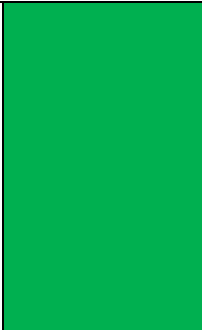
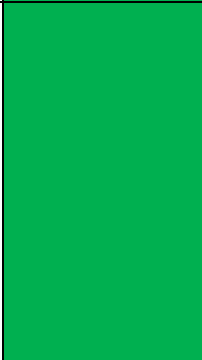
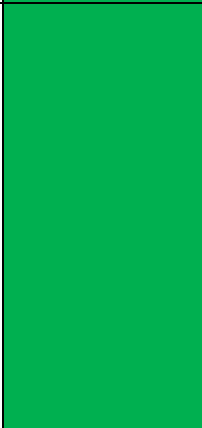


Appendix 1 – Inclusive Economy Recovery Plan

Issue	Actions	Timescale	Corporate Plan Priority	Update	RAG Rating
Business Support and Sustainable Job Creation					
Maintain and grow further close contact with the business community	Close working with GM Business Growth Hub, GM Chamber, Altrincham and Sale Chamber, and FSB in relation to sharing and distributing information, organising events, seminars etc.	Ongoing	Successful and Thriving Places	Relationships established and developed with Business Growth Hub, GM Chamber of Commerce, FSB and Sale and Altrincham Chamber. Business Growth Hub now attends IEC monthly team meeting to provide an update on services provided.	
	Close working with Public Health Team to provide up to date advice and guidance for businesses.	Ongoing	Successful and Thriving Places	Action completed - meetings took place on a regular basis with the Public Health Team throughout various lockdowns in order for advice and guidance to be provided to businesses.	
	Information Officers/Covid Support Officers to maintain regular contact with businesses in town centres to provide advice, support and gain feedback.	July 2020 to March 2021	Successful and Thriving Places	Between the w/c 28th July 2020 and the w/c 5th October 2020 the officers made/had 2489 engagements either by circulating communications or engaging with businesses.	

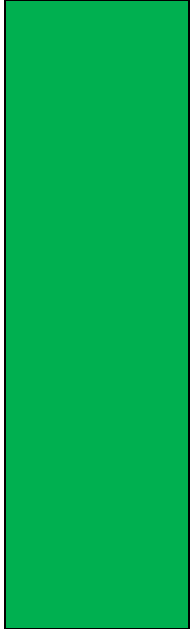
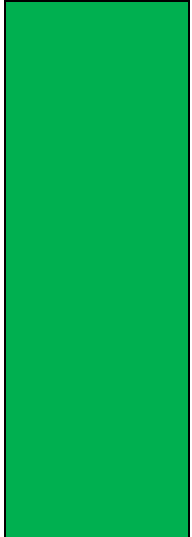
<p>Initiate business support drop-in sessions at the Town hall/ online with partners to offer business support and signpost to further areas of help and training.</p>	<p>By end September 2021</p>	<p>Successful and Thriving Places</p>	<p>Ten Business drop-in sessions were held virtually or on a face-to-face basis as permitted by covid restrictions. A specific drop-in session was held at Carrington Business Park to assist tenants facing relocation. In co-operation with the Growth Company, drop-in sessions are being held as part of the Here for Business campaign.</p>	
<p>Initiate diagnostic follow up with grant recipients to promote access to other support mechanisms, monitor progress and identify any businesses in distress.</p>	<p>By end September 2021</p>	<p>Successful and Thriving Places</p>	<p>Following the first ARG round of funding a diagnostic project was undertaken with local businesses who received the financial support. 62 companies participated in the project and a report was compiled which outlined the key findings. The results were taken into consideration in the development of further ARG schemes.</p>	
<p>In line with Government guidance provide financial support to the business community through the design, delivery and administration of the Trafford Additional Restrictions Grant Scheme.</p>	<p>By end July 2021</p>	<p>Successful and Thriving Places</p>	<p>£11.9m of ARG awarded to 2,649 local businesses. All schemes were managed within budget and final reporting to BEIS has been completed.</p>	

	Establish a Business Leadership Forum as mechanism to increase the Council's understanding of the business environment with a view to informing future strategic decision making. Consider adopting a sector based approach.	By end September 2021	Successful and Thriving Places	Due to covid restrictions, the Business Leadership forum was not progressed. Business engagement mechanisms being reviewed.	
Significant changes in local economy as a result of COVID affecting many of Trafford's businesses	Survey of local businesses to gain up to date information on the impacts, key issues, support required in longer-term.	By end September 2021	Successful and Thriving Places	An online survey of local businesses was launched. Regular trend information is also received from the GMCA Resilience Group which is considered and acted on where relevant to Trafford.	
Significant number of businesses saddled with debt	Review the Trafford Small Business Loan Fund to assess whether it is now fit for purpose and meets gaps in support available and recommend alternative if required.	By end October 2021	Successful and Thriving Places	Review undertaken and scheme closed due to lack of interest and changing market conditions.	

	Prioritise available funding to incentivise innovation, SMEs, 'greener' independents and low carbon industries.	From March 2021 onwards	Successful and Thriving Places	£11.9m of ARG awarded to 2,649 local businesses. All schemes were managed within budget and final reporting to BEIS has been completed. A tranche of funding was prioritised to businesses with green credentials.	
Increasing number of business closures	Work with agents and property owners to develop a co-ordinated approach to sharing information on forthcoming vacancies.	By end June 2021	Successful and Thriving Places	Action has now been factored into a digital engagement plan to be developed and delivered as part of the next 3 year Inclusive Economy & Communities Delivery Plan. This particular action will form part of the www.investintrafford.co.uk overhaul.	
	Produce a specific pack of information for agents/Owners on available support and business advice to attract new businesses.	By end September 2021	Successful and Thriving Places	As above	
Gap in support for people self-employed for less than 12 months	Work with partners, including Enterprising You / Business Growth Hub, to provide access to support available.	By end June 2021	Targeted Support	Targeted support session held for Hong Kong newcomers ineligible for mainstream business start-up support.	

Limited support available for start-up firms which are largely ineligible for the support packages available.	Establish a business start-up network in Trafford to provide networking and support to new start ups	By end December 2021	Successful and Thriving Places/Targeted Support/Supporting Trafford residents when they need it most	Business start-up network set up with monthly networking sessions at Urmston Library in partnership with Growth Company, Enterprising You and Build a Business (Library service).	
Grow the support for VCFSE organisations	Use the results of the GM State of the VCFSE Sector survey to inform approach and response.	By end July 2021	Successful and Thriving Places	Review of the GM State of the VCFSE sector was completed. As a result, the CIC grant was introduced as part of the ARG grant scheme. 11 CICs received a grant of £10,000 via the scheme. The key findings of the State of the VCFSE sector report have been incorporated into the IEC team's activity plan.	
	Utilise Social Value offer from Virgin Media as part of their Full fibre contract to offer volunteering support to local community initiatives	By end March 2021	Green and Connected	Virgin Media social value provided to support network capability in local community venues plus training in social media for people aged 50 plus held at St Johns Centre.	
Facilitate closer relationships between companies in key sectors	Establishing a pilot sector group for Food and Drink Manufacturing companies in Trafford	By end October 2021	Successful and Thriving Places	Due to covid restrictions, the Food and Drink pilot was not progressed however plans are being developed for a Manufacturing campaign aimed at supporting and promoting manufacturing in Trafford.	

Transition Preparedness					
Understand the impact of the UK's transition from the EU in January 2021	Commission review of Trafford Brexit Impact Assessment following agreement on the Trade deal between the UK and EU	January 2021	Successful and Thriving Places	A review was commissioned and recommendations noted by the Executive in July 2021.	
	Continue to monitor impacts on local businesses in partnership with GMCA and other business representative organisations	Feb 2021 onwards		There is ongoing liaison with the GMCA, MIDAS and the Growth Hub to identify any arising impacts of the Brexit Transition and a sharing of signposting to relevant information for businesses between the Council and partners.	
	Monitor the new arrangements for banking and financial services as well as the arrangements for mutual recognition of professional qualifications.	From July 2021 onwards		This is an ongoing activity.	

<p>Minimise the impact of the end of ERDF programme and future funding changes</p>	<p>Track and take advantage of new Shared Prosperity Fund</p>	<p>From Jan 2021 onwards</p>	<p>Successful and Thriving Places</p>	<p>Trafford Communities & Place Plan submitted to GMCA in September and approved. Contains a wide range of economic, social and health projects taken forward over the next two to three years. Formal grant agreement from GMCA expected early 2023.</p>	
<p>Implications on the Council</p>	<p>Continue to lead the Transition Impact Group and review the Transition Preparedness Plan.</p>	<p>By end Dec 2021</p>	<p>Successful and Thriving Places</p>	<p>Transition Impact Group met regularly and proposals being developed to utilise remaining Brexit grant monies.</p>	

Green Economy and Sustainable Job Creation

Take advantage of opportunities to grow this sector	Support the delivery of the Climate Change Action Plan and explore opportunities for attracting 'green' businesses, including exploring opportunity for Trafford Park as a geographical cluster.	From Sept 2020 onwards	Green and Connected	The IEC team continues to promote support available to encourage companies to be more 'green'.	
	Work closely with the Carbon Neutral and Climate Change Commission to support the reduction in carbon emissions and to share best practice and emerging technologies.	From Jan 2021 onwards	Green and Connected	Finance was drawn down from GMCA to undertake two detailed carbon studies on Trafford Park. The two studies focus on Greening Trafford Park and Low Carbon Trafford Park. The findings from the carbon studies will be provided to the Executive in March 2023.	
	Support adoption, promotion and communication of the Carbon Neutral Framework Model across the business community, particularly in relation to stakeholder engagement including	From Dec 2020 onwards	Green and Connected	Ongoing promotion of support available to local companies. Promotion of the new Green Economy Marketplace.	

promotional campaigns.				
Establish Council Business Alliance Model through existing groups e.g. Trafford Park Business Network and Town Centre Partnerships to allow businesses to share best practice and experience. Include sustainability leads where these exist.	By end June 2021	Green and Connected	Building on the findings of the carbon projects in Trafford Park, consideration is being given to using Trafford Park Business Network as a mechanism for engaging with the business community.	
Actively encourage sign up to the Growth Hub's Green Business Pledge. This is free to sign up to and gives businesses some ideas of actions they can take to reduce their environmental impact and grow their business. Businesses who sign up will receive a certificate they can use to promote their green credentials www.green-growth.org.uk/pledge	From Dec 2020 onwards	Successful and Thriving Places/Green and Connected	Sign up to the Growth Hub's Business Pledge continues to be promoted through a range of channels including the Business Bulletin and through social media channels.	

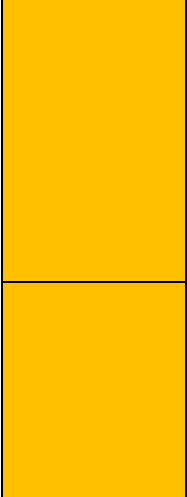
Engage with identified sectoral partners and potential support organisations e.g. Business Growth Hub and Groundwork in identified clusters of Trafford Park, Civic Quarter, Trafford Centre Rectangle, and Town Centres.	From Jan 2021 onwards	Green and Connected	Business Growth Hub engaged and fully aware of climate change as one of Trafford's strategic priorities. Groundwork engaged and supported engagement session re. Trafford Park projects.	
Work with TfGM to promote initiatives such as the Travel Choices for businesses that aims to promote cycling by offering one to one travel advice and sustainable travel plans for businesses as well as providing free Metrolink travel for apprentices	From Jan 2021 onwards	Green and Connected	Action completed and ongoing. Free travel scheme promoted to apprentices.	
Support implementation of EV charging points throughout the borough and potential at key business locations such as Trafford Park.	From Sept 2020 onwards	Green and Connected	This is an ongoing activity led by Highways Team and close liaison with GMCA. Identification of potential EV Charging opportunities also forms part of the carbon studies work on Trafford Park.	

Assess the strength of the green economy in Trafford, and its supply chain, in partnership with MIDAS, to determine an approach to promoting the borough and securing inward investment.	By end June 2021	Green and Connected	The activity undertaken to date against this action has focussed on the two carbon studies on Trafford Park.	
Continue to align with Greater Manchester's strategic plans to "Build Back a better, fairer and greener economy" and support a green recovery.	From July 2021 onwards	Green and Connected	The Inclusive Economy Recovery Plan and the Council's Carbon Neutral Action Plan were produced in alignment with GM strategies to ensure a close strategic match between the various documents.	
Continue to monitor Government policy around the development of freeports and review the opportunity to encourage the use of non-carbon forms of transport in key sectors such as logistics	From Dec 2020 onwards	Green and Connected	This is ongoing and in addition, the Council has developed its own Carbon Neutral Action Plan and established a Climate Change Commission.	

Promote Green Supply Chain Management and use of Manchester Ship Canal and Bridgewater canal for sustainable movement of goods and materials.	From Dec 2020 onwards	Successful and Thriving Places
Support the development of the new Liquid Air Battery and associated supply chain and sectoral growth benefits	Sept 2020 onwards	Green and Connected

This is an ongoing activity through Carbon Neutral Action Plan, Climate Change Commission and Low Carbon Park/Greening Trafford Park studies.

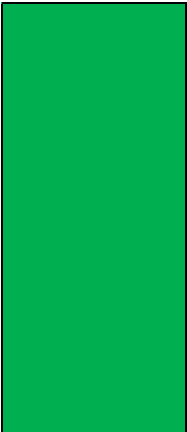
This is an ongoing activity where options for the promotion of the take up of the technology will be continually sought.



Sustainable Jobs and Skills Growth for Local Residents

Support unemployed residents	Work with TEES partners to coordinate employment support at a local level to those who need it: *Production of a weekly jobs and opportunities bulletin detailing sources of employment support	From July 2020 onwards	Successful and Thriving Places
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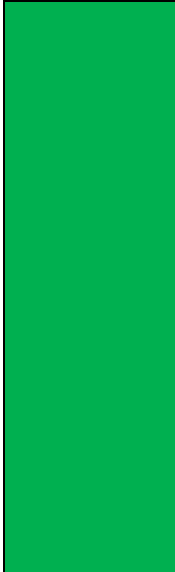
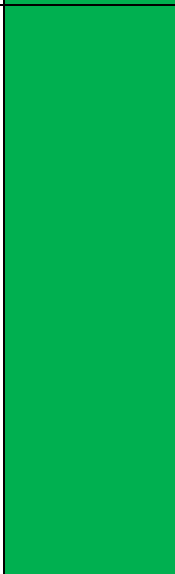
Work with TEES partners ongoing through the work of the TEES group and delivery of the TEES action plan. Online job bulletin now live and highlighting jobs, apprenticeship, training and volunteering opportunities available across Trafford.



	*Promote details of upskilling opportunities through the Skills for the Unemployed and Skills for the Workforce programmes	From March 2021	Targeted Support/Successful and Thriving Places	Skills Support for the Workforce (SSW) has supported 121 businesses and 291 Trafford residents. Skills Support for Unemployed (SSU) has supported 444 Trafford residents and 110 moved into employment.	
Support employers during/once furlough scheme ends	Establish business engagement to develop intelligence to gain early warning for local businesses in trouble and offer redundancy support to help affected staff reskill and gain help to secure alternative work	Ongoing	Successful and Thriving Places	Notified of 376 redundancies at one of Trafford's larger employers. Redundancy support sessions held on site for redundant staff on 2nd and 3rd August. Joint sessions with Trafford College, DWP and NCS, 180 people seen and offered follow up support. Amazon attended the employment support event offering warehouse roles for redundant staff.	
	Targeted support to employers in construction working in Trafford through the local coordination of job and training opportunities available	Ongoing	Targeted Support	Support has been provided to a wide range of employers working in the construction sector with assistance provided in the form of hosting recruitment events and organising relevant industry training opportunities.	

Promote Adult Education training and support local residents with the skills and equipment to access online courses, particularly disadvantaged groups	Secure funding through the AEB LA grant programme to deliver against the themes of alleviating barriers to adult education, digital inclusion, digital connectivity, and ESOL (English as a Second Language).	By end Nov 2020	Successful and Thriving Places/Children and Young People	Successfully recruited ESOL Coordinator, Skills Information Outreach Officer, Digital Volunteer Champion, Digital Inclusion Officer, Skills & Training Partnership Officer. The Skills Information Officer and Digital Volunteer Champion posts have now ended.	
	Recruit a Skills Outreach Information Officer to promote adult skills training.			Skills Information Officer successfully recruited.	
	Drop-in sessions held	Ongoing	Targeted Support	42 drop ins held in targeted parts of the borough - Broomwood, Sale West, Old Trafford , Stretford, Partington, Urmston.	
	Set up a smart tablet/ laptop loan scheme for residents to borrow digital kit through the libraries where they don't have access to technology	By end March 2021	Targeted Support/Supporting Residents When They Need It Most	Laptop Loan Scheme has been successfully launched and running across all 11 libraries in the borough. 755 laptop loans made during 2021/22 including 168 loans with dongles (to access Wi-Fi). Work is ongoing to develop the first Digital Inclusion Hub which will be launched in 2023.	

	Recruit a Digital Volunteer Coordinator to manage the loan scheme and recruit and train a team of digital volunteers to provide support for residents accessing kit to help them use it and get online	By end Oct 2020	Supporting Residents when they need it most	Digital Volunteer Coordinator successful recruited and all library staff trained as Digital volunteers to help people get online.	
	Recruit an ESOL coordinator to extend the services of Manchester's ESOL advice centre to Trafford; promoting ESOL, managing waiting lists and coordinating support (to be delivered through Trafford College's ESOL team)	By end Feb 2021	Green and Connected	ESOL Coordinator successfully recruited. Total enquiries: 1218 Assessments completed: 615 Placed on a course/offered a suitable opportunity: 422.	

<p>Work with partners to increase employment opportunities available for residents who were disadvantaged in the labour market prior to COVID-19 and. For those with physical and learning disabilities.</p>	<p>Establish a Trafford Pledge Youth Employment Task Force with TEES partners and employers to address high levels of youth unemployment using DWP's Kickstart initiative to incentivise employers to take on young people into jobs and apprenticeships</p>	<p>By end Nov 2020</p>	<p>Successful and Thriving Places</p>	<p>Youth Employment Taskforce set up, Trafford Council completed 27 kickstart placements and 455 have been delivered in Trafford. This Group has now been merged with the NEETS Steering Group and renamed as Youth Employment and Skills Group.</p>	
<p>Work to ensure that young people do not become disengaged in the pursuit of a career.</p>	<p>Encourage people to remain in education and training and increase their skills related to in-demand occupations would help those impacted to adapt to a subdued labour market and ensure that training related funding prioritises the Health and Social Care sector and careers within the Green Economy.</p>	<p>Ongoing</p>	<p>Targeted Support/Successful and Thriving Places</p>	<p>Skills and Training Partnership Officer recruited in August 2022 to work with employers in priority sectors to address skills gaps.</p>	

	Work with Centre for Ageing Better and GMCA to pilot new ways to support over 50's into employment	By end March 2021	Children and Young People	Sale area was selected to be included in the pilot and several residents participated in the work.	
	Increase knowledge of Access to Work provision for disabled employees and jobseekers	Ongoing	Targeted Support/Supporting Residents When They Need It Most	Revised action suggested around how we ensure people with disabilities are able to access support into employment. This is an action for TEES partners rather than just IECT. The GM work and health programme provides support for people with disabilities and health conditions to get into and stay in work.	
	Work with TEES partners to identify barriers for disabled residents and residents with learning difficulties seeking employment and devise actions to address those barriers.	From April 2021 onwards		Covid funded SEND Advisor worked with 20 young people during the project: 7 had a EHCP (Education, health & care plan) 9 had SEND support, 4 had other additional needs. The following outcomes achieved 5 returned to college/education, 5 took up a traineeship, 1 employability with Prince's Trust, 3 entered employment, 1 ineligible to work/ train in UK and 5 disengaged from the programme (70% progression rate).	
	Support GMCA's programme for apprentices who are made redundant and help to secure alternative employment to complete their apprenticeship.	Ongoing		Work continues to support apprenticeship promotion and take up through working with training providers and potential employers. The IEC Team has also hosted two Kickstart placements.	

	Utilise GM / LA levy matchmaking service to support the creation of new apprenticeships in priority sector of health and social care, construction, digital and Green Economy.	From Oct 2020 onwards		6 Trafford businesses have received their apprenticeship training funded by Trafford Council totalling £77,458 in our priority sectors including Construction and H&S care. GM levy Matchmaking Service update :- 54 Trafford businesses are currently registered on the matchmaking service, £438,840 has been matched and agreed via the service, 46 apprenticeship opportunities have been matched and have a transfer agreed and there are 42 confirmed apprenticeship starts reported for Trafford businesses since the launch in Sept 2019.	
Aspiration to re-skill and up-skill workforce into new / emerging sectors as some sectors shrink	Help employment and skills building up a more tailored skills programme based on local employer needs and local further and higher educational offer - supported through the new ESF Skills for Growth programme aimed at filling the gaps for employers in different sectors	From March 2021 onwards	Successful and Thriving Places	Ongoing work with Skills for Growth – with funding available until March 2023 which has focussed on key sector gaps particularly those in health and social care. This will also be an activity that carries forward into the new Economic Delivery Plan.	

	<p>Identify forthcoming new employment opportunities through inward investment/ expansion and diversification to upskill residents ready for the new job opportunities e.g., Saica, Therme, construction</p>	<p>Ongoing</p>	<p>Successful and Thriving Places</p>	<p>Ongoing as opportunities arise the team works closely with employers to ensure a sufficient and skilled workforce is available to meet the needs of employers.</p>	
	<p>Research details of job roles needed in growing sectors, e.g., digital, green economy etc., and qualifications/ skills needed and provide details to Career's advisers, Connexions advisers working in schools to promote opportunities to young people before they finalise their career decisions.</p>	<p>Ongoing</p>	<p>Green and Connected</p>	<p>Research on skills and labour market shortages in key sectors has been undertaken and was completed in July 2022 and shared with key partners.</p>	

	Encourage employers to use SWAPs (the Department's Sector Based Work Academy Programme) to upskill local residents.	Ongoing		SWAPs are promoted through the jobs bulletin and through employment support provider networks. Role of new Skills and Training Partnership Officer is to deliver more SWAPs with local employers.	
Support delivery of the Trafford Poverty Strategy prioritising reduction and prevention over alleviation	Support creation of a Poverty Action Group in Trafford to coordinate and deliver the Trafford Poverty Strategy	From Dec 2020 onwards	Targeted Support	Supported Poverty Action Group and helped develop the three year Poverty Strategy and associated Action Plan with reference to addressing the Poverty Strategy Action Plan now contained within the new Inclusive Economy Delivery Plan.	
	Work with providers and employers to improve the quality and provision of further education and apprenticeships	From Dec 2020 onwards	Targeted Support	Ongoing work with employers to help take on apprentices - part of business engagement offer and will also form a stronger focus with developing work on Social Value.	
	Support Real Living Wage employment, secure and flexible work and productive and healthy workplaces.	From Jan 2021 onwards	Targeted Support	All Trafford Apprentices now on the National Living wage.	

	Work with GMCA to expand the Good Employment Charter as initial way to drive development of a Living Wage City Region; encourage inclusivity and diversity in company leadership; and ensure employers have mental health and wellbeing support in place.	From Jan 2021 onwards	Targeted Support	Ongoing through work with individual employers.	
	Work with GMCA and other partners to ensure local residents benefit from the green economy through training and skills opportunities and taking advantage of jobs growth in this sector.	From Jan 2021 onwards	Targeted Support	This is an ongoing activity and has close links to the work being undertaken on the Trafford Park carbon studies.	
	Continue to tackle inequalities and maximise Community Wealth Building	ongoing	Targeted Support	Assessment of Community Needs completed and fed into the newly formed Social Value Group to better align where Social Value can add value in communities.	

Inward Investment and Sustainable Job Creation					
Increased promotion of Trafford as an investment location	Develop an 'SLA' with MIDAS to agree approach for better co-ordination and the exchange of up-to-date information.	By end Sept 2021	Successful and Thriving Places	Access to Midas's online performance platform secured facilitating access to project pipeline. SLA being pursued.	
	Promote Trafford as a UK distribution and production base for companies targeting UK market.	From July 2021 onwards	Successful and Thriving Places	Ongoing engagement re. inward investment enquiries for manufacturing or production sites. Trafford Park featured in the Trafford Business Guide and new template created for inward investment propositions.	
Updated marketing material to drive overall awareness of Trafford offer	Review and update Trafford Investment Guide and review website/social media platforms	By end October 2021	Successful and Thriving Places	Trafford Business Guide completed and produced. PowerPoint template for inward investment submissions created for use in projects going forward.	
Support and drive delivery of the GM LEP Economic Vision	Work with GMCA and GM LEP to deliver the Building a Greater Manchester, Making a Greater Britain economic vision providing a blueprint for building a fairer, greener and growing economy	From July 2021 onwards	Successful and Thriving Places/Green and Connected	Various measures to support delivery, including new Inclusive Economy Delivery Plan, Trafford Park carbon studies, Trafford Wharfside Development Framework, Civic Quarter AAP, Stretford Future High Streets Fund regeneration scheme, ongoing business support and skills and employment activity.	

	Develop an implementation plan to attract research, development investment and drive innovation.	From July 2021 onwards	Successful and Thriving Places/Green and Connected	To form part of the digital engagement strategy, updating the Invest in Trafford website and using the social media tools available to us to reach our target market in driving investment into Trafford.	
Funding and Growth					
Potential for reduced Business Rates revenue and lower growth in Council Tax	Work with Finance and Exchequer Services to better track financial position and better assess work to increase business and residential growth	From March 2021 onwards	Successful and Thriving Places	Ongoing although there appears to be much more limited impact on business closures than first expected caused by the pandemic.	
Attract further funding to support growth by showing diversity of Trafford offer.	Track all available funding and bid for new funding where appropriate including Brownfield Land Fund, HIF, Growth Deal, Single Prosperity Fund etc.	Ongoing	Successful and Thriving Places	Co-ordinated the submission of 6 bids to Tranche 3 of the Brownfield Land Fund, of which 3 were successful, Botanical Gardens, Tamworth and Stretford Mall. Submitted a bid to the Levelling Up Fund to deliver the Sale Public Realm and Movement Strategy (circa £20m). Successfully secured Housing Infrastructure Fund grant to facilitate Peel L&P's Trafford Waters development. Secured c£2 million through the UK Shared Prosperity Fund.	

	Develop successful propositions for various funds for locally based actions, business support measures and training and employment support actions to support the economic recovery, support local businesses and address skill shortages in order to address the combined impacts of Brexit and Covid-19.	Ongoing		£11.9m of ARG awarded to 2,649 local businesses. All schemes were managed within budget and final reporting to BEIS has been completed.	
Strategic Sites Development and Job Creation					
Ensure a sustainable future for Trafford Park	Produce Trafford Park Action Plan to set out strategy for future promotion and identify interventions required to ensure long term sustainability/viability of a major economic asset.	By end October 2021	Successful and Thriving Places	Two Trafford Park carbon studies commissioned and nearing completion.	

	Create a 'Trafford Green Energy Park' an area of Trafford Park as a 'green district' focussed on attracting low carbon renewable industries through a review of the Trafford Park Strategy and the revitalisation and evolution of the Park.	From March 2021 onwards	Green and Connected	Two Trafford Park carbon studies commissioned and nearing completion.	
Trafford City	Support delivery of Therme and Trafford Waters opportunities and raise awareness throughout the borough.	From September 2020 onwards	Successful and Thriving Places	HIF funding secured and drawn down to support the Trafford Waters scheme (c£3m).	
	Understand long term future of Intu Trafford Centre	From Sept 2020 onwards	Successful and Thriving Places	On-going activity.	
Carrington	Support preparation of the funding strategy for the delivery of enabling infrastructure, including the Carrington Relief Road.	From Sept 2020 to March 2023	Successful and Thriving Places	A detailed finding gap analysis has been undertaken which sets out options for how the gap may be addressed. Funding package in process.	

	Support the delivery of Future Carrington site and wider regeneration of Partington, Carrington and Sale West.	From 2022 to 2037	Building Quality, Affordable and Social Housing	This is an ongoing activity linked to the adoption of the Places for Everyone strategic plan.	
Timperley Wedge	Support delivery of the Timperley Wedge site to support significant housing and employment growth, including increased links to Manchester Airport	From 2022 to 2037	Successful and Thriving Places/Building Quality, Affordable and Social Housing	This is an ongoing activity linked to the adoption of the Places for Everyone strategic plan.	
Trafford Civic Quarter	Support preparation of the Trafford Civic Quarter AAP.	From Sept 2020 to Jan 2022	Successful and Thriving Places	AAP completed and to be presented to the Executive in January.	
	Support delivery of the Trafford Civic Quarter AAP to support significant housing and employment growth, including maximising impact of assets such as UA92 and Lancashire Cricket Club.	From Jan 2022 onwards	Building Quality, Affordable and Social Housing	This is an ongoing activity.	

Stretford Regeneration	Support preparation of the Stretford Area Action Plan (APP)	From Sept 2020 to Sept 2022	Successful and Thriving Places	Initial works completed and most suitable mechanism for Stretford reviewed.	
	Support the delivery of the Stretford AAP to achieve wholesale regeneration of the town	From Sept 2022 onwards	Building Quality, Affordable and Social Housing	This is an ongoing activity linked to above.	
	Deliver and monitor the Future High Streets Fund once bid confirmed to support the regeneration of Stretford.	Oct 2020 to Dec 2023	Successful and Thriving Places	£17.6m secured and design works commissioned and tender process for Kingsway improvement scheme commenced in Dec 22. Co-ordination and monitoring structures established.	
Sustainable jobs and opportunities for local residents	Ensure that all development schemes have a social value benefit for local residents in terms of training, apprenticeships and job opportunities for all	Ongoing	Targeted Support/Supporting Residents When They Need It Most/Successful and Thriving Places	A Social Value Charter and Action Plan has been agreed by the Executive in October 2022. The delivery against the Charter and Action Plan will be the focus of the new Economic Delivery Plan.	
HS2	Work with HS2 to identify construction and other job opportunities and measures/initiatives for all local residents	From end 2021 onwards	Successful and Thriving Places	Ongoing - Liaison with HS2 ongoing, the development of an issues paper was considered and contributed to across the team. Issues around communities and socio-economic considerations identified in the Environmental Statement consultation response.	

	to take advantage of them.				
	Develop an action plan with HS2 to future proof all local residents having the skills needed to access jobs.	By June 2022	Successful and Thriving Places	Under the Socio Economic theme of the HS2 ES Response, the need to ensure residents are provided with appropriate skills to take advantage of the employment issues that will be generated by HS2 has been strongly made at both a Trafford level and through the wider GM response.	
Improved Town Centres for Residents and Businesses					
Minimise the significant impact on Town Centre businesses during lockdown	Implementation of the Reopening the High Streets Action Plan, delivery of communications to businesses and the visiting public, and social distancing interventions (including floor stencils, signage and highways adjustments	From July 2020 ongoing	Successful and Thriving Places	Delivered the Reopening High Streets Safely/Welcome Bank Fund project. 30 plus projects delivered including various road closures to facilitate safe social distancing, multiple business communications, visitor marketing campaigns and public realm additions and improvements.	

Drive town centre business engagement	Lead Information Officer role in the Town centres to deliver up to date guidance, advice, overall support and understand any trends in feedback.	July 2020 to October 2020	Successful and Thriving Businesses	This action was fulfilled by the provision of Information Officers under the Reopening High Streets Safely project. There were circa 2800 business engagements under the Reopening High Streets Safely project, the officers recorded circa 21,000 business visits/checks between November 2020 and the end of May 2021.	
	Support safe growth in the night-time economy and the licensing/police liaison work to achieve this	July 2020 onwards	Successful and Thriving Places	Strategy to be delivered as part of Shared Prosperity Fund projects.	
	Launch Covid Support	November 2020 to May 2021	Successful and Thriving Places	Covid support was delivered via the Covid-19 Information Officers, providing and advice and guidance to local businesses	

	Establish Town Centres contact database to facilitate increased engagement with local businesses	By September 2021	Successful and Thriving Places	A town centre business contact database has begun utilising the Explore Trafford mobile app which has been launched.	
	Increase engagement through targeted use of social media	Ongoing	Successful and Thriving Places	This will form part of the digital engagement strategy within the next IE&C Delivery Plan. An initial proposal has been drafted and how best to use Linked In to reach our target audience has been investigated.	
	Survey of Town Centres businesses to better understand issues, needs and support required	By end June 2021	Successful and Thriving Places	To be factored into a future digital engagement strategy.	
Town Centre Performance	Utilise partner organisations to gain better insight on footfall, state of the market etc.	Ongoing	Successful and Thriving Places	Receive Altrincham footfall data from Springboard. Wider footfall data procured under Welcome Back Fund project. Town Centre vacancy rates monitored.	

	Work closely with Exchequer Service to set up a 'red flag' system to secure data on missed payments to identify trends and where businesses may be struggling	By September 2021	Successful and Thriving Places	On-going activity and non-personal information shared to support activity.	
Innovate to attract and support new businesses and create jobs	Review Town Centres Business Loan scheme to assess whether it is fit for purpose to meet business needs and the regeneration of the town centres	By end September 2021	Successful and Thriving Places	Initial review undertaken, further on-going work required.	
	Produce a specific pack of information to support businesses moving into the Town Centres	By end October 2021	Successful and Thriving Places	Form part of the digital engagement strategy, updating the Invest in Trafford website and using the social media tools available to us to reach our target market in driving investment in to Trafford.	
Improve accessibility in the Town Centres for all	Produce and adopt new Highways Policy to reduce obstacles on the high street (e.g. A boards)	By end Dec 2021	Successful and Thriving Places	A draft Highways Obstacle Policy has been produced. Next steps to be determined.	

	Produce accessibility action plan	By end September 2021	Successful and Thriving Places	The Direct Access Group was commissioned, using the Welcome Back Fund grant, in the last quarter of 2021-22 to carry out an accessibility audit of Trafford's town centres. The audit is now complete and Direct Access Group is currently consulting on the report that will form the basis of a future action plan.	
	Utilise funding from the Mayor's Cycling and Walking Challenge fund to improve access in and around the Town Centres (e.g. Urmston pilot work)	Ongoing	Green and Connected	This is an ongoing activity.	
Improve the overall environment of the Town Centres for all to enjoy	Implement next Phases of Altrincham public realm improvements including George Street, Stamford New Road, Market Street, Regent Road, Moss Lane (programme in development).	Ongoing	Successful and Thriving Places	Improvement works focusing on George Street, Regent Road and Market Street. Works commenced in September 2022 with anticipated completion in Summer 2023.	
	Secure public realm improvements for Sale through the Sale-Sale Moor-Sale Waterpark MCF scheme	By 2023	Successful and Thriving Places/Green and Connected	Funding bid submitted on time to the second round of the government's Levelling Up Fund in August 2022 - awaiting government decision on the bid – it has been indicated that bidders will be informed of the outcome by the end of January 2023.	

	Work with Community Safety Team to implement Public Spaces Protection Orders in town centres experiencing issues with buskers, beggars and other anti-social behaviour.	Ongoing	Successful and Thriving Places	A Buskers Code of Conduct has been produced by the Community Safety Team. Further options are being identified to address other ongoing issues.	
Collaborate with key partners to secure improvements in the Town Centres	Continue to support the work of the Altrincham BID following successful re-ballot	Ongoing	Successful and Thriving Places	Liaison with BID Manager on pertinent issues continues.	
	Support the work of the new private sector led Sale Regeneration Group including being part of Governance, Marketing and Economy sub-groups	From July 2020 onwards	Successful and Thriving Places	Group attended and supported where required.	
	Support the work of the Urmston Town Partnership and promotional activity for the Town Centre	By end March 2021	Successful and Thriving Places	Urmston Partnership supported and meetings attended.	

Improve marketing of the Town Centres to drive footfall and income	Develop a strategy to better promote the Town Centres in partnership with private sector and Marketing Manchester	By October 2021	Successful and Thriving Places	Marketing Manchester commissioned to deliver a communication campaign promoting, in the main, Trafford's town centres. Explore Trafford campaign delivered across social media and advertising. The campaign delivered the creation of 15 videos promoting Trafford, 5 articles on www.visitmanchester.com , 5,000 campaign page views and 323,000 impressions across all social media channels.	
Work with pace to bring forward town centre development sites	Work with Council Development Team, Bruntwood JV and private developers to bring forward development sites such as the regeneration of Stretford and identify potential public sector funding support.	Ongoing	Successful and Thriving Places	Stretford Future High Streets Fund regeneration scheme delivery supported and leading the Altrincham public realm improvement works. Bid to Levelling Up Fund for Sale town centre submitted along with UK Shared Prosperity Fund.	
	Work closely with The Square Shopping Centre in Sale to support their re-development plans for the site.	Ongoing	Successful and Thriving Places	On-going support and close working, improvement projects for Stanley Square in Sale included in the Levelling Up bid.	

Consider role and function of District and Local Centres	Adopt Place Plans for Sale Moor and Hale and explore opportunities for securing resources to implement identified actions.	From Sept 2020 onwards	Successful and Thriving Places	Consultants appointed and initial proposals drafted. Consultation process commenced.	
Increase Visitor Economy					
Support recovery of Trafford's visitor attractions	Continue to lead the 'Driving the Trafford Visitor Economy' group of key stakeholders to support and increase the visitor economy.	June 2021 onwards	Successful and Thriving Places	This is an ongoing activity.	
	Support the implementation of the Cultural Strategy to increase visitors into the Borough.	From April 2021 onwards	Successful and Thriving Places	Contribution of ideas and attendance at the Cultural Strategy development session. Ongoing activity.	