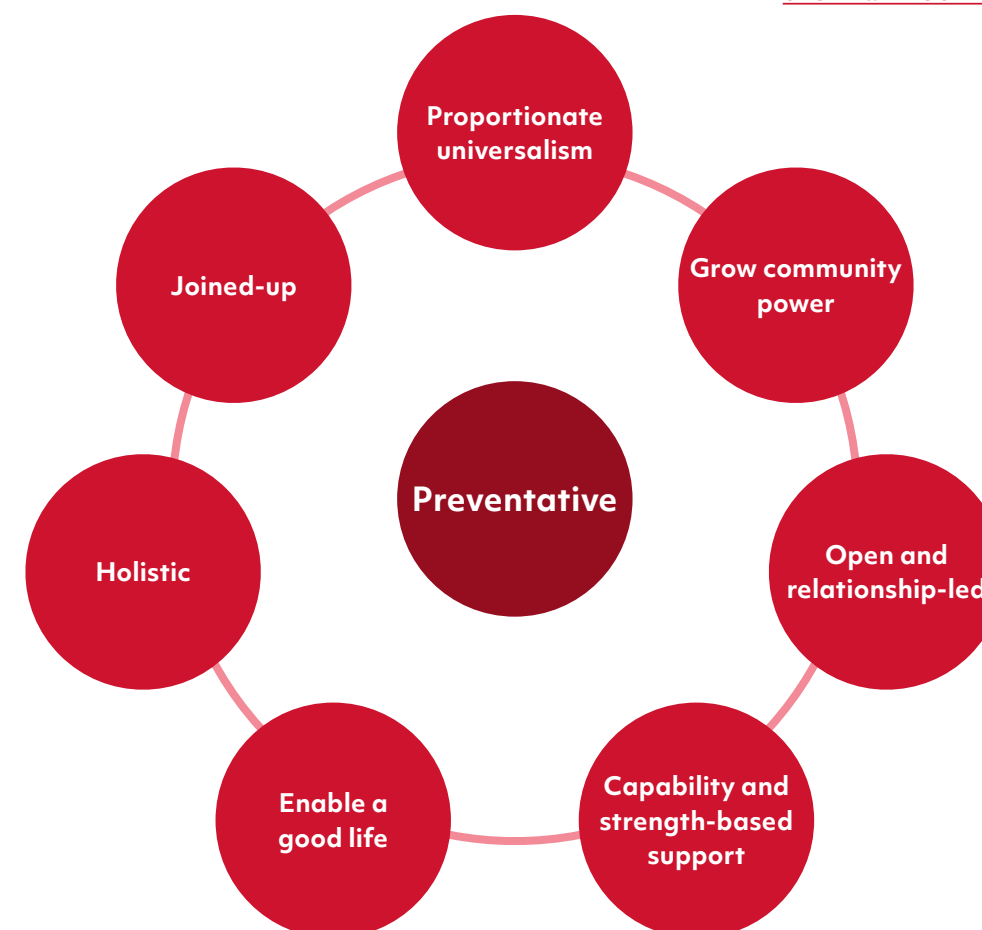
Preventative (*not reactive*)

We will take a preventative approach throughout delivery and partnership working. We will use every interaction with residents to have strength-based conversation. We will be able to identify needs, provide help, and offer high-quality advice. We aim to prevent crises rather than just respond to them.

Proportionate universalism (*not simply universal*)

We will use a proportionate universal framework to allocate resources and implement policies. Our policies, support and interventions will be universally accessible but adjusted in intensity based on residents' needs and circumstances.

[Definition of proportionate universalism from the Marmot Review.](#)



We will do the hard work to make it easier for people to help themselves and others. By coordinating efforts within the council and with partners, we will join up resources and make support accessible and place-based. We will provide clear advice and information, making it easier for people to understand their options and access help.

We believe the community has a wealth of knowledge, skills and resources to identify and address its challenges so it can thrive. We will nurture community power and its potential by collaborating to build sustainable relationships and enhance local networks and assets. We will transfer spending power and decision-making to the community, ensuring collective efforts to prevent and alleviate poverty for all.

Holistic (not linear, reductive nor focussing solely on presenting needs)

We will work to understand the broader picture of people's lives, focusing beyond their immediate needs to address their overall wellbeing, relationships and circumstances. We will recognise that needs and access to resources are dynamic and unpredictable. We will work together with individuals, families, and their networks to tackle complex challenges in life and connect them to essential resources.

Poverty is relative to the society we live in.
We will start with a vision of a good life that is rooted in people's real wishes and dreams.
We will create space and psychological safety to listen carefully without judgement and pre-conceived solutions.

Capability and strength-based support (*not deficit-based and short-term fixes*)

We believe everyone has strengths and the ability to change. We will support people practically while working with them to recognise their strengths, exercise control, meet their own needs and improve well-being in their own way. We will go beyond short-term fixes by growing people's capabilities for things to get better long-term. We will recognise that individuals face different risks and challenges at different stages in life, and will use a lifecycle approach to meet them where they're at.

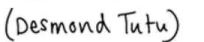
Open and relationship-led
(not closed and scarcity mindset)

We will prioritise fostering connections and create possibilities for good lives. We will embrace an abundance mindset that acknowledges everyone needs help at some point and has something to offer when thriving. We will involve residents in local decision-making through co-production, promoting equal partnerships and aligning with the council's Community Engagement Pledge.

We believe residents experiencing poverty may reach out for support from various services or departments.

This puts strain on our crisis response which relies on temporary higher cost support rather than long-term solutions, leaving residents with unaddressed issues.

We need to take a preventative, holistic and person-centred approach every step of the way to prevent poverty and offer routes out of it. This means intervening earlier and working with people before they fall into crisis.



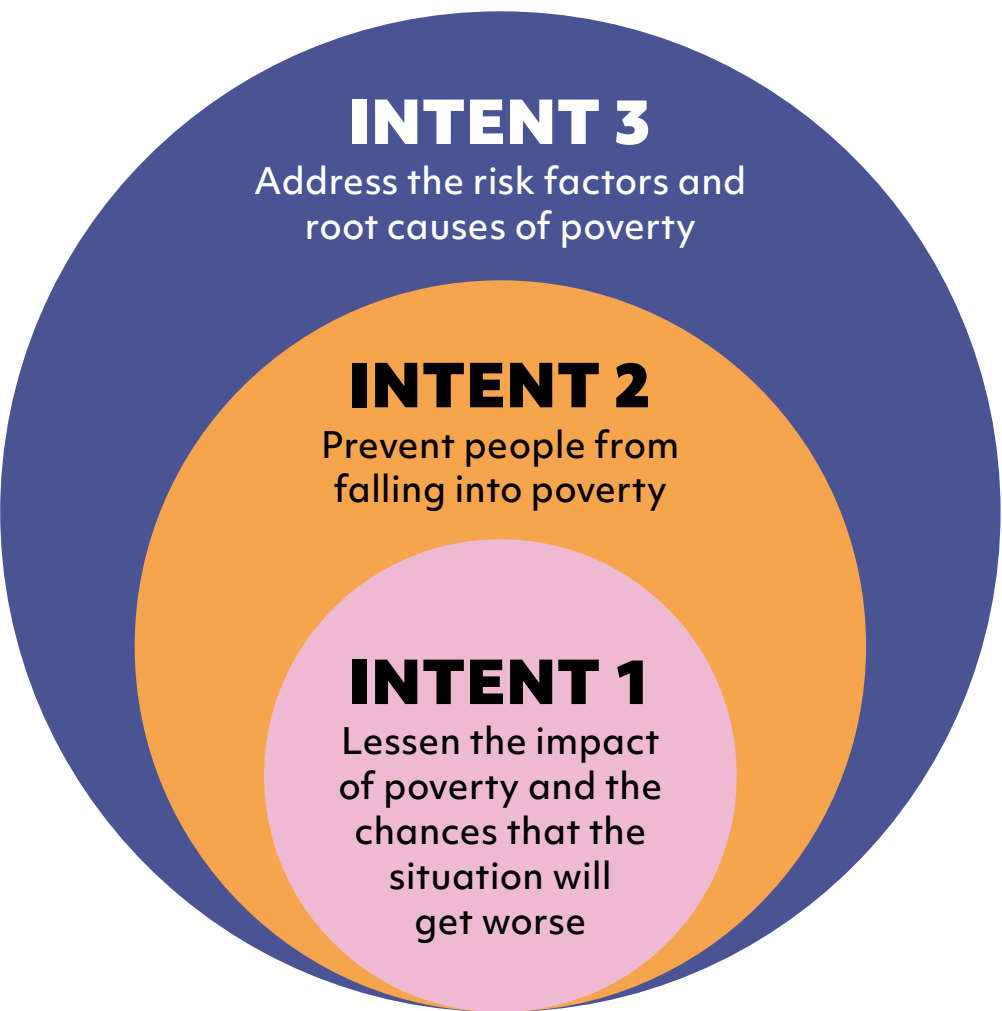
GREENWICH SUPPORTS PRIORITIES

Our framework for developing priorities

We've developed a strategic framework to help co-create Greenwich Supports priorities and action plan with staff, partners and residents.

This framework balances the Royal Borough of Greenwich's direct delivery, partnership working and influencing activities (*the council is a local, regional and national collaborator*).

Our strategic priorities focus on three intents. They also outline intended outcomes and encourage starting small and thinking big:



PRIORITY INTENT 1:

Lessen the impact of poverty and the chances that the situation will get worse

Based on the current level of poverty and needs in our local area, it's important to bring together all available resources to help people address the short-term material and financial impacts that arise from unexpected life events and persistent poverty.

OUR CHALLENGE

How might we pull people out of crisis and relieve short-term pain by acting immediately to stabilise the situation for them?

INTENDED OUTCOMES INCLUDE:

Staff are able to offer effective help by following Greenwich Supports principles. We hope to see improved individual and household stability in life, including:

- **Housing (keeping a roof over people's heads):** increased access to safe, sustainable, affordable housing and reduced need for homelessness support and temporary accommodation.
- **Income:** higher income and benefits for individuals and households.
- **Employment:** greater likelihood of secure employment and increased pay.
- **Social stability:** better capability and capacity to form and maintain healthy relationships.
- **Control and capabilities:** greater control and confidence in seeking help and reducing food and fuel poverty.
- **Health:** reduced stress that leads to improved physical and mental health by resolving urgent situations.

TO DO THIS WE WILL:

Priority 1.1. Help people maximise income and financial wellbeing.

Council lead: Advice & Benefits teams

Collaborators: Residents, support services, local and community organisations. Central Government and partner organisations including DWP and Job Centre Plus.

Thinking big:

What:

- Help residents access unclaimed benefits and address financial drivers of poverty.
- Normalise the benefit system as part of social security and reduce the stigma and shame around it.
- Pilot a multi-disciplinary Greenwich Supports team, integrating financial support with housing, employment, health and care support.

Who:

- Identify and support those in need, focusing on people experiencing life changes.
- Use data and relationships to pinpoint residents who could benefit from income maximisation and holistic support.

Starting small:

- Start with residents in debt to the council who are likely to pay. Test more joined-up ways of working across the council, to better integrate financial support with other council services.
- Use accessible language to boost uptake of available support and benefits.

Priority 1.2. Help everyone offer good help by making Greenwich Supports everyone's brand and responsibility through partnership working.

Council lead: Advice & Benefits teams

Collaborators: Residents, support services, local and community organisations.

Thinking big:

- Empower frontline staff and community partners to make every 'here and now' interaction count. This can be done by providing immediate, non-judgemental, strength-based, and preventative support, rather than simply signposting.
- Equip staff with up-to-date information, local support-oriented knowledge, and training to help embed Greenwich Supports principles.
- Foster a culture where early intervention and prevention are seen as everyone's responsibility.

Starting small:

- Expand existing training to embed Greenwich Supports principles and prepare the workforce to support residents effectively.
- Run a series of training sessions, for instance on providing strength-based support, making every contact count, helping residents live a good life, and motivational interviewing.
- Target messaging and tailor the knowledge for staff and community partners to grow awareness of all available supports on offer.

Priority 1.3. Curate high quality, joined-up and actionable advice around life events to help residents relieve crises, help themselves and seek help where needed.

Council lead: Digital and Communications teams

Collaborators: Residents, support services, local and community organisations.

Thinking big:

- Make benefits and support easy to find, understand and use for residents, community partners and staff by decluttering fragmented information.
- Provide high-quality information, advice and guidance both online and offline to ensure support is seamless across channels.
- Spread targeted advice using social media, our printed publications and resources as well as through local networks.

Starting small:

- Review the [Greenwich Supports section](#) of the website and design more relatable advice around life events, points of crisis and needs.
- Provide bite-size advice to reduce chances of overwhelming residents and instead help them access relevant support.
- Use inclusive and clear language to reduce stigma and encourage timely support-seeking.

Priority 1.4. Review the council's direct financial support and promote a cash-first approach where suitable, ensuring it adheres to the proportionate universalism principle.

Council lead: Advice & Benefits teams

Thinking big:

- A cash-first approach provides people directly with money, pathways to money, or vouchers. This offers effective and dignified support for those facing short-term financial hardship.
- A proportionate universal approach ensures financial support is universally accessible but scaled to match needs and circumstances, while staying within the council's budget.

Starting small:

- Review the council's emergency support, such as Council Tax Support, Discretionary Housing Payments, and Pupils Benefits schemes to ensure they are affordable and follow a cash-first, proportionately universal approach.

PRIORITY INTENT 2:

Prevent people from falling into poverty

People can experience poverty temporarily, recurrently, or persistently, with resources and needs fluctuating. A dynamic view of poverty focuses on prevention and providing routes out of it.

OUR CHALLENGE

How might we take a long-term and dynamic approach to prevent people from falling into poverty and offer them routes out of it? How do we build on the strengths and capabilities individuals already have?

INTENDED OUTCOMES INCLUDE:

Improved individual and household capabilities:

- **Control and capabilities:** increased positive feedback on support, greater confidence in seeking help and reduced reliance on crisis relief (i.e. *food bank, temporary accommodations*).
- **Social stability:** better ability to form and maintain healthy relationships.
- **Income:** higher income and benefits through effective intervention.
- **Employment and pay:** lower unemployment and economic inactivity, with increased pay and employment rates.
- **Health:** reduced disparities in life expectancy. Reduced number of years in ill health and mental health, risk

of death in childhood, and childhood obesity rates.

- **Housing:** more access to safe and affordable housing. Fewer residents seeking homelessness support and temporary accommodation.

Greater community power:

- **Local support:** more diverse, high-quality help locally to grow capabilities and improve individual health and wellbeing.
- **Community engagement:** a thriving and supportive community with stronger partnerships.
- **Stronger community assets:** stronger public assets and social infrastructure to enable the community to take action.

TO DO THIS WE WILL:

Priority 2.1. Coordinate early intervention between support services within the Royal Borough of Greenwich and in the community to help people grow capabilities.

Council lead: GMT, Advice & Benefits, Housing, Children's Services, Health and Adult Services, Customer Services, Digital teams.

Thinking big:

- Help residents grow capabilities and thrive after stabilising their crisis. This includes fostering financial resilience, well-being, stable housing, and life skills, as well as promoting access to education, employment and community connections.
- Address digital exclusion and encourage social activity.
- Take an equity and proportionate universal approach to review and design services to be universally accessible but scaled to match needs and disadvantages, while staying within the council's budget.

Starting small:

- Coordinate local support networks in key resource areas like food, childcare, skills, housing and digital inclusion to reduce poverty, building on the success of the food response group.
- Simplify access to multiple services and collaborate on designing user-friendly services, digital products and content.
- To improve life skills training and managing money within schools – aligning with the [Children and Young People's plan](#).

Priority 2.2. Work as part of the community to coordinate hyper-local responses to support people in helping themselves.

Council lead: Advice & Benefits, Community and Business Development teams.

Collaborators: Community organisers, commissioning teams, local schools, private and voluntary sectors.

Thinking big:

- Put community-led responses and models front and centre in reducing poverty.
- Nurture community power and enhance local networks and assets.
- Expand local organisations' capacity and flexibility by transferring council spending power and decision-making to the community.
- Embed a participatory approach to ensure community voices are heard. The aim is to ensure power is equitably distributed, and that strong relationships with the council support a resilient voluntary and community sector ecosystem. This aligns with our [Community Resource Strategy](#).

Starting small:

- Consolidate borough-wide analysis on resident needs and asset mapping into practical tools.
- Use existing partnership arrangements and structure to support the delivery of Greenwich Supports and create an action plan.
- Convene new partnerships to turbo-charge responses where gaps have been identified.
- Discover and highlight successful community-led poverty prevention and crisis relief efforts.
- Partner with key community players to bid for funding and enhance local poverty responses and assets so that there are informal and friendly places people can go to.

Priority 2.3. Embed Greenwich Supports principles in the council decision-making framework and apply the social economic duty to all policies and decisions.

Council lead: Greenwich Strategic Leadership Team (GSLT)

Starting small:

- Ensure Greenwich Supports principles and priorities are understood when drafting new strategy and policy.
- Use the next available opportunity to review existing strategies to align with Greenwich Supports.
- Review how to appropriately embed the socio-economic duty into existing governance practices.



PRIORITY INTENT 3:

Address the risk factors and root causes of poverty

Poverty is structural and requires addressing the systems that cause and perpetuate it. We want to prevent poverty rather than just deal with its consequences.

OUR CHALLENGE

How might we shift investment and action to address the root causes of poverty and other societal, environmental and economic harms?

INTENDED OUTCOMES INCLUDE:

- Reduction of relative poverty



TO DO THIS WE WILL:

Priority 3.1: Enhance quality of life and prosperity for local people and businesses through inclusive economic growth.

Council lead: Directorate of Regeneration, Enterprise and Skills

Thinking big:

- The Inclusive Economy Strategy sets out how the council and local partners will work over the next decade to ensure everyone can reach their potential and share in the borough’s wealth and opportunities. It focuses not just on growth itself, but on how people and places can benefit from that growth. – [Inclusive Economy Strategy](#) (2024 – 2034)
- Tackling inequality is an important theme of this strategy which is an essential step towards addressing the risk factors and root causes of poverty.

Starting small:

- Prepare an annual implementation plan to review progress toward the actions that are set out in the Inclusive Economy Strategy.
- Create a joint action plan between Inclusive Economy and Greenwich Supports strategies to address shared objectives, such as:
 - Removing barriers to work faced by specific groups.
 - Developing a deeper understanding of the causes of in-work poverty and creating a corresponding action plan.
 - Supporting greater integration of employment, health, welfare and other support services designed to reduce poverty.

Priority 3.2. Advocate for local needs and best practices to influence national policy reform.

Council lead: Members and officers

Thinking big:

- To address poverty and tackle the economic inequality we will advocate for:
- A progressive, fair, and unavoidable taxation that supports productive activity and a fair distribution of economic power and earnings.
 - Universal provision of high-quality childcare.
 - Investment in new and current social homes.
 - Good job strategies for fair wages to live on, decent conditions and sustainable local impact.
 - Skills development and career progression opportunities, ensuring people have access to valued careers. Life-long formal, informal and on-the-job skills development opportunities.
 - Welfare reform and stigma reduction.

Starting small:

- Lobby central government to recognise the value of prevention and early intervention by devolving prioritised funding locally.
- Use lobbying and press opportunities to promote local support and best practices. Potentially highlight unclaimed benefits.
- Align the Greenwich Supports strategy with regional and national strategies and efforts.
- Advocate for universal life skills education and training.

HOW WE’LL DELIVER THE STRATEGY

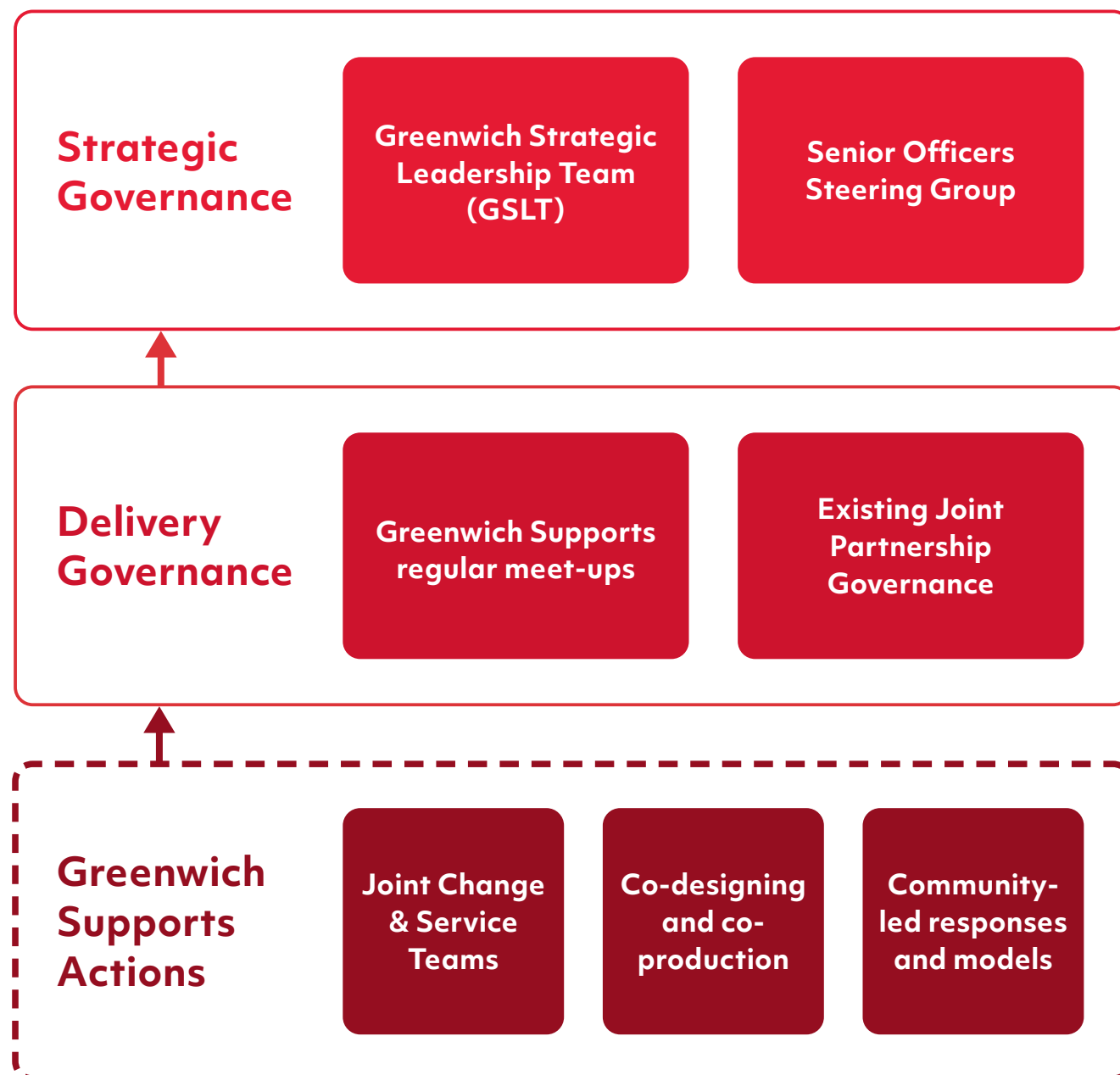
Action plan to get us started

Workstream 1 Designing and testing a new Greenwich Supports	Workstream 2 Growing Community Power	Workstream 3 Reviewing relevant policy, strategy and service provision	Workstream 4 Lobbying and storytelling
Council Roles Organising differently within the council.	Council Roles The council as a regional and local collaborator	Council Roles Organising differently within the council.	Council Roles The council as a national collaborator
Priority 1.1 Help people maximise income and financial well-being. Priority 1.2 Help everyone offer good help and make Greenwich Supports everyone’s brand and responsibility through partnership working. Priority 1.3 Curate high quality, joined-up and actionable advice around life events to help residents relieve crises, help themselves and seek help.	Priority 2.2 Work as part of the community to coordinate hyper-local responses to help people help themselves. Priority 2.1 Coordinate early intervention between support services within the Royal Borough of Greenwich and in the community to help people grow capabilities.	Priority 1.4 Review the council’s direct financial support and promote a cash-first approach when suitable, ensuring it adheres to the proportionate universalism principle. Priority 2.3 Embed Greenwich Supports principles in the council decision-making framework and apply the social economic duty to all policies and decisions. Priority 3.1 Enhance quality of life and prosperity for local people and businesses through inclusive economic growth.	Priority 3.2 Advocate for local needs and best practices to influence national policy reform

DELIVERY AND GOVERNANCE STRUCTURE

As lead sponsor of the strategy, the council will oversee delivery, reporting annually to a Senior Officers Steering Group and the Greenwich Strategic Leadership Team (GSLT), providing accountability for delivery and alignment with other council schemes, priorities and resources.

Overall management of the strategy will be the responsibility of the Directorate of Resources.



MEASURING POVERTY AND SUCCESS OF ACTIONS

Measuring poverty is difficult

There is no reliable data available that gives us an accurate overall picture of the number of people in Greenwich who are living in poverty at any one time.

At the same time, we know that the economic conditions mean that poverty is likely to get worse before it gets better.

However, we do have national and local data available to us that is useful in several ways.

We can use national measures of poverty to provide a necessary baseline to measure our borough's progress over time and a way for us to benchmark Greenwich against other areas.

In the UK, there are two main ways that poverty is measured:

- **The UK Poverty Line – measures absolute poverty** which refers to people living in households with income below 60% of median income in a base year. This measurement is adjusted for inflation.
- **The Social Metrics Commission poverty measure** – takes into account the factors of unavoidable costs such as housing, costs faced by people living with a disability, or childcare costs.

- **Persistent poverty** is defined as being in poverty for the current year and at least two of the three preceding years.
- **Deep poverty** is measured as the number of households living below 40% of the median income. Sometimes, life for people in deep poverty is described as destitution.

How we will measure the success of our actions

When implementing the Greenwich Supports strategy, it is important to define success. This can be done in the following ways:

- Set the right outcomes to guide policy, support intervention and design.
- Use available national and local data to measure the impact and effectiveness of actions. For example, we can:
 - generate and analyse data from intervention to assess policy and service impact, informing service design.
 - monitor the volume of people accessing services like Council Tax Support and food banks to gauge current demand and needs.
 - use data on housing costs, pay, and debt advice to assess poverty risk and anticipate future needs.

Over the next few pages you will find a non-complete list of success measures.

Outcome	Indicator	Contributing actions	Methods
Reduction of poverty across the Royal Borough of Greenwich	<p>Reduction of absolute poverty - people living in households with income below 60% of median income in a base year.</p> <p>Reduction of absolute child poverty - children living in households with income below 60% of median income in a base year</p> <p>The Social Metrics Commission poverty measure – takes into account the factors of unavoidable costs such as housing, costs faced by people living with a disability, or childcare costs.</p> <p>Reduction of Persistent poverty - the current year and at least two of the three preceding years.</p> <p>Reduction of deep poverty - the number of households living below 40% of the median income.</p>	All actions	<p>(Annual) Monitor Official Poverty Estimates for the UK by the Department for Work and Pensions (DWP) in its annual Households Below Average Income (HBAI) publication.</p> <p>(Annual) Monitor Social Metric Commission's UK poverty measurement.</p>

Improved individual and household stability in life	<p>Housing (keeping a roof over people's heads): access to safe, sustainable, affordable housing and reduced homelessness support and temporary accommodation needs.</p> <ul style="list-style-type: none"> Percentage difference of those in absolute poverty both before and after housing costs Average monthly rent Number of cases where homelessness as been avoided <p>Control and capabilities: greater control and confidence in seeking help, reduced food and fuel poverty.</p> <ul style="list-style-type: none"> Households in fuel poverty Numbers using food banks Percentage of residents who feel "confident" in managing their/ their households finances <p>Health: reduced stress. Improved physical and mental health by resolving urgent and emergent situation.</p> <ul style="list-style-type: none"> Percentage of service users stating that their worries are lessened as a result of support 	All actions towards priority intent 1: Lessen the impact of poverty and the chances it will get worse	<p>(Annual) Households Below Average Income report</p> <p>(Annual) ONS</p> <p>Our Greenwich</p> <p>(Annual) Households Below Average Income report</p> <p>Our Greenwich</p> <p>Our Greenwich resident survey</p> <p>(Ongoing) Service data capture</p>
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	<p>Income: higher income and benefits for individuals and households.</p> <ul style="list-style-type: none"> Number of those who are eligible claiming benefits <p>Employment: greater likelihood of employment and increased pay:</p> <ul style="list-style-type: none"> Percentage of residents who feel “insecure” in their current employment <p>Social stability: better ability to form and maintain healthy relationships:</p> <ul style="list-style-type: none"> Number of people in material deprivation 		<p>LIFT Dashboard</p> <p>Our Greenwich</p> <p>(Annual) UK GOV</p>
Improved individual and household capabilities	<p>Generating data from intervention to help measure the impact of intended policy and support services, for example:</p> <p>Control and capabilities: increased positive feedback on support, greater confidence in seeking help, and reduced reliance on crisis relief (i.e. food bank, temporary accommodations).</p> <ul style="list-style-type: none"> Number of Emergency Support Scheme applications Households in fuel poverty Numbers using food banks 	All actions towards priority intent 2: Prevent people from falling into poverty.	<p>Our Greenwich/ Data from service</p> <p>(Annual) Households Below Average Income report Our Greenwich</p> <p>Our Greenwich resident survey</p>

	<ul style="list-style-type: none"> Percentage of residents who feel “confident” in managing their/ their households finances <p>Social stability: better ability to form and maintain healthy relationships:</p> <ul style="list-style-type: none"> Percentage of service users stating they can form and maintain healthy relationships <p>Income: higher income and benefits through effective intervention.</p> <ul style="list-style-type: none"> Number of new people unknown to us claiming benefits <p>Employment and pay: lower unemployment and economic inactivity, with increased pay and employment rates.</p> <ul style="list-style-type: none"> Number of people facing one or more barriers to work Number of people paid less than the Real Living Wage <p>Health: reduced disparities in life expectancy. Reduced number of years in ill health and mental health, risk of death in childhood, childhood obesity rates.</p> <ul style="list-style-type: none"> % of adults who are physically active Prevalence of overweight (including obesity) for Greenwich - % of children in reception and Year 6 		<p>(Ongoing) Service data capture</p> <p>LIFT Dashboard (benefits claimants only)</p> <p>LIFT Dashboard</p> <p>Our Greenwich</p> <p>Our Greenwich Our Greenwich Our Greenwich Our Greenwich</p>
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	<ul style="list-style-type: none"> • of adult social care service user satisfaction • Percentage of pupils in secondary school who responded that they are happy with their life as a whole <p>Housing: more access to safe and affordable housing. Fewer residents seeking homelessness support and temporary accommodation:</p> <ul style="list-style-type: none"> • Percentage difference of those in absolute poverty both before and after housing costs • Average monthly rent • Number of people on the housing waiting list: Band A,B1,B2 (Priority Need) 	<p>(Annual) Households Below Average Income report</p> <p>(Annual) ONS</p> <p>Our Greenwich</p> <p>(Ongoing)</p> <p>Working with strategy and operational leads across the council to monitor changes and impact at individual resident level after support intervention.</p>
Greater community power	<p>Local support: more diverse, high-quality local help to grow capabilities and improve individual health and wellbeing:</p> <p>Community Engagement: a thriving and supportive community with stronger cohesion.</p> <p>Stronger community assets: stronger public assets and social infrastructure to enable community take actions. This includes better knowledge sharing between community partners, residents and the council</p>	<p>Our Greenwich resident survey:</p> <p>% Of residents who feel that there are support networks (e.g., friends, neighbours, organisations) they can rely on in their community?</p> <p>% Of residents who responded that they know where to look for information about services and activities in their area</p> <p>(Ongoing)</p> <p>Working with community leads across the borough to monitor changes at community-level after community development.</p> <p>(Annual)</p> <p>Monitors the progress of community resource strategy.</p>

Inclusive economic growth	A full list of indicators is set out in the inclusive economy strategy.	(Annual) Monitors the progress of inclusive economy strategy.
Inspiring Greenwich best practices that has influenced national and regional policy reform	<p>Increased visibility and positive story of Greenwich local needs and best practices.</p> <p>Increased national and regional level collaboration.</p>	(Ongoing) Qualitative storytelling

