



TRAFFORD  
COUNCIL

# HWBB

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## SMART Goals Action Plan

Goal Area:	Alcohol	
<b>SMART Goal</b> <b>Is it Specific?</b> <b>Is it Measurable?</b> <b>Is it Attainable?</b> <b>Is it Realistic?</b> <b>Is it Time-Based?</b>	<p>To establish a <b>Trafford Alcohol &amp; Substance Misuse Partnership</b> accountable to the Health and Wellbeing Board (HWBB) and Safer Trafford Partnership (STP).</p> <ul style="list-style-type: none"> <li>The Partnership will be led and chaired by Trafford’s Public Health Team, and will bring together partners and stakeholders, including commissioners, providers, regulatory services, planning, housing, GMP and probation, and the VCFSE sector.</li> <li>The initial action for the Partnership will be to develop and deliver Trafford’s vision for reducing harm from Alcohol and Substance Misuse. The partnership will meet monthly, and the initial meeting will take place in April 2023.</li> <li>The vision will be aspirational, realistic, and inclusive. It will be developed collaboratively and agreed at the HWBB Autumn 2023.</li> <li>The vision will be implemented through a coproduced delivery plan that focusses on local need, as described in our JSNA (see Action 10) and will include national and GM ambitions.</li> </ul>	
<b>Outcome/Results Expected</b>	<p>A strong and active Partnership that works across the health and social care system to understand and address the harm caused by alcohol and substance misuse in Trafford. Outputs will include a clear vision, a current JSNA, a robust and SMART action plan and a locality dashboard.</p>	
<b>Action and Timeline</b>	<ol style="list-style-type: none"> <li>Initial Meeting of TASMP</li> <li>Partnership Vision to be developed between April and October 2023</li> <li>Vision and TAMPS action plan agreed by Trafford’s HWBB.</li> <li>HWBB to receive an annual progress report from TASMP.</li> </ol>	<ol style="list-style-type: none"> <li>April 2023</li> <li>April-October 2023</li> <li>November 2023</li> <li>November 2024</li> </ol>
<b>Support Network</b>	<p>Public Health, Service Providers, ICB, TLCO and MFT, Regulatory Services, GMP, VCFSE</p>	
<b>Significant Partners in workstream, enablers, and project team members</b>		
<b>Obstacles</b>	<p>Partnership engagement and data sharing.</p>	
<b>Expected Risks, Challenges etc.</b>		
<b>Adjustments</b>	<p>The chair of Trafford Alcohol and Substance Misuse Partnership Task Group will escalate any concerns, for example, lack of engagement, to the Health and Social Care Programme Management Team, for recording and escalation.</p>	
<b>What will be done to meet outcome/results expected</b>		

<b>Goal Area:</b>	<b>Alcohol</b>										
<b>SMART Goal</b> (Please consider is the defined goal is Specific, Measurable, Attainable, Realistic, Time-Based?)	To ensure a strong, local, needs based approach to reducing alcohol and substance misuse harm through the development and publication of an <b>Alcohol and Substance Misuse Joint Strategic Needs Assessment, (JSNA)</b> , owned by the Trafford Alcohol & Substance Misuse Partnership. It will include national and local intelligence and incorporate both quantitative and qualitative sources. It will be published on the <a href="#">Trafford JSNA</a> website and will be reviewed annually. The Public Health Alcohol and Substance Misuse lead will be responsible for the JSNA with all partners expected to contribute. The development process will start in April 2023, with publication by October 2023.										
<b>Outcome/Results Expected</b>	A comprehensive and timely review of alcohol and substance use across Trafford's population, including alcohol and substance misuse related harm, service activity, and the health and social care outcomes relevant to this priority. A set of evidence-based recommendations will be published that influences the work programme of Trafford Alcohol and Substance Misuse Partnership.										
<b>Action and Timeline</b>	<table border="1"> <tr> <td>1. Establish an Alcohol JSNA Task Group</td> <td>1. April 2023</td> </tr> <tr> <td>2. Develop a comprehensive JSNA which includes both quantitative and qualitative evidence.</td> <td>2. April-October 2023</td> </tr> <tr> <td>3. Present final draft to Trafford's Alcohol and Substance Misuse Partnership October 2023,</td> <td>3. October 2023</td> </tr> <tr> <td>4. JSNA presented to Trafford Health and Wellbeing Board, November 2023.</td> <td>4. November 2023</td> </tr> <tr> <td>5. The JSNA will be reviewed on an annual basis.</td> <td>5. November 2024</td> </tr> </table>	1. Establish an Alcohol JSNA Task Group	1. April 2023	2. Develop a comprehensive JSNA which includes both quantitative and qualitative evidence.	2. April-October 2023	3. Present final draft to Trafford's Alcohol and Substance Misuse Partnership October 2023,	3. October 2023	4. JSNA presented to Trafford Health and Wellbeing Board, November 2023.	4. November 2023	5. The JSNA will be reviewed on an annual basis.	5. November 2024
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<b>Support Network</b>	Public Health, Service Providers, ICB, TLCO and MFT, Regulatory Services, GMP, VCFSE										
<b>Significant Partners in workstream, enablers, and project team members</b>											
<b>Obstacles</b>	Partnership engagement and data sharing.										
<b>Expected Risks, Challenges etc.</b>											
<b>Adjustments</b>	The chair of the Task Group will escalate any concerns, for example, lack of engagement, to the chair of the TASMP and the Health and Social Care Programme Management Team for recording and escalation.										
<b>What will be done to meet outcome/results expected</b>											

<b>Goal Area:</b>	<b>Mental health:</b>														
<b>SMART Goal</b> (Please consider is the defined goal is Specific, Measurable, Attainable, Realistic, Time-Based?)	All Employers that sit on the Health and Wellbeing Board to commit to becoming Living Wage accredited and that a third of the Board commit to work towards the Good Employment Charter by April 2024.														
<b>Outcome/Results Expected</b>	For 60% of the Health and Wellbeing Board members to become Living Wage Accredited and 30% working towards full membership of the Good Employment Charter by April 2024.														
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<b>Support Network</b> <b>Significant Partners in workstream, enablers, and project team members</b>	Trafford Council Policy and Workforce, Inclusive Economic Board, Health and Wellbeing Board; Greater Manchester Mental Health Trust, Manchester Foundation Trust, Greater Manchester Fire and Rescue, Trafford Housing Trust, Greater Manchester Police, Greater Manchester ICB, Trafford Community Collective, Healthwatch Trafford, TLCO, African Caribbean Care Group.														
<b>Obstacles</b> <b>Expected Risks, Challenges etc.</b>	<ul style="list-style-type: none"> <li>• Increase in costs to organisations but benefits in recruitment, retention and contributions to the economy should outweigh these.</li> <li>• Depending on the size of the organisation and contractual obligations these may not align as are sometimes more difficult to implement or takes longer.</li> <li>• Applications for the charter are quarterly, so may not fall into alignment with all organisations.</li> </ul>														
<b>Adjustments</b> <b>What will be done to meet outcome/results expected</b>	<ul style="list-style-type: none"> <li>• There would need to a robust evidence base to demonstrate social return on investment.</li> <li>• The timeline could be adjusted to support organisations on issues around governance.</li> <li>• An information sharing, good practice, and celebration event to include promotion of the social value charter, could be planned for H&amp;WBB member organisations to attend with associated communications plan. This could align with Living Wage Week in November. This could align with council receipt of accreditation of LW. There would need to be commitment to deliver on this.</li> </ul>														

Goal Area:	Improving Tobacco Control	
<b>SMART Goal</b> (Please consider is the defined goal is Specific, Measurable, Attainable, Realistic, Time-Based?)	Develop a Tobacco Alliance, reporting to the HWBB, with clear membership and purpose by April 2023. The Alliance will ensure a coordinated, multiagency approach to reducing smoking prevalence and the harm from tobacco ( <a href="https://ash.org.uk/resources/local-toolkit/comprehensive-tobacco-control-guidance/local-alliances-roadmap/what-is-a-local-tobacco-control-alliance">https://ash.org.uk/resources/local-toolkit/comprehensive-tobacco-control-guidance/local-alliances-roadmap/what-is-a-local-tobacco-control-alliance</a> )	
<b>Outcome/Results Expected</b>	A reduction in the numbers of Trafford residents smoking, particularly those with a mental illness, pregnant, in routine/ manual occupations and young people (as per 2011 Tobacco Control Plan for England)	
<b>Action and Timeline</b>	<ol style="list-style-type: none"> <li>Undertake the CLEAR assessment tool to create an evidence-based approach to tobacco control to ensure there is appropriate leadership, evidence based services and outcomes measured against national, regional and local priorities. This will indicate areas of strength, opportunities for development and improvements to local tobacco control. (<a href="https://www.gov.uk/government/publications/clear-local-tobacco-control-assessment/the-clear-improvement-model-excellence-in-tobacco-control">https://www.gov.uk/government/publications/clear-local-tobacco-control-assessment/the-clear-improvement-model-excellence-in-tobacco-control</a>)</li> <li>Produce a multi-agency, comprehensive tobacco control plan, detailing the actions required to address the areas for improvement identified in CLEAR assessment tool. This plan will be monitored by the Tobacco Alliance with a clear framework to monitor outcomes.</li> <li>Develop a comprehensive communications calendar to be utilised and owned by all local partners engaged in tobacco control.</li> </ol>	May 2023  Sept 2023  Oct 2023
<b>Support Network</b> <b>Significant Partners in workstream, enablers, and project team members</b>	Membership to include: Public Health, GMP, housing, acute and community health, ICB, primary care networks, LPC, mental health services, trading standards, communications team, environmental health, licensing, fire service, maternity services, VCFSE sector, education, providers and any others deemed significant.	
<b>Obstacles</b> <b>Expected Risks, Challenges etc.</b>	Collective ownership and leadership from required partners  Aligning local priorities with GM programmes  Necessary investment  Keeping action plan on track	
<b>Adjustments</b> <b>What will be done to meet outcome/results expected</b>	Support from Health and Wellbeing Board  Programme Management Support  Attending GM meetings	

Goal Area:	Neighbourhood Active Travel Plans	
<b>SMART Goal</b> (Please consider is the defined goal is Specific, Measurable, Attainable, Realistic, Time-Based?)	Develop neighbourhood active travel plans (owned, implemented and linked to Neighbourhood Plan) that take both ‘carrot’ and ‘stick’ approaches. Include key evidence-based actions. First plan(s) to be completed alongside neighbourhood plans by April 2024.	
<b>Outcome/Results Expected</b>	By developing active travel plans at a neighbourhood level, we will address key barriers and challenges that communities experience around walking and cycling, leading to increases in physical activity levels, and reduction in car usage (with resultant health benefits from activity and cleaner air).	
<b>Action and Timeline</b>	<ol style="list-style-type: none"> <li>1. Influence the walking, wheeling and cycling strategy and delivery plan for Trafford and ensure it is robust and evidence-based.</li> <li>2. Identify what can happen locally and influence local policy/action</li> <li>3. Identify what needs to happen at GM level and lobby/influence TfGM</li> <li>4. Develop menu of evidence-based options that can be implemented at Trafford and neighbourhood level.</li> <li>5. Meet monthly with Highways project team to discuss delivery plan/ pipeline of infrastructure works and identify communities to engage with on enabling/behaviour change programmes</li> <li>6. Break down delivery plan to neighbourhood level and produce neighbourhood active travel plans that include leadership, enabling and infrastructure themes</li> </ol>	<ol style="list-style-type: none"> <li>1. March 2023</li> <li>2. March 2023 and ongoing</li> <li>3. May 2023 and ongoing</li> <li>4. June 2023</li> <li>5. Monthly from March 2023</li> <li>6. April 2023</li> </ol>
<b>Support Network</b>  <b>Significant Partners in workstream, enablers, and project team members</b>	Partners: <ul style="list-style-type: none"> <li>• HWBB leaders (lobbying/influencing role)</li> <li>• Highways project management team</li> <li>• Community Collective neighbourhood leads</li> <li>• Neighbourhood leads/teams</li> </ul> Project team: Jane Hynes, Ben Jewell, Lizzie Gough, John Brady	
<b>Obstacles</b>  <b>Expected Risks, Challenges etc.</b>	<ul style="list-style-type: none"> <li>• Timescales for implementing physical infrastructure changes</li> <li>• Securing funding for infrastructure plans – process for development of business cases, TfGM sign-off etc.</li> <li>• Identifying and securing funding for neighbourhood level behaviour change/enabling programmes</li> <li>• Perceived political risk from ‘unpopular’ decisions</li> </ul>	
<b>Adjustments</b>  <b>What will be done to meet outcome/results expected</b>	<ul style="list-style-type: none"> <li>• Monthly meetings with highways to understand processes for securing funding, sign-off of funding etc.</li> <li>• Horizon scanning and early identification and application to funding sources for enabling/activation programmes.</li> <li>• Ensure wider political buy-in and understanding of the need for greater active travel, and ensure co-production of plans with residents and communities.</li> </ul>	

<b>Goal Area:</b>	<b>Healthy weight and advertising on Council land</b>	
<b>SMART Goal</b> (Please consider is the defined goal is Specific, Measurable, Attainable, Realistic, Time-Based?)	Undertake a feasibility study into the development and adoption of a Council policy relating to the advertising of foods high in fat, salt and sugar (HFSS) on Council-owned land. Produce recommendations for action with associated timescales in line with current contractual arrangements by December 2023.	
<b>Outcome/Results Expected</b>	A recommendation to adopt a new Council advertising policy, which will lead to reductions in sales of HFSS foods and around 5% fewer individuals living with obesity as indicated by research on the TfL advertising ban ( <a href="#">TfL advertising ban lowered purchases of unhealthy food - NIHR Evidence</a> ).	
<b>Action and Timeline</b>	<ol style="list-style-type: none"> <li>1. Review evidence for effectiveness of advertising ban on HFSS in changing purchasing behaviour.</li> <li>2. Review current Council advertising policy and identify review cycle.</li> <li>3. Review current Council advertising contracts and identify timelines for potential changes in line with contractual reviews.</li> <li>4. Consider additional changes to policy to reflect other Corporate Priorities.</li> <li>5. Produce recommendations on amendments to Council advertising policy.</li> <li>6. Sign off by relevant bodies e.g. Council Executive</li> <li>7. Implement recommendations.</li> </ol>	<ol style="list-style-type: none"> <li>1. April 2023</li> <li>2. September 2023</li> <li>3. September 2023</li> <li>4. December 2023</li> <li>5. January 2024</li> <li>6. TBC dependent on above</li> <li>7. TBC dependent on above</li> </ol>
<b>Support Network</b>	Partners: Policy team	
<b>Significant Partners in workstream, enablers, and project team members</b>	Enablers: Highways (client team and advertising officer) Project team members: Jane Hynes, Ben Jewell & Emma Moseley	
<b>Obstacles</b>	Building new relationships across Council departments	
<b>Expected Risks, Challenges etc.</b>	<p>Fear of financial implication of changing advertising policy</p> <p>Procurement/contract timelines – missing opportunities</p> <p>Lack of understanding on need to undertake this work</p> <p>Lack of resource to enact/enforce policy changes in relation to existing advertisers</p>	
<b>Adjustments</b>	Strategic support and advocacy from Health & Wellbeing Board.	
<b>What will be done to meet outcome/results expected</b>	<p>Clear outline of evidence to internal partners.</p> <p>Early engagement with relevant colleagues to establish key timelines/deadlines for change.</p>	

Goal Area:	Local planning policy and decisions relating to food and transport	
<b>SMART Goal</b> (Please consider is the defined goal is Specific, Measurable, Attainable, Realistic, Time-Based?)	Influence local planning policy and decisions that impact on food and transport to ensure that people in most disadvantaged neighbourhoods are able to access affordable, healthy, and sustainable food. Specifically: <ol style="list-style-type: none"> <li>1. Establish a process for local planning decisions relating to food outlets to be reviewed by the Director of Public Health by April 2024.</li> <li>2. Include key statements within the Local Plan that support health and wellbeing, and build on this by developing Supplementary Planning Documents that specifically outline approach to:               <ol style="list-style-type: none"> <li>a. planning requests for hot food takeaways</li> <li>b. sustainable transport</li> </ol> </li> </ol>	
<b>Outcome/Results Expected</b>	These system-level changes will create environments that are less obesogenic, leading to population level increases in people who are active and/or a healthy weight	
<b>Action and Timeline</b>	<ol style="list-style-type: none"> <li>1. Review the local plan, identify where it is up to in the life cycle.</li> <li>2. Initiate conversations with Strategic Planning colleagues to ensure health and wellbeing is considered as a theme within the local plan</li> <li>3. Review existing Supplementary Planning Documents and Guidance and make suggestions for new SPDs.</li> <li>4. Agree SPDs in relation to food and sustainable transport where required.</li> </ol>	<ol style="list-style-type: none"> <li>1. March 2023</li> <li>2. Summer 2023</li> <li>3. Spring 2024</li> <li>4. Summer 2024</li> </ol>
<b>Support Network</b>  <b>Significant Partners in workstream, enablers, and project team members</b>	Partners: <ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Public Health</li> <li>• Leisure</li> <li>• Highways</li> </ul> Project team: Jane Hynes, John Brady, Ben Jewell, Lizzie Gough, Strategic planning – individual TBC	
<b>Obstacles</b>  <b>Expected Risks, Challenges etc.</b>	Timescales for development of Local Plan and potential delays due to interdependencies.  Possible negative experience of other LAs in implementing SPDs on e.g. hot food takeaways.  Fear of litigation/challenge when utilising SPDs.	
<b>Adjustments</b>	Early engagement with Strategic Planning colleagues	
<b>What will be done to meet outcome/results expected</b>	Clear outline of timelines within Local Plan – enabling better planning of work area  Benchmarking/reviews with other LAs on SPDs and impact on health and wellbeing	



Goal Area:	Physical activity data set	
<b>SMART Goal</b> (Please consider is the defined goal is Specific, Measurable, Attainable, Realistic, Time-Based?)	Produce a dataset by April 2024 which enables strategic conversations around physical activity benefits, challenges and drivers, and reflects differences between and within neighbourhoods.	
<b>Outcome/Results Expected</b>	Greater understanding of key challenges in relation to physical activity and return on investment of physical activity programmes will enable strategic decisions to be made that enable greater participation in physical activity.	
<b>Action and Timeline</b>	<ol style="list-style-type: none"> <li>Disseminate the existing physical activity Return on Investment slides for discussion, and identify local good practice that demonstrates return on investment (RoI).</li> <li>Explore opportunities to gather more intelligence and data from partners (e.g. Trafford Leisure) and collate this with existing datasets (e.g. Active Lives)</li> <li>Review and assess the available datasets and how representative they are of target/marginalised communities</li> <li>Utilise the above, plus the common barriers/challenges identified through the neighbourhood delivery plans, to inform strategic investment and delivery.</li> <li>Agree strategic priorities relating to PA based on available datasets, analysis and RoI.</li> </ol>	<ol style="list-style-type: none"> <li>July 2023</li> <li>September 2023</li> <li>January 2024</li> <li>April 2024</li> <li>June 2025</li> </ol>
<b>Support Network</b>  <b>Significant Partners in workstream, enablers, and project team members</b>	Partners: <ul style="list-style-type: none"> <li>Public Health Intelligence Team</li> <li>Leisure team</li> <li>Trafford Leisure</li> <li>Trafford Moving Steering Group</li> </ul> Project team: John Brady, Ben Jewell, Jane Hynes, Kate McAllister	
<b>Obstacles</b>  <b>Expected Risks, Challenges etc.</b>	<ul style="list-style-type: none"> <li>Datasets cannot be drilled down to sufficient levels to enable analysis at level required.</li> <li>Datasets are incomplete/inaccessible due to information management systems used</li> <li>Low uptake from key demographics (e.g. for Active Lives) therefore dataset not representative</li> <li>Capacity to collate and analyse datasets</li> </ul>	
<b>Adjustments</b>  <b>What will be done to meet outcome/results expected</b>	<ul style="list-style-type: none"> <li>Seek advice from intelligence colleagues on appropriate use of datasets and how representative they are.</li> <li>Work with partners to identify data issues early on and put in place key mitigation (e.g. Trafford Leisure operating agreement).</li> <li>Advance work planning to ensure capacity at appropriate timepoints within intelligence functions.</li> </ul>	

<b>Goal Area:</b>	<b>Neighbourhood plans and physical activity</b>	
<b>SMART Goal</b> (Please consider is the defined goal is Specific, Measurable, Attainable, Realistic, Time-Based?)	Ensure that physical activity (PA) and healthy weigh (HW) data and insights are fed into the neighbourhood plans, with HW and PA partners involved in the annual planning process and linked into neighbourhood teams.	
<b>Outcome/Results Expected</b>	The neighbourhood level data and insight packs include PA and HW, and this is used to inform annual planning process. Where PA and HW is a priority for a neighbourhood, barriers to PA are addressed through this plan, leading to a reduction in inequalities in inactivity.	
<b>Action and Timeline</b>	<ol style="list-style-type: none"> <li>1. Invite HW and PA stakeholders to be part of the neighbourhood planning process</li> <li>2. Break down Active Lives data by neighbourhood and feed this into the neighbourhood profiles and planning process</li> <li>3. Identify and support dialogue and training of ‘champions’ around PA and HW within each neighbourhood team, from a variety of professional backgrounds. Utilise existing/new resources e.g. Moving More Conversations</li> <li>4. Ensure the Physical Activity Referral Scheme (PARS) is operational across all neighbourhoods</li> <li>5. Ensure neighbourhood teams understand the wider community neighbourhood offer of PARS</li> <li>6. Neighbourhood teams to provide feedback on operation of PARS</li> <li>7. Identify common PA barriers/challenges across the neighbourhoods/communities and link to 7 areas identified in Trafford Moving</li> <li>8. Maintain oversight of collaborative working across the health, social care and leisure sectors and identify future opportunities for greater collaboration.</li> </ol>	<ol style="list-style-type: none"> <li>1. December 2022</li> <li>2. May 2023</li> <li>3. May 2023</li> <li>4. June 2023</li> <li>5. July 2023</li> <li>6. October 2023</li> <li>7. June 2023</li> <li>8. April 2024</li> </ol>
<b>Support Network</b>	Stakeholders: Neighbourhood leads and teams, Neighbourhood leads and teams & Leisure team (Council and Trafford Leisure)	
<b>Significant Partners in workstream, enablers, and project team members</b>	Project team: John Brady, Jane Hynes, Ben Jewell, Carly Heselwood, Neighbourhood leads	
<b>Obstacles</b>	Lack of capacity within neighbourhood teams	
<b>Expected Risks, Challenges etc.</b>	Lack of understanding of physical activity as a driver of good health and wellbeing Lack of confidence of key professionals within neighbourhood teams on PA	
<b>Adjustments</b>	Identify resource within neighbourhood teams to act as ‘champions’	
<b>What will be done to meet outcome/results expected</b>	Identify support/training to enable better understanding (e.g. Moving More, PACC etc.)	

<b>Goal Area:</b>	<b>Healthy Weight and Vending Policy</b>	
<b>SMART Goal</b> (Please consider is the defined goal is Specific, Measurable, Attainable, Realistic, Time-Based?)	Develop a policy statement on vending machines by December 2023 and implement this across HWBB partner organisations by April 2024, or in line with contract renewals.	
<b>Outcome/Results Expected</b>	Vending policy is developed and implemented, leading to a reduction in the obesogenic environment in settings such as leisure centres, hospitals and workplaces. This will lead to reduced consumption of the HFSS foods that are typically sold in vending machines.	
<b>Action and Timeline</b>	<ol style="list-style-type: none"> <li>1. Review evidence on how changing vending machine products influences consumption of HFSS foods.</li> <li>2. Review current Council vending machine provision across all sites.</li> <li>3. Review current HWBB partner vending machine provision across all Trafford sites.</li> <li>4. Draft vending policy for agreement by HWBB partners.</li> <li>5. Sign off by relevant bodies e.g. Council Executive.</li> <li>6. Implement and review progress.</li> </ol>	<ol style="list-style-type: none"> <li>1. April 2023</li> <li>2. September 2023</li> <li>3. September 2023</li> <li>4. February 2024</li> <li>5. March 2024</li> <li>6. TBC dependent on above</li> </ol>
<b>Support Network</b>	Partners: HWBB member organisations	
<b>Significant Partners in workstream, enablers, and project team members</b>	Project team members: Jane Hynes, Ben Jewell, Emma Moseley	
<b>Obstacles</b>	Building new relationships across HWBB partner organisations	
<b>Expected Risks, Challenges etc.</b>	<p>Fear of financial implication of changing vending policy</p> <p>Procurement/contract timelines – missing opportunities</p> <p>Lack of understanding on need to undertake this work</p> <p>Lack of alternative food provision on specific sites</p>	
<b>Adjustments</b>	Strategic support and advocacy from Health & Wellbeing Board.	
<b>What will be done to meet outcome/results expected</b>	<p>Clear outline of evidence to internal partners.</p> <p>Early engagement with relevant colleagues to establish key timelines/deadlines for change.</p>	

Goal Area:	School Food	
<b>SMART Goal</b> (Please consider is the defined goal is Specific, Measurable, Attainable, Realistic, Time-Based?)	Ensure school food standards are met across Trafford by April 2024 and develop a set of enhanced school food standards for Trafford (reflecting health and climate) by September 2024. Implement enhanced school food standards in at least one school by April 2025.	
<b>Outcome/Results Expected</b>	Adherence to national school food standards will ensure that children are more likely to be eating a balanced diet while at school, improving health and learning outcomes. Enhanced school food standards will ensure that the food on offer throughout the school day is beneficial to health and is climate friendly resulting in a higher proportion of children being a healthy weight, and a reduced carbon footprint from the food purchased and consumed at school.	
<b>Action and Timeline</b>	<ol style="list-style-type: none"> <li>1. Identify who is contracted to provide school food at all primary and secondary schools.</li> <li>2. Review process from FSA pilot in Blackpool where EHOs review compliance to school food standards.</li> <li>3. Review data from Trafford Services for Education on menu planning, meal selection, meal substitutions.</li> <li>4. Identify schools with existing school food policies (e.g. on packed lunches, non-lunch time food provision) and review content and implementation of policies.</li> <li>5. Use data above to identify potential work programme to ensure adherence to school food standards</li> <li>6. Investigate feasibility of implementing enhanced food standards and whole school food policies that reflect health and climate</li> </ol>	<ol style="list-style-type: none"> <li>1. April 2023</li> <li>2. September 2023</li> <li>3. March 2024</li> <li>4. TBC</li> <li>5. TBC</li> <li>6. TBC</li> </ol>
<b>Support Network</b>  <b>Significant Partners in workstream, enablers, and project team members</b>	Partners: Public Health, Regulatory Services, Schools & Governing Bodies, Trafford Services for Education, Other school catering providers (Private Sector)  Project team: Jane Hynes, Ben Jewell, Nicola Duckworth, Jill Duddle  Enablers: External consultants to undertake technical reviews and analysis of meal composition	
<b>Obstacles</b>  <b>Expected Risks, Challenges etc.</b>	<ul style="list-style-type: none"> <li>• Economic/financial risk in terms of changing food quality/ingredients.</li> <li>• Difficulty in establishing new relationships across the system.</li> <li>• Identifying budget to engage external support on technical reviews and nutritional analysis.</li> <li>• Difficulty in engaging private catering providers in this work</li> </ul>	
<b>Adjustments</b>  <b>What will be done to meet outcome/results expected</b>	<ul style="list-style-type: none"> <li>• Early conversations with key stakeholders to build relationships</li> <li>• Use of external expertise to address concerns around economic implications</li> <li>• Initial focus on Trafford Services for Education provision during the test and learn phase</li> </ul>	

