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**TRAFFORD
COUNCIL**

AGENDA PAPERS MARKED 'TO FOLLOW' FOR EXECUTIVE

Date: Monday, 18 March 2019

Time: 6.30 p.m.

**Place: Committee Room 2 and 3, Trafford Town Hall, Talbot Road, Stretford,
M32 0TH.**

A G E N D A	PART I	Pages
5. MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)		
To consider any matters referred by the Council or by the Overview and Scrutiny Committees.		
(b) Task & Finish Report: Period Poverty		1 - 18
12. TRAFFORD COUNCIL CORPORATE PLAN		19 - 44
To consider a report of the Leader and Deputy Leader of the Council. For recommendation to Council at its meeting on 20 th March 2019.		
SARA TODD Chief Executive	COUNCILLOR ANDREW WESTERN Leader of the Council	

Membership of the Committee

Councillors A. Western (Chair), C. Hynes (Deputy Leader), S. Adshead, J. Baugh, M. Cordingley, M. Freeman, J. Harding, J. Lloyd, K. Procter and J.A. Wright.

Executive - Monday, 18 March 2019

Further Information

For help, advice and information about this meeting please contact:

Jo Maloney,

Tel: 0161 912 4298

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This agenda was issued on Thursday 14th March 2019 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

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TRAFFORD COUNCIL

Report to: Executive
Date: 18.3.19
Report for: Decision
Report of: Health Scrutiny Committee

Report Title

Period Poverty

Summary

The report provides an overview of investigations by a Task and Finish group of the Health Scrutiny Committee. The group looked at the scale, work being done, and possible actions of the Council regarding Period Poverty within Trafford.

Recommendation(s)

The Executive are asked to consider the following recommendations:-

- 1) That funding be committed to support the establishment of the Red Box Project within Trafford.
- 2) That a small annual budget (between £500 - £1000) be created to support the Red Box Project and other projects that address the issue of period poverty within Trafford, to be managed by the Officer Group.
- 3) That the Council make a pledge to end period poverty within Trafford
- 4) That the Council write a letter to the Government in support of abolishing VAT on sanitary products.
- 5) That funds raised from an annual dress down Friday be donated to Everymonth.
- 6) That the Executive Member for Wellbeing supports the Officer Group working on period poverty.
- 7) That an annual survey on period poverty be carried out amongst schools and food banks.

Contact person for access to background papers and further information:

Name: Alexander Murray
Extension: 4250

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Making a commitment to reducing or ending period poverty would be in accordance with the Council's public health priority of tackling poverty within Trafford and with the Council's position on equality within the borough as this is an issue that is a source of inequality for women.
Relationship to GM Policy or Strategy Framework	N/A
Financial	There is a possible short term financial impact if the Executive decides to provide support to the Red Box Project in line with the reports recommendations. The long term impact of action or inaction is not available due to a lack of data.
Legal Implications:	There are no legal implications
Equality/Diversity Implications	Period poverty is a source of inequality and so any action taken to reduce it will have a positive impact upon equality. Further information is required to see whether there are demographics within the population who are more affected by period poverty than others.
Sustainability Implications	
Resource Implications e.g. Staffing / ICT / Assets	
Risk Management Implications	
Health & Wellbeing Implications	This would have a positive impact on the health and wellbeing of those affected by period poverty in the area. This is not yet quantifiable due to a lack of data.
Health and Safety Implications	

1.0 Background

1.1 The issue of Period Poverty was raised as a potential item for a task and finish group by Councillor Taylor. Period Poverty is where women and girlsⁱ cannot afford sufficient sanitary products for use during their period. Period poverty can result in missing work or school through to social isolation and health issues such as septic shock. Period poverty has been identified as a national issue in recent years and in the summer of 2018 the Scottish Parliament pledged to end period poverty within education and pledged £5.2M to achieve this. The issue has been covered broadly within the media with one article called 'let's make period poverty history' which contained research from Children's Charity Plan International UK suggesting 1 in 10 young women (aged 14 – 21) had been unable to afford period products. The British Government has also pledged £1.5M to support the brook project to address period poverty.

2.0 Membership, Scope, and Direction

2.1 Councillor Taylor, Councillor Bennet, Councillor Duffield, and Councillor Slater all volunteered to take part in the Task and Finish group and a meeting was arranged for the 12th September 2018 to discuss the scope of the group. Councillor Taylor brought copies of the Guardian article 'let's make period poverty history' to the meeting and explained that

while period poverty had become a large issue nationally she was not aware whether there was an issue in Trafford or whether Trafford were doing anything within the Borough.

2.2 The group agreed they would try to work out the scale of the issue within Trafford, what was being done in the area, and what support could be offered. The group discussed the ways in which they could gather information about the need for sanitary products and the impact that period poverty was having in the area. It was agreed that Members should contact food banks within the area to check the demand for sanitary products and whether the demand was being met.

2.3 The group wanted to know whether period poverty was impacting Trafford Schools and Colleges. They agreed to contact the Corporate Director for Children's services in order to send out a survey to schools in Trafford and to Trafford College. The group suggested a list of questions to be sent to the Corporate Director of Children's Services.

2.4 The group then discussed what was being done across the Country to tackle the issue. Prior to the Meeting Councillor Duffield had made contact with a national charity called the red box project to see if they had a presence within the area. The Councillor had been informed that there was not a red box project set up in Trafford and the group agreed that this was something that should be looked into as part of their work. Councillor Taylor had heard about a series of events that had been held across the Country called the bloody big brunch which was used to raise awareness of period poverty, tackle the stigma surrounding periods, and raise money to support charities. The group wanted to find out whether anything like this was being done within Trafford and whether the Council could support it.

3.0 Trafford food banks

3.1 Councillor Slater and Councillor Bennet both contacted food banks within Trafford. The following questions were posed to the food banks;

1. How long has the foodbank been open?
2. In that time have you seen an increase in users asking for sanitary protection?
3. When did the need to include sanitary protection items start to be requested.
4. Do you service Stretford only? If not where else do you provide support?
5. Is there anything else you can tell us about period poverty that will help us?

3.2 The responses that were received outlined that all food banks in Trafford had a demand for sanitary products from the point that they were set up and that this demand was increasing. The food banks all said that they had an adequate supply for the current demand. These food banks supported people in Urmston, Flixton, Davyhulme, Stretford, Gorse Hill, Firswood, and Old Trafford. This indicated that period poverty was an issue across a large area of the borough and that it was escalating. Responses to the final question stated that period poverty was not been something that food banks had collected information on, but they would start to do so.

4.0 Working with charities

4.1 The task and finish group and the officers who were working on period poverty recognised the need to engage with charities to tackle period poverty. Two charities were identified by the group as possibly providing support in the area. These two charities were the red box project which provided support more than 750 schools nationwide and Everymonth which was a Greater Manchester based charity.

4.1.0 Everymonth

4.1.1 A meeting was set up with a member of Everymonth on the 8th November 2018 to discuss their work. The group were told that Everymonth were providing 800 packs to 12 food banks across Greater Manchester. Each of the packs contained a month's worth of sanitary products and some comfort items such as a chocolate bar. The packs cost roughly £1.50 to put together and distribute and this was all done by a workforce of volunteers.

4.1.2 At the meeting the group were told that Everymonth required places in order to store their supplies and to put the packs together. The group offered to see whether the Council could provide these facilities free of charge and Everymonth were given a number of options. However, they also received and accepted the offer from a Church in Chorlton to provide these spaces. This may be something that the Charity need at a later date and so it would be good if the Councils could make an open offer to provide such support if needed.

4.1.3 The representative of Everymonth told the group that according to their estimates every food bank required roughly 100 packs per month in order to have an adequate supply. As there are 7 food banks in Trafford this would mean 700 packs per month at £1.50 per pack which would total £12600 per year. The group realised that this amount of funding would be beyond the Councils resources but it was felt that a number of charity events including dress down Friday fundraising could help to support the charity and the work that they do.

4.2.0 The Red Box Project

4.2.1 The red box project is a national charity which has a presence in over 750 schools across the UK. The charity supports individuals who want to set up red boxes in their area. At the start of the groups work there was no red box project presence within Trafford and Councillor Duffield made contact with a woman who was looking to start one. The contact was passed onto an officer in partnerships and communities and the Officer invited the volunteer to attend a meeting of all the officers who were working on period poverty.

4.2.2 At the meeting the officers were informed of how the red box project worked. It consisted of two parts. The first part was putting out red boxes and red wheelie bins in order to collect donations of sanitary products. These could be placed in public places such as libraries and super markets or in business offices, anywhere people would be walking past on a regular basis. These donations were then collected by the person running the red box project. The second part involved sorting the donations and putting them, along with other items, into a red box to be placed within a school. When a red box was placed within a school a launch is held which tells the pupils what the box is and why it is there. This launch increases period poverty awareness within the schools and opens up conversations amongst pupils and staff. Feedback had been received from one Trafford primary school where a red box was placed in October 2018. The feedback said that while there had been a limited use of the products within the box its presence had opened up dialogue around periods and girls felt more at ease in approaching and talking to teachers. Through this dialogue the school identified that there was an issue around PE lessons and periods which is now being addressed.

4.2.3 The officers were informed that there were a number of ways that the Council could support the red box project in this work. Although the red box project relies mainly upon donations of sanitary products there are still a lot of costs in setting up the project in the area. Appendix 3 gives a list of all the costs related to setting up the red box project from

providing donation boxes through to creating a full red box for a school and launching the box in schools. As you can see from Appendix 1 the cost of providing every school with a red box and providing all of the publicising materials required to launch the red boxes in schools would be roughly £1583.

4.2.4 Another area that the red box project needed support in was increasing awareness of their work making contact with both business and schools within the area. A good way of doing this would be through holding an event like the bloody big brunch. These are events where a brunch is held and attendees pay for their food and drink with sanitary products which go to the red box project. At these events speakers tell their stories of their experiences of periods and period poverty and representatives of charities speak about how they are working to reduce period poverty in the area. An officer from Partnerships and Communities has looked into the possible costs associated with running such an event and the estimates range from £410 to £821 depending on the size and location (Appendix 1).

4.2.5 When asked about the cost of maintain the red box project once it had been launched and had a presence in all schools the representative stated that, provided that sufficient donations were received, around £500 annually would enable the project to run in all schools in the area.

5.0 School survey

5.1 Councillor Taylor contacted the Corporate Director for Children's services about creating a survey to go out to schools. The Councillor was informed that the Council's Public Health team were looking at period poverty in the area and they offered to create and distribute the survey to schools. A set of questions were agreed and made into a survey monkey survey (Appendix 2) which was circulated via a bulletin and email in December 2018. The survey was sent out to all 85 Trafford Schools and 16 (19%) provided responses. At least 7 of these schools were secondary schools which represents 47% of secondary schools in Trafford.

5.2 The responses received indicated that 95 young women were known to be affected by period poverty. This was a much lower number than expected which could mean that period poverty is a much smaller issue within Trafford than across the UK in general. Given the feedback received by the red box project it would seem likely that issues around periods and period poverty within schools is under reported. However, due to the large negative impact that period poverty can have on those who suffer from it having an impact on just 95 instances within Trafford would have significant long term financial benefits for the Council and its partners, especially in Health Services.

6.0 Work ongoing within Trafford Council

6.1 The timing of the creation of the task and finish group was extremely serendipitous as Trafford's Public Health team had identified tackling period poverty as a priority at around the same time. As noted above the Public Health Team first got involved with the work that the Task and Finish group were doing through the creation and distribution of the survey to schools. When supporting this work the team shared a report that their apprentice had written (Appendix 3) which gave an overview of period poverty and the estimated scale of the issue within Trafford for young women aged 14 - 21.

6.2 In addition to the public health team a member of the partnerships and communities' team had been made aware of the work that the councillors were doing through contact with an officer supporting the Task and Finish group. These Officers have come up with a set of aspirations for Trafford to achieve in relation to period poverty. These aspirations are;

- Ending period poverty in Schools - for free sanitary products to be offered in all schools in Trafford.

- Ending period poverty amongst new mothers - for free sanitary products to be available to all new mothers who need them.
- Ending period poverty in Trafford – That free sanitary products be available community buildings and food banks so that they can be accessed by anyone who needs them.

6.3 The Task and Finish group met with the officers on the 16th January to discuss their progress. The Councillors informed the Officers that they were thinking of recommending that Trafford make a pledge to commit to ending period poverty within Trafford and that the Council hold an event to help launch the red box project within Trafford. Councillor Duffield passed the contacts details for the red box project onto the Senior Partnerships and Communities Officer so that they could progress the work further. The Officers told the group about their aspirations and asked the Councillors whether they would be able to help lobby central government to abolish VAT upon sanitary products.

6.4 Since that meeting an officer group has been formed which consists of staff from Public Health, Partnerships and Communities, and Pennine Care. As covered above the group met with the Trafford representative from the Red Box Project and discussed ways that they could help them to set up within all the schools in the area.

6.5 The group have used school nurses provided by the Council to approach schools about launching red box projects. The group are also keen to ensure that all health visitors in Trafford have a supply of sanitary products that they can take out with them on health visits, especially to new mothers in the area. One way that this need could be met is through any surplus or inappropriate donations made to the red box project being sent to Trafford's Health Visitors.

6.6 Going forward the group is looking at how they could have sanitary product provision supplied within libraries, community centres, and early help hubs. These buildings could also be utilised by the group to publicise the issue of period poverty and spread awareness across the whole of Trafford.

7.0 Summary

7.1 From the discussions with food banks, the survey responses, and every month it is clear that period poverty is an issue within Trafford although the scale of the issue is largely unknown. Work needs to be continued in order to discover the true impact it is having in the area. The work that Everymonth do is already helping hundreds of women across Trafford and the Council should do what they can to support them to continue this work. The Red Box Project offers great value for money as for an initial investment of less than £2000 with further funding of £500 annually period poverty could be ended with schools and colleges within Trafford.

7.2 The efforts, commitment, and aspirations of the officers who are involved with tackling period poverty in Trafford are greatly appreciated by the task and finish group and it is hoped that they receive adequate support to continue their work.

8.0 Recommendations

8.1 The Executive are asked to consider the following recommendations:-

1. That funding be committed to support the establishment of the Red Box Project within Trafford.
2. That a small annual budget (between £500 - £1000) be created to support the Red Box Project and other projects that address the issue of period poverty within Trafford to be managed by the officer group.
3. That a pledge be made to end period poverty within Trafford
4. That a letter be written to the Government in support of abolishing VAT on sanitary products.
5. That funds raised from an annual dress down Friday be donated to Everymonth.
6. That the Executive Member for Wellbeing supports the Officer Group working on period poverty.
7. That an annual survey on period poverty be carried out amongst schools and food banks.

Introduction

Trafford Council is committed to achieving equality in both service delivery and employment. The Council has made a commitment to work through the three levels of the Equality Framework for Local Government, demonstrating cumulative good practice to achieve equality of outcomes in relation to the six equality 'strands':

Age, Disability, Gender, Gender Identity, Race, Religion and Belief, Sexual Orientation

A key requirement of the Equality Framework at Level 1, (a Developing Council), is the implementation of Equality Impact Assessments. This will help the Council to meet the requirements of various pieces of equality legislation. The Council must ensure that all sections of the community receive services appropriate to their needs, and that no-one is adversely affected in the way we deliver services. An impact assessment will help to determine whether a service or policy is failing to meet the needs of specific groups or has discriminatory outcomes.

What is an Equality Impact Assessment (EIA)?

An Equality Impact Assessment is a thorough and systematic assessment of how functions, policies and procedures, strategies etc; impact on people covered by the different equality strands. The primary function of the equality impact assessment should be to determine whether the impact of any developments is or is likely to be negative or adverse and the extent of this impact, so that it can be addressed.

If, as a result of the assessment, it is decided that the policy/procedure/decision has an adverse impact, the authority must consider alternative ways of acting to reduce or eliminate the impact and better achieve the promotion of equality of opportunity. The processes involved in conducting an equality impact assessment should not be an end in themselves. The aim of the assessment is the promotion of equality of opportunity. It is the **outcomes** of the equality impact assessment that are of primary concern.

There are two levels of EIA: initial and full. You need to decide what level of impact assessment is needed. The essential difference between the 2 kinds of assessment will be in the level of detail and consultation undertaken. An initial/screening assessment is mainly a desktop research exercise, while a full assessment will involve public consultation and involvement. The degree of assessment will depend on the relevance of the policy or strategy to equality and the general impact it will have on people's lives. Therefore, for larger, more significant changes to service delivery where it is known early on that there will be a large number of stakeholders affected by the changes, the lead officer will bypass the initial stage and go straight to a full EIA.

When do I undertake an EIA?

An impact assessment should begin as soon as a relevant new policy, function or procedure is considered, when policies/ procedures etc are reviewed or in line with the corporate schedule of impact assessments. It should be an integral part of policy and service development, so that equality considerations become a natural part of everything we do. EIAs should be an integral part of Service Improvement Projects, Transformation Projects and preparation of major strategies, for example, the Sustainable Community Strategy and the People Strategy.

Implications for Decision Making

When a decision maker eg the Committee or a senior officer is making a formal decision on any matter they must be made aware of the implications of their decision in relation to the Council's obligations in relation to equality. Therefore, all reports should state that an EIA has been carried out and summarise the main implications of the EIA. It may be appropriate in certain cases to append a copy of the EIA or a summary of it to the report or to set out in the report how the implications of the EIA will be met or managed.

Training is available on: www.learningpool.com/trafford

Further guidance is available on: <http://intranet/yourtrafford/EqualityDiversity/EqualityImpactAssessments.asp>

For further advice and support, please contact: Adele Coyne, x 4605

Sustainability Issues - Guidance for Officers Preparing Reports for Decision

There are a number of areas around sustainability and climate change which must be taken into consideration in Decisions, and in the preparation of reports recommending these decisions.

Energy Use in the Council's Own Estate

The potential effects of a decision on energy use in the council's own estate, including schools, must be considered. The council must annually report carbon emissions from council activities via National Indicator NI185, and any decision which would increase energy use in either council buildings or the fleet must be raised and discussed with the council's Sustainability Manager before it is taken.

Energy use in the council's estate is also a key aspect of the 'Use of Resources' Key Line of Enquiry under the Comprehensive Area Assessment, an area where the council needs to improve.

Carbon Emissions in Trafford Borough

Trafford has a target of a 9.4% reduction in per capita carbon emissions by 2011 under our Local Area Agreement. Emissions are measured across three sectors: domestic homes, business and industry and road transport, and are reported via National Indicator NI186.

Any decision likely to have an impact on carbon emissions in any of these three sectors should be raised and discussed with the council's Sustainability Manager before it is taken.

Adapting to the Effects of a Changing Climate

Changes in local weather patterns resulting from global climate change will increasingly impact on council services and life in Trafford. As a result, steps need to be taken to adapt council services to take these new weather patterns such as storms, flooding and heatwaves into consideration.

Any decision which may give rise to a risk from the effects of a changing climate needs to be brought to the attention of the council's Sustainability Manager. The council has a Climate Change Adaptation Strategy (reported under National Indicator NI188) to deal with these issues, and it may need to be updated in the light of new decisions.

Biodiversity

The council has a duty to protect biodiversity in Trafford (reported under National Indicator NI197), and any decision which may have an impact on biodiversity in the borough should be brought to the attention of the Sustainability Manager before it is taken.

Risk Management Implications - Guidance for Officers Preparing Reports for Decision

This is a brief note setting out guidance for stating risk management implications in reports for Decision.

Identifying risk management implications enables members and officers to establish clear and consistent interpretation of the exposures to risk, both threat and opportunity, that the Council may face. For those who are tasked with writing and interpreting reports the following guidance may be of assistance. (More detailed risk management guidance can be found on the risk management site on the Authority's intranet).

- *When reporting on risk implications reference can be made to the Authority's risk management policy and guidance.*
- *Risks should be referred to as either having Strategic or Operational implications or a combination of both.*
- *Where significant issues form part of the report, confirmation that a risk assessment was undertaken can be referred to. If no risk assessment was undertaken then state when one is planned or why it is unnecessary to do so.*
- *Identify who is responsible for managing any relevant risks and the action taken or proposed to ensure desired outcomes.*
- *Indicate when the greatest risk is likely to occur. Not all risks occur consistently or with the same magnitude over the course of a project.*
- *State whether it is considered that controls are adequate enough to manage the risk effectively and identify where improvements can be made to achieve success.*

ⁱ Period poverty is a gendered issue, however, Trafford Council recognises that females who identify as males will be included in this initiative.

Period Poverty Campaign

Costings

1. Event Venue Costs for Bloody Big Brunch

Option 1:

Lancashire County Cricket Club

Venue: Free

Catering: £581

Screen and Projector: £240

Total for 64 guests: £821

Option 2

Limelight, Old Trafford

Venue: £98

Catering: £336

Total for 56 guests: £434

Option 3

Sale Waterside Arts Centre

Venue: £75

Catering: £270

Screen and Projector: £65

Total for 60 guests: £410

2. Publicity Costs

Printing of 90 posters A4 Posters: £20

Printing of 90 A4 box fronts: £20

Printing of 25 A3 posters: £10

Design of pull up banners: £73.50

Printing and delivery of 3 pull up banners: £164

T-Shirts for launch event (for staff) x10: £140

Laminating Pouches x 200: £6.34

£433.84

3. Donation Bins/Boxes

5 wheelie bins for donations in business/at the launch event: £192.25

30 red boxes stocked with products for high schools and colleges: £318.30

66 red boxes stocked for primary schools: £568.26

15 donation boxes for businesses: £70.80

£1149.61

In Trafford, approximately 950 girls and young women aged 14 to 21 are affected by period poverty. This can have a negative impact on mental wellbeing, and educational outcomes, and increase social isolation. Young women who experience period poverty are less likely to complete their GCSEs or go on to further education.

Period poverty is defined as '*young women not being able to afford sanitary products*'. Although Trafford is generally affluent, there are significant inequalities within the borough, and areas affected by deprivation.

Trafford Council would like to understand how period poverty impacts on education, and to work with schools and colleges to improve this. This project aims to allow young women to continue their education without having to worry about their periods. We would expect this to improve attendance, among other outcomes.

Please complete this by Friday 14th December.

If you have any questions about the survey please contact Megan Skelhorn, tel: 0161 912 1936 or email Megan.Skelhorn@trafford.gov.uk

Thank you for your time.

* **1a.** Are you aware of any students whose attendance is affected by period poverty?

Yes

No

* **1b.** Can you estimate how many students this affected in your school/college in the last academic year?

* **2a.** Are sanitary items available to young women during the school/college day?

Yes

No

* **2b.** How do students access these products?

* **2c.** Is there a charge?

Yes

No

* 2d. How much do they cost per item?

* 3. How does your school or college support young people to understand periods and associated issues including period poverty?

Covered in PSHE/RSE curriculum

School nurse availability

Trained office staff

Trained teaching staff

Other (please specify)

* 4. What additional support about period poverty would you like to receive?

5. Any further comments

Trafford Young Women and Period Poverty

Contact Details

Name of school/college

What type of educational establishment is it?

Primary

Secondary

College

Other (please specify)

Contact Details

Name

Job role

Email Address

Telephone Number

Thank you for completing the survey, and helping to enhance the picture of period poverty in Trafford's schools.

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Period Poverty in Trafford Brief

Background

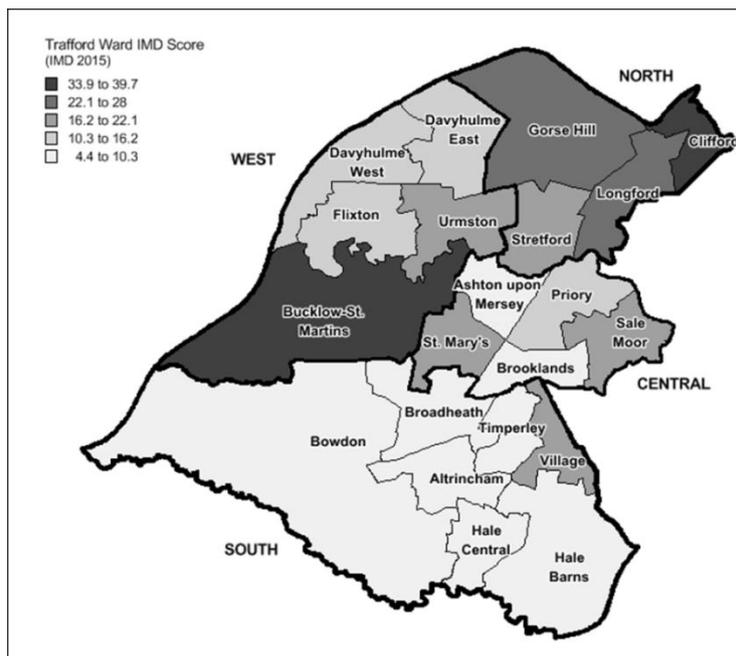
Period poverty has come more into light over the course of recent years, particularly since the release of data from Plan International UK, based on a survey which they held in August 2017.² The survey was taken a representative weighted sample of 1000 girls aged 14 to 21 in the UK, stated that one in ten girls were unable to afford sanitary wear. If this were mapped onto 14 to 21 year olds in Trafford based on Mid-2017 Population estimates³, this would impact approximately 950 girls – possibly more if those who started their periods before the age of 14 were included.

The impact of period poverty can also be very negative, as found in another survey of 1000 women⁵, of which 500 were personally affected by period poverty. The main impacts were discovered to be upon mental health, the ability to socialise, and on education. For example, it was found that of those impacted by period poverty out of the survey's respondents, they were less likely to complete their GCSEs, or go on to further education (such as A Levels).

As defined by the Department for Education, period poverty is '*the suggestion that some economically disadvantaged girls are unable to attend school during their periods as they cannot afford sanitary products*'.¹ From this definition, it can be inferred that those living in the most deprived areas of Trafford are more likely to be impacted by period poverty than those in the least deprived areas.

Period Poverty in Trafford

Looking at a map indicating the Index of Multiple Deprivation (IMD 2015) scores of wards in Trafford where a higher score means the area is more deprived, this would imply that girls and women living in the West area of Bucklow-St. Martin's and the North area of Clifford are much more likely to be impacted than, for example, girls in the South area of Bowdon or Central area of Ashton Upon Mersey.



Examples of best practice

Scotland is the first government to implement a scheme to aid in tackling period poverty amongst female students.⁴ The scheme costs £5.2 million, and involves the provision of free sanitary products for students and pupils in any Scottish school or university – and with £500,000 being used by the charity FareShare to distribute sanitary products to an estimated 18,800 people.

Recommendations

From the pilot scheme in Scotland, Trafford could build a similar scheme for dealing with period poverty. A survey could be sent to places such as schools around the borough, to scope out what the current provision for sanitary products is and to identify where people are less likely to be able to afford sanitary products, before considering how would be appropriate to assist in providing such products.

References

1. Department for Education, (15 March 2018), '*Absence rated by gender, age and free school meal status*', https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/690457/Absence_rates_by_gender_age_and_free_school_meal_status.pdf
2. Plan International UK, (20 December 2017), '*Plan International UK's research on period poverty and stigma*', <https://plan-uk.org/media-centre/plan-international-uks-research-on-period-poverty-and-stigma>
3. Office for National Statistics, (28 June 2018), '*Analysis of Population Estimates Tool*', <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/analysisofpopulationestimatestool>
4. Scottish Government News, (24 August 2018), '*Students to get free access to sanitary products*', <https://news.gov.scot/news/students-to-get-free-access-to-sanitary-products>
5. Emma Elsworth, The Independent (18 July 2018), '*Women who experience period poverty more likely to suffer anxiety or depression, study claims*', <https://www.independent.co.uk/news/health/period-poverty-anxiety-depression-study-women-mental-health-sanitary-products-a8452581.html>

Prepared by: Megan Skelhorn, Public Health Apprentice, 29 October 2018,
Megan.Skelhorn@trafford.gov.uk

TRAFFORD COUNCIL

Report to: Executive/Council
Date: 18th March / 20th March 2019
Report for: Decision
Report of: Deputy Leader of the Council and Executive Member for Equalities and Partnerships

Report Title

Corporate Plan

Summary

The report provides details of the development of the Corporate Plan and Values for Trafford.

Recommendation(s)

1. That the Executive notes the report and recommends the Corporate Plan and Values for Trafford to Council;
2. That Council approves the Corporate Plan and Values for Trafford and notes that the Corporate Plan will form part of the Council's overarching Policy Framework

Contact persons for access to background papers and further information:
Sarah Saleh, Corporate Director, People
Extensions: x4007

Background Papers: None

This report supports the following corporate priorities;

Relationship to Policy Framework/Corporate Priorities	The corporate plan details what activity will be carried out to deliver the priorities
Financial implications:	The corporate plan will potentially impact on all future budget decisions and savings programmes.
Legal Implications:	None
Equality/Diversity Implications	The corporate plan enables the Council to fully observe & promote equality of outcomes

	for service users and their families.
Sustainability Implications	The corporate plan is a key driver for the long term sustainability of the council and the borough
Resource implication e.g. staffing/ICT/Assets	No direct implication
Risk Management Implications	A risk management log has been developed as part of the overall governance for the corporate plan and this will be reviewed and updated on a regular basis.
Health & Wellbeing Implications	No direct implications
Health and Safety Implications	No direct implications

1. BACKGROUND

- 1.1 Since 2010 the Government has reduced the funding for Local Government as part of its efforts to reduce the fiscal deficit. This equates to a 28.6% real terms reduction in an authority's spending power, taking into account council tax.
- 1.2 Alongside reductions in funding, local authorities have had to deal with growth in demand for key services, most notably adult's and children's social care; this demand is expected to continue. Other pressures have also been faced including higher national insurance contributions, inflationary pressures on goods and services, the apprentice levy and the National Living Wage.
- 1.3 This has meant that by 2019/20 the total value of budget gaps caused by the expenditure pressures and funding reductions since 2010/11 to 2018/19 is £185.7m. There is a further forecast gap for the next three years of £45.88m, of which £13.44m relates to 2019/20.
- 1.4 In setting the budget close attention is placed on ensuring it aligns closely with the corporate plan which in turn will help delivery of the Council's vision:

*“Working together to build the best future for all our
Communities / everyone in Trafford”*
- 1.5 The Council has identified seven strategic priorities that it believes are crucial to enabling Trafford residents, businesses and staff to thrive and ensure that the funding gap is closed. These priorities set out the aspirations for our people, place and communities, and how they can affect and improve their daily lives.
- 1.6 The corporate plan describes how these priorities will be delivered over the next three years. This will ensure that staff, partners and residents understand the actions required for the Council and identify the resources available to deliver the stated aims and objectives. The plan will help the council and teams to monitor performance, make use of the opportunities presented and control our systems and structures effectively.
- 1.7 To support the delivery of the corporate plan, Trafford's values have also been revisited and, following input from staff, these have now been updated. The branding for Trafford Together is also being progressed and it is recognised that the corporate plan should incorporate this branding.

2. CORPORATE PLAN

- 2.1 The emerging priorities were first identified through work carried out by Executive. The Corporate Leadership Team (CLT) commissioned an internal cohort to work across the organisation to develop the 'plan on a page' based on these priorities and ultimately the corporate plan. This included mapping, both the Councils emerging priorities, as well as the Greater Manchester priorities to ensure alignment.
- 2.2 Seven priorities were identified and further developed based on feedback from The Executive, Partners and CLT. The seven priorities are listed below:
- Building Quality, Affordable and Social Housing
 - Health and Wellbeing
 - Successful and Thriving Places
 - Children and Young People
 - Pride in Our Area
 - Green and Connected
 - Targeted Support
- 2.3 The high level plan or 'plan on a page' is at the heart of the Council's performance management framework and is designed to deliver the Corporate Priorities. It contains the priority actions and targets to be delivered over the coming years April 2019 to March 2022. A high level plan was prepared to ensure development of the plan on a page and corporate plan was ready in time for the next financial year.
- 2.4 Research was carried out to identify best practice for the presentation of corporate plans and a preferred approach was created which incorporated the 'plan on a page' and priority mapping.
- 2.5 All on-going work was reviewed to identify the key deliverables under each priority; with the plan reviewed through Heads of Service, Strategic Leads, Departmental Management Teams (DMTs).
- 2.6 Two meetings with the Transformation Performance and Resources Group (TPR) were held to provide the opportunity to input into the draft plan as it developed and attendees were tasked with taking back the information to their teams for comment and feedback.
- 2.7 Progress and continuous input was received through the Executive and CLT at strategic points.
- 2.8 A narrative to support the plan was developed with the final version approved by the Leader, Deputy Leader and Executive.
- 2.9 Council approval is required to enable the corporate plan to commence in the next financial year.

2.10 Over a period of six months and the development of the plan, there have been opportunities for staff, partners and members to contribute as it evolved. This included:

- CLT away days
- Executive briefings with members inputs
- Staff engagement sessions
- Individual sessions with key expert / technical staff
- Discussions at the Partnership away day
- Presentations at DMTs and TPR
- One to One session with Heads of Service and Strategic Leads

3. GOVERNANCE

3.1 The Corporate Director of People is the Senior Responsible Officer for the corporate plan development. CLT are ultimately responsible for the delivery of the plan.

3.2 The corporate plan will form part of a regular reporting cycle; with Corporate Directors responsible for delivery of their departmental plans that support the plan. Regular tracking of outcomes, deliverables and targets will be carried out through Performance and DMTs.

3.3 A risk log has been developed to understand the issues that could impact on the delivery of the plan. A communication strategy will be developed to ensure that staff and residents are clear on the priorities and outcomes we are to achieve. A new Performance Development Review (PDR) process is under development to ensure staff are clear on the priorities and their contribution to the success of the plan.

3.4 It is recommended that the corporate plan is reviewed annually with a report to Executive.

4. PERFORMANCE MONITORING AND MANAGEMENT

4.1 Performance Management is one element of the Council's overall management arrangements, which is focused on ensuring that the Council achieves its ambitions and delivers the corporate plan.

4.2 Performance management ensures that individuals, teams and the overall organisation know what they should be doing, how they should be doing it and take responsibility for what they achieve.

4.3 For the Council to deliver the outcomes that people of Trafford want, it must ensure that there is a performance management framework that:

- is based on key priorities and objectives
- helps to measure the right things at the right time

- ensures the Council provides value for money and prioritise resources sufficiently.
- 4.4 As part of the corporate plan process enablers for delivery of each priority have been identified supported by the development of measures and a definition of 'what success looks like' for each priority.
- 4.5 Following a pilot with the Place DMT a departmental plan template has been created and this has been shared with other directorates for implementation. These will be reviewed through CLT and DMTs and performance monitored and reviewed quarterly.

5. VALUES

- 5.1 Values will act as a catalyst for change and growth and help Trafford define the organisation we want to become so that we attract and retain the right people with our Trafford values. This will enable a framework of behaviours and culture to be developed and unite staff to achieve the strategic priorities set out in the corporate plan.
- 5.2 A change management strategy was launched in December 2018 consisting of a four phased approach built around the principles of engagement, promotion, igniting the passion for change and cementing and embedding the change. The #EPIC was created to underpin the principles.
- 5.3 A number of interactive 'Discovery' workshops were held for staff each led by a Corporate Director. Based on feedback from these sessions a set of values have been developed which are original, inspiring and specific to Trafford. The EPIC mnemonic will be used to frame our values: The proposed values are and descriptions are below:

We EMPOWER – We inspire and trust our people to deliver the best outcomes for our customers, communities and colleagues. We encourage each other to grow, learn and work independently so that we can create and innovate to get the best possible outcomes. We will embrace a learning culture.

We are PEOPLE CENTRED – We value all people, within and external to the organisation and give those around us respect. We will act with honesty and integrity in all that we do, and create an environment that enables everyone we work with to thrive and succeed.

We are INCLUSIVE – We are committed to creating an environment that values and respects the diversity and richness differences bring.

We COLLABORATE – We build relationships, collaborate; treat people as equal partners and work together to make things happen. We take ownership of our actions and decisions and recognise that achieving our priorities is a shared responsibility. We share our skills, knowledge, experience and insights openly to achieve the best possible outcomes.

6. RISK LOG

Issue	Mitigation	Resolved
Lack of a corporate plan negatively impacts the attitude of staff. Lack of direction results in morale problems as the future is uncertain and , unpredictable	Production of corporate plan, departmental plan, ongoing monitoring of performance to plan and how it links with personal objectives and development. Implementation of new values and behaviour framework	In progress
Residents are not clear on our priorities	Publication of corporate plan Communication plan in place to include: <ul style="list-style-type: none"> • Ongoing communication with resident on 'what success like and You said We did • Residents newsletter as vehicle for message progress on plan • Updates to partnership 	On-going
We do not achieve the outcomes	Regular monitoring performance to forecast Exec and CLT to take necessary action and decision to keep on track	On-going
Insufficient resource to deliver	Develop resources plans	On-going
Insufficient investment to deliver	Finance to monitor mid-term financial plan and capital programme to support delivery of priorities	On-going
Change to priorities due to change of administration	Review all party manifestos and undertaken risk assets to understand potential impact of changing priorities	On-going
Impact of Brexit on the plan	Monitor via Task and Finish Group	On-going

Not articulating what success looks like Not clear in our measure or success looks like	Regular review of performance to assert if correct measure are in place Maintaining dialogue with Exec, residents and partners	On-going
Partners priorities may change and impact on the plan	Maintaining dialogue with partners via the Partnership Board and Leaders Lounge	On-going
Impact of GMCA and changing priorities such as GMSF and Clean Air	Ongoing monitoring and liaison with relevant boards Ensure proactive horizon scanning carried out	On-going
Our priorities are not aligned to partners in Trafford priorities	Maintaining dialogue with partners via the Partnership Board and Leaders Lounge	On-going
Translating effectively corporate priorities / lack of a golden thread of performance management	Develop a PDR process that links the priorities, values and corporate plan Launch of the corporate by Exec and followed through by CLT. Regular updates to staff to reinforce messages	On-going

7. NEXT STEPS

7.1 Subject to Council approval, the proposed timetable is:

Indicative Date	Deliverable
March 2019	Report to Council for approval
	Develop Communications plan
	Launch corporate plan
April 2019 onwards	Embed values and develop behaviour framework
	Develop the 'Trafford Together' brand and partner toolkit.
	Link in with Brexit Task and Finish Group to understand impacts on corporate plan
	Ensure departmental plans are aligned and measures of success are accurate
	Launch to Partnership and residents

8. REASONS FOR RECOMMENDATION

8.1 That the Council has a clear indication of the corporate priorities and plan for the next three years and the activities being carried out for monitoring purposes.

Key Decision: No

If Key Decision, has 28-day notice been given? N/A

Finance Officer Clearance **NB**
Legal Officer Clearance **JLF**

[CORPORATE] DIRECTOR'S SIGNATURE

A handwritten signature in black ink, appearing to read 'Sarah Saleh', with a long horizontal flourish extending to the right.

Sarah Saleh

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

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Trafford Council Corporate Plan

2018- 2022

FOREWORD BY THE LEADER

Trafford is a thriving, diverse, prosperous, and culturally vibrant borough sitting at the heart of Greater Manchester.

Trafford Council has bold ambitions and we are re-thinking the traditional problems faced by local authorities to respond positively to the challenges we face. With all this in mind, and much more, we are excited about what the future holds.

The Council plays an important strategic role in developing and shaping the future of our communities with our partners, through our influence and our direct investment. A great example is our plans for Old Trafford and Stretford, where we are driving forward town-centre redevelopment and helping create an exciting new university. University Academy 92, (UA92), which opens in September, is a game-changing initiative to establish a new model of Higher Education bringing together the best of academia, business, media and sport.

Trafford has much to be proud of - our council tax is one of the lowest in the North West and we are also renowned as the safest borough in Greater Manchester. Trafford is the birthplace of the National Health Service and is recognised as an economic powerhouse and a key player within the Greater Manchester Combined Authority.

We are delighted that our schools are among the best in the country and our young people achieve the best exam results. More than 94% of our young people attend good or excellent schools and we will continue to support and champion our schools so that all of our young people can continue to thrive.

We're acutely aware of the need for a skilled and available workforce and are making strides supporting employers and potential investors with the skills they need for their workforce. Through the 'Trafford Pledge' we help them to recruit the people they need locally and we work closely with Trafford College and other providers to ensure we have effective apprenticeship opportunities and support in place.

Our integration with the Trafford Clinical Commissioning Group as well as our strong partnerships with public health providers will enable us to take on these the challenges of health inequalities with confidence.

Our overarching aim is to make Trafford a place where residents start well, live well and age well by being more active – and we are helping achieve this with new leisure centres on the way.

The future certainly looks bright for Trafford and our residents.

Introduction

The corporate plan describes Trafford Council's vision and priorities for the borough and the priorities we have identified as an organisation as being key to the delivery of that vision. It includes an overview of our strategies which provide the detail of what the council will do and how we will work with our communities and our partners to deliver change to Trafford in line with these commitments.

At the heart of our vision is a common cause – we want to make Trafford a better borough. We want to make it a place where everyone has a chance to succeed and where everybody has a voice. We know we need to do things differently as the council cannot do it all. The council, by virtue of its democratic mandate, will lead the way in ensuring that this is a shared endeavour and that across Trafford there will be a more joined up approach to service delivery. Through our new vision, we are making a commitment to work together across different services and agencies to make the best use of our resources. It is aligned with our aspirations as we develop the future model for our statutory obligations and existing partnership arrangements.



Our vision is about giving people in Trafford greater choice about where they live; to build and sustain in thriving communities; and to develop areas which we can all take pride in. Our vision is about people living healthily; receiving care when they need it and having access to our green spaces. It is also about making Trafford a great place to live and work through connected transport links, so that there is a real choice of how we travel in and around our borough.

Far too many people are still getting left behind. Too many people's lives are still blighted by not having access to good housing and employment opportunities; by child poverty and health inequalities. Our vision is a call for fairness – for all children and young people to have a fair start no matter their circumstances and to ensure people get support when they need it most.

These are exciting times for Trafford and our vision aims to meet the opportunities and challenges that lie ahead. Over the next few years, this vision will be at the forefront of everything the Council does and aims to achieve.

The Priorities and outcomes for Trafford

The Council has identified seven strategic priorities that we believe are key to enabling Trafford residents, businesses and staff to thrive. Our priorities set out our aspirations for our people, place and communities, and how they can affect and improve their daily lives.

Our people are our greatest resource. Through engagement with our staff we will create an environment for staff to grow and develop life- long skills and see the benefit of their contribution to the borough. We want to be an employer of choice.

Our Priorities



Building Quality, Affordable and Social Housing

Trafford has a choice of quality homes that people can afford



Health and Wellbeing

Trafford residents health and Well-Being is improved and Reducing Health Inequalities



Successful and Thriving Places

Trafford has successful and thriving town centres and communities



Children and Young People

All Children and Young People in Trafford will have a fair Start



Pride in Our Area

People in Trafford will take pride in their Local Area



Green and Connected

Trafford will maximise its Green Spaces, Transport and Digital Connectivity



Targeted support

People in Trafford will get support when they need it most

These priorities are not just for the Council but for the whole community and have been shared with members of the Trafford Partnerships. In order to make the difference we want to make, we will need to work closely and effectively with partners, residents, businesses and communities to make this a success.

This strategic plan describes our overall approach and outlines Trafford vision.

Statistics page – sample of information



What success looks like /deliverables

Priority 1: Building Quality, Affordable and Social Housing

We want..

- to enable people to live well at home
- people to be able to afford to live in the area
- fair and inclusive and quality housing for all
- our children to be able to continue living in Trafford
- to create homes, not just housing

Housing is so important because without a home of their own people cannot easily get access to health, education and employment. We believe in providing the opportunity for young people to access affordable housing to enable them to remain in Trafford.

We also recognise that our residents, new and old, need access to a range of new housing to be built that is of high quality, supports the needs of the population and is built in sustainable locations. In particular for those who want to continue to live independently as long as they can so, it is vital that we support them with the right housing options.

Priority 2: Trafford has improved Health and Well-Being, and Reduced Health Inequalities

We want..

- everyone to live well and be active for as long possible
- good health services for everyone and to reduce the inequalities in health and other outcomes
- fair and accessible services
- our towns to be accessible to all regardless of age or limitation
- people to experience excellent end of life care
- to improve people's work-life balance and family life

In Trafford, we will encourage and support people to make healthy choices in relation to their health and wellbeing. This means we will ensure there are good leisure facilities for them to use; create environments which encourage physical activity; and commission sufficient care and support to meet the needs of the population as life expectancy continues to grow. We want to promote a fairer society by reducing inequalities in health and raising overall standards.

It is increasingly clear that mental health and wellbeing can no longer be considered secondary to physical health so we will have parity for emotional and mental health. We will fight the stigma around mental health and tackle the root causes such as social isolation; and work to improve people's work-life balance.

Priority 3: Trafford has successful and thriving town centres and communities

We want..

- to further develop our strong economy
- to continue to create jobs and opportunities for people
- Trafford to be a key destination for business
- people to be able to make a difference in their neighbourhoods
- a strong, dynamic and diverse voluntary sector
- to create inclusive, thriving places where people want to learn, live and work and relax

Trafford is seen as a prosperous borough and we are determined to maintain our strong economy. However, we want this to be a more inclusive economy that supports a good quality of life for everyone; providing employment, business opportunities and growth across the whole borough.

We want to ensure that people have the skills and aptitude to access employment, and will work with partners to ensure that our infrastructure provides excellent connectivity and meets every day needs.

The success of our investment in town centres is there for all to see and we will continue to encourage investment, and create the right environment to attract business that can flourish.

Priority 4: Ensuring a Fair Start for All Children and Young People

We want..

- to enable all children & young people to thrive and achieve their full potential
- our children & young people to be valued & equipped with skills for employment and life
- our children & young people to have the best start in life
- our children & young people to be safe in their homes and communities

Ensuring children have the best start in life is a priority as well as an investment for the future. Our schools are among the best in the country but we want to ensure all of our children achieve their potential, irrespective of background. This involves creating a caring environment that allows our children and young people to flourish.

We will ensure young people are well-prepared for adult life, investing in education and learning from the early years onwards, so that young people have the knowledge, resilience and relationships they need to succeed. We are also determined to help parents get the right support for their children at the right time.

Priority 5: Creating Pride in Our Local Area

We want..

- people to take pride in their local areas
- people to feel safe and secure in their homes and communities
- people to respect and take responsibility for their local environment
- to encourage and enable people to be more environmentally friendly in their daily lives

A thriving community gives us well-being, social connections, and gives us a purpose. This is why Trafford is so fortunate to have so many thriving communities that enable people to take pride in their local areas. We are determined this continues and that we listen to our communities so that that we can work with them to help them shape their own future.

We will ensure services are built on local strengths that reflect the aspirations and assets of the community. We will continue to embrace diversity through the celebration of culture and heritage. We will work with partners to ensure people are safe and feel safe both at home and in the community and the Council will plan for emergencies and respond to incidents to enable communities to recover.

We will work with our partners to ensure that Highways are well maintained, safe and well-lit and that residents are aware of what practical things they can do to be more environmentally friendly such as recycling.

Priority 6: Maximising Our Green Spaces, Transport and Digital Connectivity

We want..

- to encourage people to use our green spaces and be more active
- to make it easier to move around the borough
- to help people that are less digitally able to get on line
- to maximise the use of technology to transform the way we deliver services in all that we do
- to improve our transport links across the borough
- to reduce the impacts of climate change in Trafford

Our green spaces are vital to the health and wellbeing of residents. Therefore we will be encouraging their continued use throughout proper maintenance and promotion of active lifestyles. We will make sure our green spaces, streets, and other public spaces are clean, attractive and safe, and that residents, visitors and businesses are actively involved in contributing to this.

Similarly, a connected transport system is an important component of a good balance between work and family, thereby affecting the wellbeing of residents. It is therefore a priority to continue to improve our links of public and private transport.

While we are increasingly using digital ways of connecting with each other, it is also a priority that we maximise the use of technology in the delivery of our services. We must also ensure that our residents keep pace with the technological advances and help will be given to those who struggle to access the digital transformation.

We need to work together to minimise the impacts of global warming and we will assess our activities and investments and do what we can to make sure that we reduce our carbon emissions.

Priority 7: Supporting our residents when they need it most

We want..

- to help people to access the right support at the times in their lives when they most need it
- to promote and encourage independence
- to provide clear options to support people with more complex needs
- our excellent public service workforce in Trafford to work together to support people to live as best they can

We have a statutory duty to safeguard children and adults with care needs. However support is a shared responsibility and it is not just about emergency or statutory care; we want to support people at the right time to stop issues becoming major problems. We want to find ways to support people to keep themselves and each other safe and to enable people to fulfil their potential by promoting independence, providing targeted intervention where needed and by being a link to support networks provided from within families and communities.

Working with Greater Manchester

Trafford is one of the ten councils that make up the Greater Manchester Combined Authority. There is a new plan for Greater Manchester called 'Our People, Our Place'. This explains our ambitions for the city region and has informed the Trafford Plan that ensure we deliver the services required for our Borough.

We will work to ensure that Trafford residents benefit from the opportunities afforded by devolution. The ambition of Greater Manchester will not be realised without the contribution of the skills and talents of our residents and the assets of Trafford. By working together across GM we can benefit from the economies of scale, share learning and best practice to ensure that we are all using our resources effectively; whilst delivering our own vision and maintaining our identity.

Our approach

Fair and sustainable finance:

Trafford continues to maintain tight control on its finances through the medium term financial plan (MTEP) to deliver a balanced budget. The Council plans to place itself at the forefront of any new opportunities for increased funding.

People Strategy

Develop a strategy that enables the council to have a thriving organisation, workforce who can grow, contribute and be empowered to deliver the corporate plan. The strategy will enable people to have the rights skills, training and values.

Local evidence based decision making:

Trafford wants to strengthen local decision making by working even more closely with residents and we will effectively use data and intelligence to influence and inform our decision making.

Inclusivity and Access:

Trafford wants to shape services that ensure accessibility, participation and inclusion for all.

Self-care - personal and community responsibility:

Trafford wants to help people to help themselves to be self-sufficient and able to cope. We will help people to recover quickly after a crisis and facilitate solutions by working with people, families and communities.

Focus on early intervention:

The way we design and deliver all our information and services, by working in partnership, will promote self-sufficiency and early intervention.

Integrated Commissioning

Trafford will commission services in a joined up way across health and social care to improve the quality of services and reduce the gap in people's health between the most and least deprived communities and places in Trafford.

Working in partnership:

Trafford will work with partners across the sectors to deliver co-ordinated support, to help individuals and families live as well as they can.

Customer Service

Trafford will maintain its high levels of customer service when responding to residents whether in person, via email or on the phone.

The Corporate Plan on a page is overleaf.

Strategic Outcomes						
 <p>Affordable and Quality Homes: Trafford has a choice of quality homes that people can afford</p>	 <p>Health and Well Being: Trafford has improved Health and Well-Being, and Reduced Health Inequalities</p>	 <p>Successful and Thriving Places: Trafford has successful and thriving town centres and communities</p>	 <p>Children and Young People: Ensuring a Fair Start for All Children and Young People</p>	 <p>Pride In Our Area: Creating Pride in Our Local Area</p>	 <p>Greener and Connected: Maximising Our Green Spaces, Transport and Digital Connectivity</p>	 <p>Targeted support: Supporting our residents when they need it most</p>
What are we going to do						
<p>More high quality affordable homes built, with a mix of tenures and type of accommodation. Develop and deliver an Empty Properties Strategy to bring back more homes into use Produce a Design guide Enable the provision of extra support to meet with needs of older residents Redesign the home adaption, equipment and assistive technology offer to maximise independence.</p>	<p>Develop Trafford's Leisure estate Develop and deliver an Age Well Strategy Improve early intervention and prevention work to secure healthy lifestyles and behaviours Develop and deliver an integrated new model of care that is fit for purpose Provide different methods of accessing services Implement a sustainable new Primary Care Mental Health Service</p>	<p>Work with the private sector to increase investment in the borough Develop equitable access to our town centre and facilities Provide and enable more opportunities for residents to come together to celebrate their diverse communities Develop and deliver a Poverty Reduction Strategy Increase the take-up of Council Apprenticeships. Develop a cultural strategy</p>	<p>Develop and deliver a Children and Young People Plan Develop and deliver an integrated targeted youth offer Reduce the need for children to come into social care and becoming looked after Improve education attainment levels for children eligible for free school meals and for looked after children Children and Young people have access to excellent education that allows everyone to achieve their full potential</p>	<p>Target environmental crime such as fly tipping, littering and dog fouling, through the "Be Responsible" campaign Introduce Safe Places scheme; Maintain our high recycling and re use rates Ensure that Highways are well maintained, safe and well lit Work in partnership to satisfactorily resolve Anti-Social Behaviour issues reported to the Council Maintain Trafford as the safest borough in GM</p>	<p>Develop and deliver an action plan that addresses the climate change emergency Work with GM to implement the Clean Air Plan Work in partnership with Friends of parks Groups and local communities to maintain the high quality of Parks and open spaces Develop and deliver a Digital Strategy Install a bespoke wireless network across the borough to improve connectivity</p>	<p>Deliver a clear public service reform vision and strategy for Trafford's new ways of working Reduce the number of residents who are at risk and who become homeless Increase resident independence and community resilience through asset based ways of working</p>
People Strategy	Achieving the Vision; working together (Enablers)			Fair and Sustainable Finance		
<p>Housing Strategy Greater Manchester Spatial Framework Homes England Affordable Homes Programme Affordable Housing Fund Joint Needs Assessment Housing Needs Assessment One Public Estate Programme Strategic Housing Partnership GM Living well at home</p>	<p>Health and Well Being Strategy Physical Activity Vision and Strategy Leisure Strategy Mental Health Strategy Employee Health and Well Being Strategy Sports and PA Partnership GM and Trafford health and Care Transformation Programme Staff Wellbeing strategy HR Policies GM Population health plan Joint Strategic Needs Assessment Carers Strategy Healthy Young Minds Strategy</p>	<p>Locality Working Framework Inclusive Neighbourhoods Fund Building Strong Communities Strategy Health and well-being Strategy THRIVE Trafford GM Regulatory Centre of Excellence Master Plans Community-led Place Plans Trafford Pledge Trafford Employment Education & Skills Partnership Economic and Housing Growth Framework Social Value framework Core Strategy Inclusive Growth Board</p>	<p>Early Years Strategy Health and Well Being Strategy Poverty Strategy Targeted Integrated Youth Offer Joint Commissioning Board Health and Social Care Commissioning Advisory Board Public Service Reform Board Trafford Strategic Safeguarding Board GM and Trafford health and Care Transformation Programme Trafford Education Strategy Youth Cabinet Start Well Board Trafford Care Leavers Offer Corporate Parenting Board</p>	<p>GM Police and Crime Plan (Standing Together) Crime and Community Safety Strategy Safer Trafford Partnership Trafford Resilience Forum and Plans Trafford Strategic Safeguarding Board</p>	<p>Playing Pitch strategy GM Clean Air Plan GM low emissions strategy and air quality action plan Made to Move – Beelines GM Digital Strategy GM Health and Social Care Information Management and Technology Strategy Sport England Local Pilot Leisure Strategy Friends of Parks Groups</p>	<p>Health and Well Being Strategy Early Help Strategy Homelessness Strategy Public Service Reform Strategy and Investment Plan Corporate Parenting Strategy Domestic Abuse Strategy GM Learning Disability All Age Strategy Housing Strategy GM and Trafford health and Care Transformation Programme Joint Needs Assessment Special Education Needs and Disability Board School Readiness Transition Board Safer Trafford Partnership Prevent Strategic Board Children in Care Council</p>

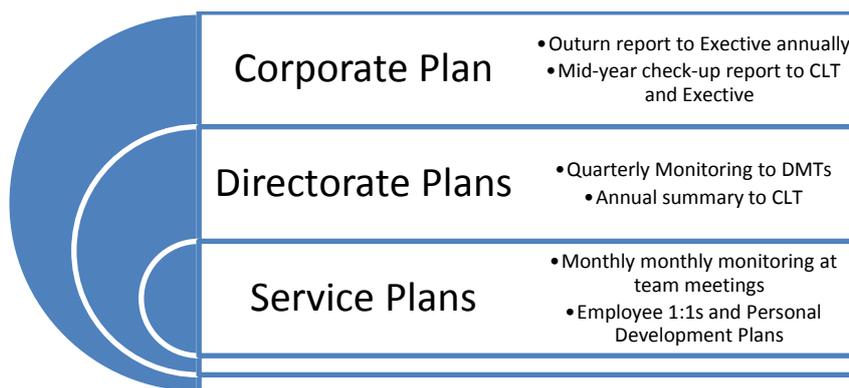
How we Measure

Performance Management is one element of the Council's overall management arrangements, which are focused on ensuring that the Council achieves its ambitions. Performance management ensures that individuals, teams and the overall organisation know what they should be doing, how they should be doing it and take responsibility for what they achieve. For the Council to deliver the outcomes that people of Trafford want, it must ensure that there is a performance management framework that:

- Is based on key priorities and objectives and helps to measure the right things at the right time;
- Is used to continually improve how we work together and the way services delivered are performance managed;
- Is based on quality and accuracy of current and forecasted information which produces meaningful measures of how partners and services are performing;
- Enables learning from others, learning from our own experiences and mistakes and listens to partners' needs; and
- Ensures the Council provides value for money and prioritise resources sufficiently.

The objective of the Performance Management Framework is to build from the ground up, a proactive and collaborative performance management culture at all levels of the council. This will support improvement, delivery and effective decision making.

The focus is on a performance approach that is inherent in everything we do. There should be a 'golden thread' in the performance framework to ensure that everything is aligned. GM and National priorities should align to our Corporate Plan and that should align to service, team and individual plans.



The Corporate Performance reporting cycle monitors progress against the delivery of the Corporate Plan. The Corporate Plan should be reported on annually to the Executive and the Corporate Leadership Team with a mid-year check to report on anything that is underperforming to identify corrective actions. Directorate Plans should be monitored quarterly through Directorate Management Team meetings. These plans should link to service level plans and individual's personal development reviews and one-to-one meetings with managers.

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Strategic Outcomes						
 <p>Affordable and Quality Homes: Trafford has a choice of quality homes that people can afford</p>	 <p>Health and Well Being: Trafford has improved Health and Well-Being, and Reduced Health Inequalities</p>	 <p>Successful and Thriving Places: Trafford has successful and thriving town centres and communities</p>	 <p>Children and Young People: Ensuring a Fair Start for All Children and Young People</p>	 <p>Pride In Our Area: Creating Pride in Our Local Area</p>	 <p>Greener and Connected: Maximising Our Green Spaces, Transport and Digital Connectivity</p>	 <p>Targeted support: Supporting our residents when they need it most</p>
What are we going to do						
<p>More high quality affordable homes built, with a mix of tenures and type of accommodation. Develop and deliver an Empty Properties Strategy to bring back more homes into use Produce a Design guide Enable the provision of extra support to meet with needs of older residents Redesign the home adaption, equipment and assistive technology offer to maximise independence.</p>	<p>Develop Trafford's Leisure estate Develop and deliver an Age Well Strategy Improve early intervention and prevention work to secure healthy lifestyles and behaviours Develop and deliver an integrated new model of care that is fit for purpose Provide different methods of accessing services Implement a sustainable new Primary Care Mental Health Service</p>	<p>Work with the private sector to increase investment in the borough Develop equitable access to our town centre and facilities Provide and enable more opportunities for residents to come together to celebrate their diverse communities Develop and deliver a Poverty Reduction Strategy Increase the take-up of Council Apprenticeships. Develop a cultural strategy</p>	<p>Develop and deliver a Children and Young People Plan Develop and deliver an integrated targeted youth offer Reduce the need for children to come into social care and becoming looked after Improve education attainment levels for children eligible for free school meals and for looked after children Children and Young people have access to excellent education that allows everyone to achieve their full potential</p>	<p>Target environmental crime such as fly tipping, littering and dog fouling, through the "Be Responsible" campaign Introduce Safe Places scheme; Maintain our high recycling and re use rates Ensure that Highways are well maintained, safe and well lit Work in partnership to satisfactorily resolve Anti-Social Behaviour issues reported to the Council Maintain Trafford as the safest borough in GM</p>	<p>Develop and deliver an action plan that addresses the climate change emergency Work with GM to implement the Clean Air Plan Work in partnership with Friends of parks Groups and local communities to maintain the high quality of Parks and open spaces Develop and deliver a Digital Strategy Install a bespoke wireless network across the borough to improve connectivity</p>	<p>Deliver a clear public service reform vision and strategy for Trafford's new ways of working Reduce the number of residents who are at risk and who become homeless Increase resident independence and community resilience through asset based ways of working</p>
People Strategy		Achieving the Vision; working together (Enablers)			Fair and Sustainable Finance	
<p>Housing Strategy Greater Manchester Spatial Framework Homes England Affordable Homes Programme Affordable Housing Fund Joint Needs Assessment Housing Needs Assessment One Public Estate Programme Strategic Housing Partnership GM Living well at home</p>	<p>Health and Well Being Strategy Physical Activity Vision and Strategy Leisure Strategy Mental Health Strategy Employee Health and Well Being Strategy Sports and PA Partnership GM and Trafford health and Care Transformation Programme Staff Wellbeing strategy HR Policies GM Population health plan Joint Strategic Needs Assessment Carers Strategy Healthy Young Minds Strategy</p>	<p>Locality Working Framework Inclusive Neighbourhoods Fund Building Strong Communities Strategy Health and well-being Strategy THRIVE Trafford GM Regulatory Centre of Excellence Master Plans Community-led Place Plans Trafford Pledge Trafford Employment Education & Skills Partnership Economic and Housing Growth Framework Social Value framework Core Strategy Inclusive Growth Board</p>	<p>Early Years Strategy Health and Well Being Strategy Poverty Strategy Targeted Integrated Youth Offer Joint Commissioning Board Health and Social Care Commissioning Advisory Board Public Service Reform Board Trafford Strategic Safeguarding Board GM and Trafford health and Care Transformation Programme Trafford Education Strategy Youth Cabinet Start Well Board Trafford Care Leavers Offer Corporate Parenting Board</p>	<p>GM Police and Crime Plan (Standing Together) Crime and Community Safety Strategy Safer Trafford Partnership Trafford Resilience Forum and Plans Trafford Strategic Safeguarding Board</p>	<p>Playing Pitch strategy GM Clean Air Plan GM low emissions strategy and air quality action plan Made to Move – Beelines GM Digital Strategy GM Health and Social Care Information Management and Technology Strategy Sport England Local Pilot Leisure Strategy Friends of Parks Groups</p>	<p>Health and Well Being Strategy Early Help Strategy Homelessness Strategy Public Service Reform Strategy and Investment Plan Corporate Parenting Strategy Domestic Abuse Strategy GM Learning Disability All Age Strategy Housing Strategy GM and Trafford health and Care Transformation Programme Joint Needs Assessment Special Education Needs and Disability Board School Readiness Transition Board Safer Trafford Partnership Prevent Strategic Board Children in Care Council</p>

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