

## TRAFFORD COUNCIL

**Report to:** Council  
**Date:** 17 July 2024  
**Report for:** Decision  
**Report of:** Leader of the Council & Chief Executive

### **Report Title**

Corporate Plan 2024-27

### **Summary**

This report provides a summary of the Council's new Corporate Plan and engagement.

### **Recommendation(s)**

It is recommended that Council:

1. Approves the new Corporate Plan and recommends its adoption; and
2. Notes the engagement and feedback undertaken to develop the plan.

Contact person for access to background papers and further information:

Name: Business Intelligence Unit

Background Papers: None

## Implications:

Relationship to Policy Framework/Corporate Priorities	The Corporate Plan 2024-27 report summarises the new Council's Corporate Priorities.
Relationship to GM Policy or Strategy Framework	The Corporate Plan is aligned to the Greater Manchester (GM) policy and strategy where required.
Financial	None
Legal Implications:	The Corporate Plan forms part of the Council's overarching Policy Framework.
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.
Carbon Reduction	The Corporate Plan is a key driver to supporting carbon reduction, delivering the Council's Carbon Neutral Action Plan and supporting the growth of the green economy.
Resource Implications e.g. Staffing / ICT / Assets	No direct impact
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 impact
Health and Safety Implications	No direct impact

## 1. Background

- 1.1. The Corporate Plan describes Trafford Council's strategic vision, outcomes and priorities for the borough, with the priorities being key to its delivery. It includes an overview of what the Council will do and how we will work with our residents, communities, businesses, and other partners to deliver sustainable change to Trafford in line with these commitments.
- 1.2. The 2021-24 Corporate Plan was designed to address the after impacts of the COVID-19 pandemic. Since then, nationally and within Trafford, we have faced new and reemerging challenges and opportunities. Our new Corporate Plan will retain the existing vision and just one minor amendment (prosper to thrive) and will address these new challenges and opportunities.
- 1.3. The new Corporate Plan was developed by working with the Council's Executive to understand their priorities. This was followed by discussion with Corporate Leadership Team (CLT), Directors, Heads of Service and their teams to ensure it aligns with ongoing activities and plans and delivery of statutory duties. Research was also conducted on other Local Authorities' Corporate Plans, including those in GM to ensure it aligns to the wider GMCA agenda as well as with key partners who support the council's activities.
- 1.4. This plan reflects the ambition of Trafford's leadership and the values and aims of the Council to provide a blueprint for improving the borough. It will shape the activity within the Council, help prioritise resources and monitor progress made,

as well as aligning with strategic financial planning. It is particularly important given the impact of the cost-of-living crisis, devolution and invigorated partnership working that we expand our priorities to cover more areas and to further service our residents across our communities.

- 1.5. The delivery of the plan will focus on service performance. This will be measured by data led KPIs and qualitative case studies which are in the control of the Council. This data-led and people-focused approach will inspire and demonstrate the Council's achievements on these outcomes and priorities between now and 2027.
- 1.6. It is also intended as a guide for our partner organisations to help identify shared objectives and outcomes so we can work together more effectively to achieve far more for Trafford than we ever could working alone.

## **2. The New Plan**

The vision of Trafford in the Corporate Plan is:

*Trafford where all our residents, businesses and communities thrive.*

The outcomes for Trafford remain the same and are:

- *All our residents will have access to quality learning, training and jobs.*
- *All our communities will be happy, healthy and safe.*
- *All our businesses and town centres will be supported to recover and flourish in an inclusive way.*

The new plan outlines five priorities and accompanying "We Will" statements. These are set out below and have been written with input from members, staff, partners and residents. The information will be shared at July Council for final approval before being formally launched.

### **2.1. Priority One: The best start for our children and young people**

*We want our children and young people to receive the best possible education and get the support they need to achieve and thrive.*

#### **Rationale:**

We want our children to have the best start possible and understand the importance and lasting impact of the first 1001 days in a child's life. By working effectively with partners, we will continue to improve our Early Years education offer as well as provide family help for those who need additional support.

Our early years setting, schools and colleges within Trafford are the envy of Greater Manchester. We understand that many people call the area their home because of the educational offer that our fantastic educational settings offer. Greater Manchester has seen significant changes in how families can access early years provision and continued education, apprenticeship, and employment opportunities. We want to ensure that our young people have access to the best start on their chosen path and that local businesses are able to capitalise on the talented, local, young workforce that is soon to take the next steps in their lives.

We are committed to delivering quality services our vulnerable children and families expect and deserve by ensuring our services are as good as they can be. This includes seeking to hear children and young people so that they have a voice and influence.

We understand that this can only happen if the right help is provided at the right time to families. We will prioritise prevention by investing in family hubs and giving families early wrap-around support to help them when they need us most.

We need to promote good physical and mental health for our young people to prevent poor health and give them a healthy and active life, We will put children, and the quality of their experience, at the centre of what we do. We will work particularly with partners to support those with special educational needs and disabilities as we recognise our duty towards them.

This ambition must be extended to our Children in Care. We will continue to invest in services across the borough to support Children in Care and Care Experienced young people and adults, ensuring that they are at the forefront of our ambitions as a Local Authority.

Our continued delivery of in-house youth services will enable our young people to thrive and grow within the area they call home.

## **2.2. Priority Two: Healthy and independent lives for everyone**

*We want our residents to live in good health, remaining independent in their own homes wherever this is possible.*

**Rationale:** The strength of our community is one of Trafford's greatest assets and we will strive to make Trafford a place where residents of all ages can be as healthy and independent as possible. However, we know that many are feeling the effects of the cost-of-living crisis and resulting intensified hardships.

In the post-pandemic world, we have worked hard to embed community support. We will strive to ensure that our residents with the greatest need are served by the Council, particularly working to improve health and care services and enabling people to remain at home. We will continue to establish further good practice at neighbourhood level, particularly in partnership with our voluntary sector who know the community best.

The focus of this priority will enable us to develop coordinated responses to ensure that our residents can receive the right level of support at the right time. This means working effectively with Health Partners to deliver great services for our residents.

## **2.3. Priority Three: A thriving economy and homes for all**

*We want Trafford residents to have great access to employment and to live in good quality housing. We want our businesses to thrive.*

**Rationale:** Trafford is changing, we are seeing major regeneration in our town centres and beyond. We want residents to feel the benefits of this change by creating an economically thriving borough driven by local, national, and

international investment. By helping people to gain skills and improving access to employment we will ensure that all residents share in this growth.

To do this we will need a skilled workforce that has access to job opportunities with a living wage. We are proudly Real Living Wage Accredited and part of the Good Employment Charter. We want to create a local economy that is resilient with increased investment flowing into Trafford at our sites such as Trafford Park, Carrington and Davenport Green and into local businesses. This regeneration of our key locations and town centres will be parallel to our ambition to ensure accessibility for all through the improvement of our transport infrastructure.

We will support the delivery of new and affordable housing across the borough, taking a brownfield first approach, ensuring that those who grew up in Trafford can afford to stay and those experiencing homelessness can be supported back into housing.

#### **2.4. Priority Four: Address the climate crisis**

*We want to play our part in reducing our carbon footprint and address the impact of climate change in Trafford.*

**Rationale:** The climate crisis requires local action and partnership working to solve. Trafford Council has already begun to show leadership in reducing its carbon footprint. We will continue to decarbonise Trafford Park industrial estate and work with partners to be green leaders in their areas, while also increasing what we reuse, repurpose and recycle. We are committed to further expanding EV charging infrastructure across Trafford to support our residents to make green choices.

For residents, we will show that we are adapting to the impact of climate change. Over the last three years, Trafford has needed to become accustomed to climate change impacts within the borough and we want to protect our most vulnerable residents from further damage caused by the effects of increased rainfall, increased temperatures, and other climate change impacts.

We will promote the Walking, Wheeling, and Cycling strategy and give our residents access to green spaces where they can relax through social, active, and leisure activities.

#### **2.5. Priority Five: Culture, sport and heritage for everyone**

*We want to promote our fantastic cultural and sporting heritage, developing opportunities for all.*

**Rationale:** As the borough of Trafford turns 50 years old, we want to highlight the incredible culture, sport and heritage assets that Trafford has to offer residents and visitors.

Trafford's culture and heritage is rich and diverse, including Imperial War Museum North, Old Trafford Cricket Ground, Manchester United Football Stadium, Dunham Massey Estate, Trans Pennine Way, Waterside Arts Centre and Longford Park.

Over the next few years, we aim to cherish this heritage by expanding access to culture across the borough through the launch of our new Cultural strategy. This strategy should enable the borough to bid for the Town of Culture award, attract further investment into the area, and encourage residents to get involved in local culture. By activating this strategy, we will be working with key culture, sport and heritage stakeholders to provide an enriched offer to all residents across the borough.

We are investing in Trafford's leisure centres for the future, and we want to deliver the opportunity for accessible, effective, and sustainable physical activity into all our neighbourhoods, encouraging all our residents to move more every day. To expand our sport and leisure offer to residents, we will work with businesses and communities to come together and maximise the opportunity to build on our sporting heritage.

### **3. Our Approach to Delivery**

3.1 The key to the successful delivery of the vision, outcomes and priorities in the corporate plan is the approach adopted. This is defined as:

- Delivering the right, quality services at the right time for residents, communities, businesses and partners using our skilled and diverse workforce;
- Being responsive, accessible and fair to all and placing this at the heart of everything that we do. This means becoming a digital council, improving connectivity and helping more residents to get online and access new technology. At the same time, we will ensure that residents are not left behind in our increasingly digital society;
- Providing value for money, targeting investment and better partnership working; ensuring our services are built around the needs of people who live, work and visit the borough;
- Working with residents, communities and business to provide properly maintained, clean, attractive and safe green spaces for everyone to enjoy;
- Continuing to maintain tight control on our finances through the medium-term financial plan (MTFP) to deliver a balanced budget;
- Working more closely with residents and using data effectively, to influence and inform our local decision making and continuing to engage both directly and through social media, websites and online platforms; and
- Working together to help develop a strong, dynamic and diverse voluntary sector as a key partner in the borough and actively encourage volunteering.

### **4. Engagement Activity**

4.1. To complement the priorities and statements that were being developed through the Corporate Plan, we engaged with our residents, businesses, communities, and partners. Throughout the last three years, we have used the Voice of Lived Experience to help shape Council policy and as such, we felt it was critical to conduct engagement activities, so all relevant sectors could understand the rationale behind the new priorities and how the changes will support them.

- 4.2. On 08 May an Online Survey was launched on the proposed Corporate Plan vision and priorities. The survey, which closed on 12 June, aimed to seek feedback on the importance of each priority, the strength of the 'We Will' statements, and to capture any further suggestions to incorporate into the final version of the Corporate Plan.
- 4.3. Officers engaged with partners at a range of meetings so their considerations could be incorporated into the Corporate Plan. Partners including UNISON were made aware of the development of the new Corporate Plan and the accompanying survey. Engagement with the Health and Social Care board took place to share the plan and obtain feedback to ensure that our health partners can support Trafford's strategic vision. Trafford is committed to developing its Strategic Partnerships and will continue to communicate with the private, public, and voluntary sectors throughout the implementation stage of the Corporate Plan.
- 4.4. Two engagement meetings were held at Voluntary, Community, Faith and Social Enterprise (VCFSE) events, so that qualitative feedback could be incorporated into the Corporate Plan.
- 4.5. The Trafford Deaf Partnership and the Poverty Action Group had an extended session on the plan and were able to feedback that if the priorities are implemented, they will help to reduce the inequalities across the Borough. The Voice of Lived Experience panel borne out of the Poverty Truth Commission legacy were also engaged on the new priorities and 'We Will' statements to obtain their input and feedback.
- 4.6. Since the Covid-19 pandemic, our Community Hubs and Libraries have continued to engage with our residents. Copies of the Survey and the promotional material were distributed to these groups. Residents were able to scan the QR code available on the survey poster to access the questions and were also able to obtain paper copies. 14% of survey responses were captured in this way.
- 4.7. Trafford Council staff were able to attend drop-in sessions facilitated by the Modernisation and Policy Team at both Trafford Town Hall and Sale Waterside in June. Staff were also able to hear about the Corporate Plan at the Wellbeing session that took place at Trafford Town Hall at the beginning of the feedback process.
- 4.8. Directorate Management Teams were briefed on the changes, given the opportunity to feedback, and were asked to share the survey with their staff. The survey was also promoted through internal channels including 'Six Boxes' and the news bulletin. Externally, the survey was promoted on Trafford Council's social media channels.

## **5. Survey and Engagement Feedback**

- 5.1. There were 319 responses to the survey on the new Corporate Plan held between 08 May and 12 June 2024.
- 5.2. The respondents were Trafford residents, colleagues and partners split across all age groups, with the largest group of survey respondents being white British

or white other between the ages of 45 to 54. 7% of respondents were aged 18 to 34, which indicates an encouraging level of participation from the young people in Trafford. 42% was between the West and South Trafford respondents and further 33% was split between the North and Central Trafford. 22% of the respondents were from outside the borough of Trafford. We acknowledge that this is a small proportion of the borough's population, however, the feedback has been taken into account.

5.3. Generally, respondents felt that the right priorities were being focused on. 77% of the respondents either strongly agreed or agreed that our priorities can meet the Council's current and future challenges. The 'we will' statements were accepted although the order of the ranking slightly changed across the priorities.

5.4. By reflecting on the key points from the responses there are a range of topics that residents, colleagues and partners have highlighted as being important either personally to them or to the wider community. Specific mention was made of providing a better offer for early years and young people in the borough, reducing the impacts of poverty and improved consultation with residents, colleagues, and partners. Additionally, respondents emphasised the importance of taking into consideration the needs of different races and of marginalised communities experiencing inequalities.

5.5. Respondents provided additional feedback on each priority, suggesting any areas they felt required further consideration. Common themes were as follows:

**The best start for our children and young people**

- Better provision for Early Years
- Reduce the impact of poverty
- Reduce waiting times for assessment and support
- Increase sport and leisure facilities
- Increase number of school places for children with SEND

**Healthy and independent lives for everyone**

- Access to free physical activities
- Improve green spaces
- Better support for those with SEND
- Reduce the impact of digital poverty

**A thriving economy and homes for all**

- Improve public transport links
- Improve consultation with residents
- Increase supported living arrangements
- Increase services provided alongside housing

**Address the climate crisis**

- Improve public transport links
- Improve consultation with residents
- Develop data on climate change

**Culture, sport and heritage for everyone**

- Provide more free/low cost opportunities
- Ensure leisure opportunities are accessible to all



- Improve park facilities
- Increase workforce access to leisure

5.6. Finally, respondents were able to make further comments in relation to the Corporate Plan as a whole, specifically suggesting any areas that they felt required further consideration. Common themes were as follows:

- Reduce the impact of poverty
- Improve transport links
- Tackle anti-social behaviour
- Improve community cohesion
- Better maintenance of highways

5.7. A detailed analysis of the survey outcomes can be found in the appendix at the end of this report.

5.8. In addition to the survey, three drop-in sessions were held with colleagues across the Council. These were used as an opportunity to share the new Corporate Plan priorities and 'We will' statements and to take feedback from staff. Colleagues were broadly in agreement with the new priorities and felt that they better reflect the breadth of work undertaken by the Council. The majority of those spoken with ranked 'The best start for our children and young people' and 'Healthy and independent lives for everyone' highest in importance.

5.9. Feedback from Partners was generally positive with support for the new priorities. Partners from the VCFSE sector would like to see a focus on additional support for key communities and a greater recognition of the impact of the cost-of-living crisis. The Voice of the Child was also strengthened in the 'The best start for our children and young people' 'We Will' statements.

5.10 In summary, feedback was positive in the main and many areas that were outlined as important to residents, partners and colleagues are covered within the 'We will' statements. Key findings will be shared with relevant teams in the Council and will be included in the Annual Delivery Plan. This will outline in more detail how the Council intend to make improvements in the five priority areas. It is worth noting that delivery and performance that will be measured will be within the control and influence of the Council. It will be important to communicate this work effectively with residents, partners and colleagues, so that they are kept informed of the progress made against the new plan.

## **6. Communication**

6.1. The new Corporate Plan will be launched using a variety of channels – media press release, website, internal presentations and externally with partners, videos for each priority - all supported by social media to demonstrate how we are working together for the good of the borough.

6.2. The communication and engagement will continue on an ongoing basis for the duration of the plan.

## **7. Performance Monitoring**

- 7.1. The Corporate Plan ensures that all parts of the Council are contributing to a shared vision for the Council and the Borough, and therefore it is key that performance can be measured and reported.
- 7.2. The Corporate Plan Delivery Plan comprises a range of activity and actions that Trafford intend to carry out over the coming 12 months in order to deliver on each of the Corporate priorities. Not all the priorities readily lend themselves to data-driven metrics, and as such a combination of actions and/or metrics is used to show our performance throughout and over the year. This will comprise of delivery actions and output metrics that are more in the direct control of the Council. Outcome metrics will continue to be tracked but as some of these are longer ranging data sets impacted by many factors (economy, central government and international policies), they should be considered alongside the delivery actions and other metrics.
- 7.3. The corporate performance reporting cycle monitors performance measures and milestones against the delivery of the Corporate Plan. The Corporate Plan will be reported on every six months to the Executive and Scrutiny, ensuring clear and transparent accountability.

## **8. Recommendations**

It is recommended that Council:

- 8.1. Approves the refreshed Corporate Plan and recommends its adoption; and
- 8.2. Notes the engagement and feedback undertaken to develop the plan.

**Finance Officer Clearance: GB**

**Legal Officer Clearance: DS**

**DEPUTY CHIEF EXECUTIVE & CORPORATE DIRECTOR'S SIGNATURE:**

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



# Appendix 1: Survey and Engagement Feedback

## Background

This document summaries feedback from engagement on the refreshed Corporate Plan and Priorities through:

1. A Survey on Citizen Space (Respondents were Residents, Colleagues & Partners)
2. Colleagues Drop-In Sessions for the Council

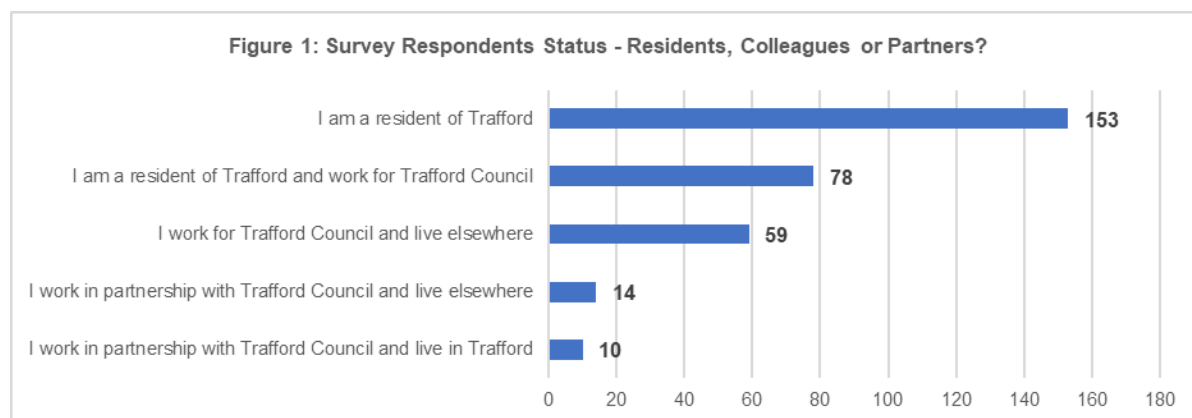
### 1. Survey on Citizen Space

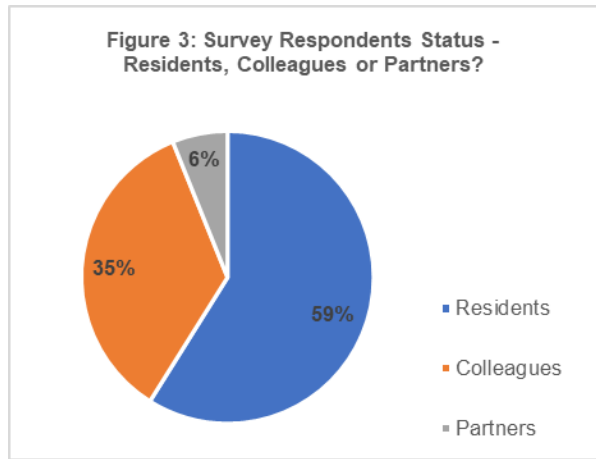
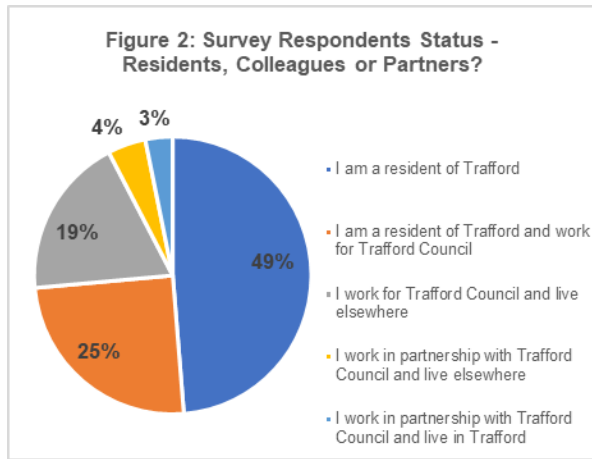
A Survey was published on Citizen Space between 08 May – 12 June 2024, which asked for:

- Feedback on whether residents, colleagues and partners agreed these were the right priorities overall.
- Feedback on whether residents, colleagues and partners agreed these priorities would meet future challenges.
- Ranking the priorities in order of importance.
- Ranking the ‘we will’ statements under each priority in order of importance.
- Providing additional feedback and suggestions on further areas to consider.

There were **319** responses in total to the survey. 13.8% of the responses were collected on paper surveys through the libraries and community hubs. 86.2% were collected via the digital survey published on Citizen Space.

Respondents to the survey were 58% Residents of Trafford, 36% Colleagues working for Trafford Council and 6% Partners working with Trafford Council (*Details in figures 1 - 3 below*). (*Note: Figures 1 and 17 do not total 319 due ‘prefer not to say’/blank entries*).





## Survey Respondents Profile

- 34% of the respondents were aged 45-54, 24% were aged 35-44, 22% were aged 55-64, 9% were 65-74, 7% were aged 18-34, 3% were 75 or older, 1% preferred not say.
- The majority of the respondents, 68%, identified as Female, 24% as Male and 8% as other gender group (*Figures 6 & 7*).
- Respondents were located in: West Trafford (23%), Outside of Trafford (22%), South Trafford (19%) Central Trafford (16%), and North Trafford (16%) (*Figure 8 & 9*).
- The majority of the respondents, 82%, were White British or other White ethnic group, 10% were of BAME origin. (Trafford Profile – 14% at 2011 Census from BAME group) (*Figures 9 & 10*).

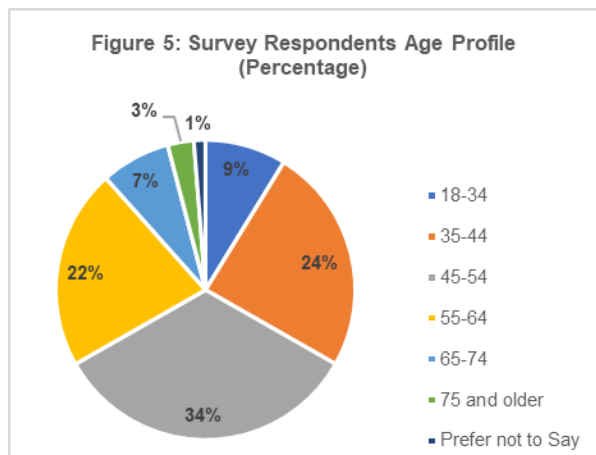
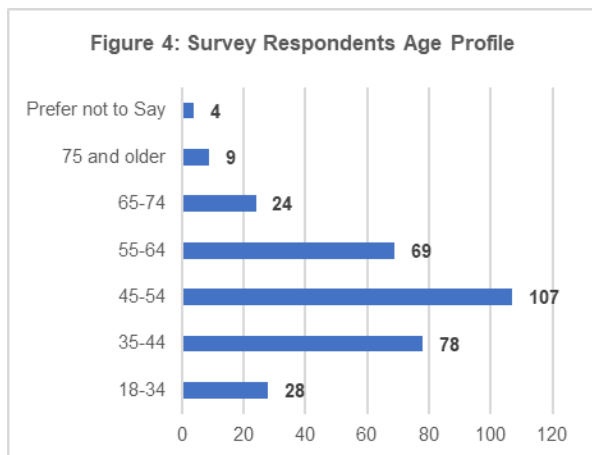


Figure 6: Survey Respondents Gender by Age group

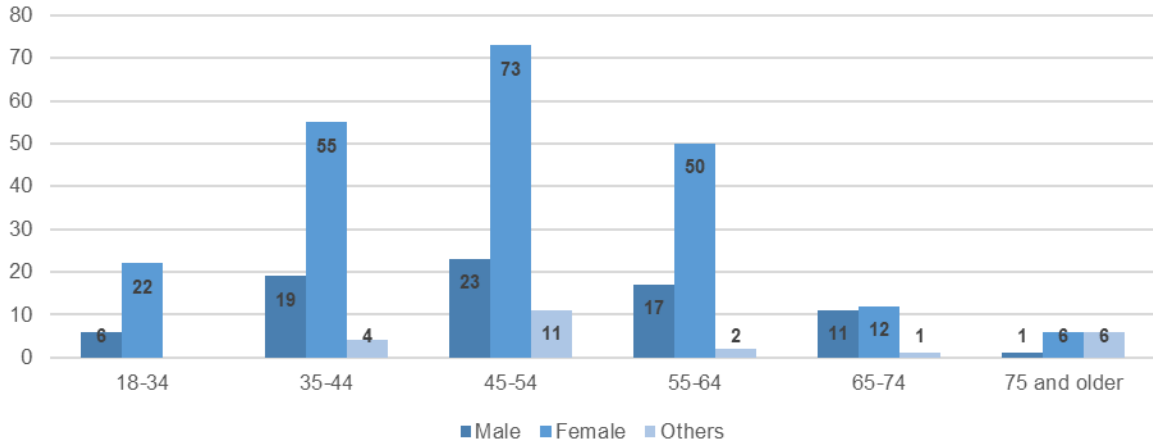


Figure 7: Survey Respondents Gender (Percentage)

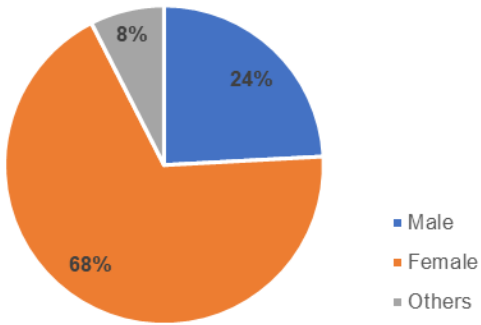


Figure 8: Survey Respondents Location (Percentage)

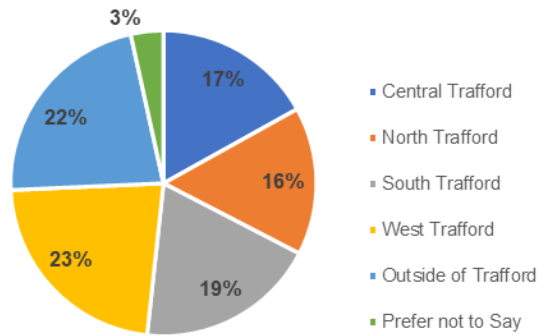


Figure 9: Survey Respondents Location by Age group

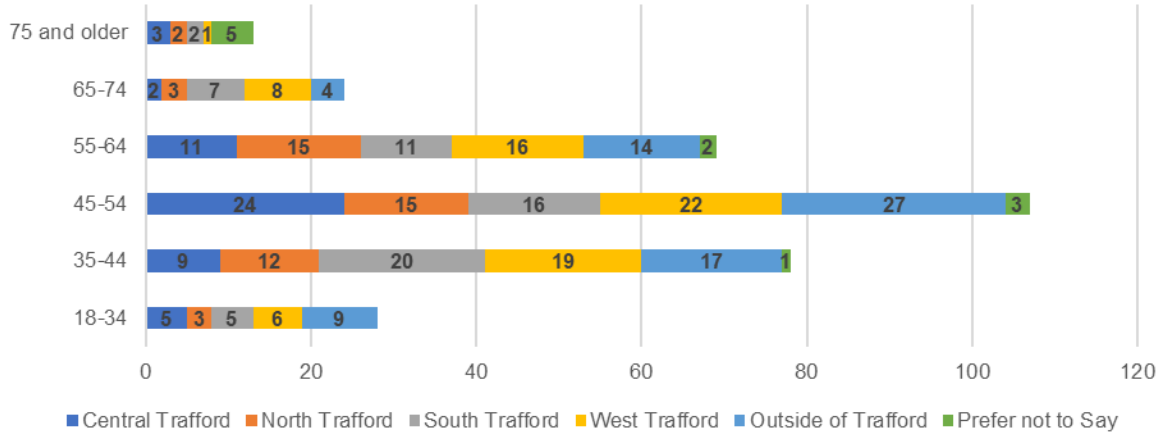


Figure 10: Survey Respondents Ethnic Group

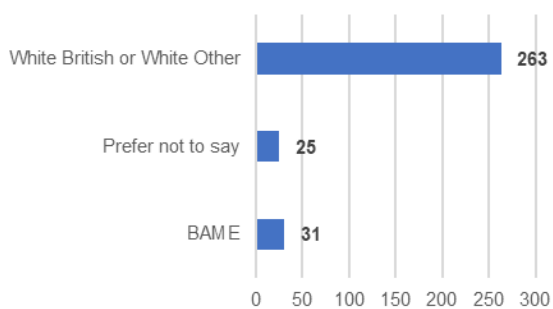
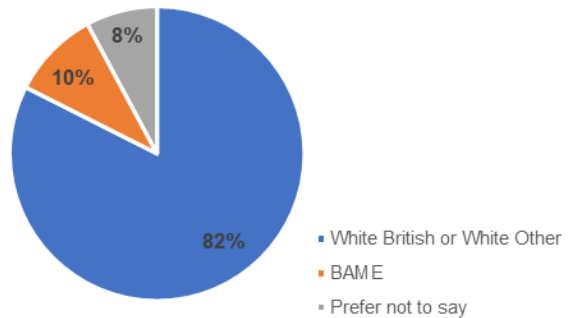


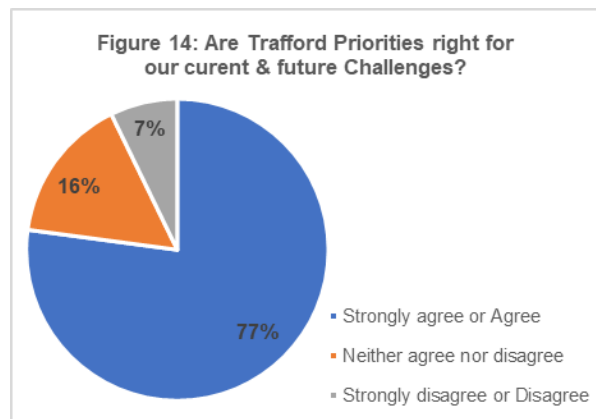
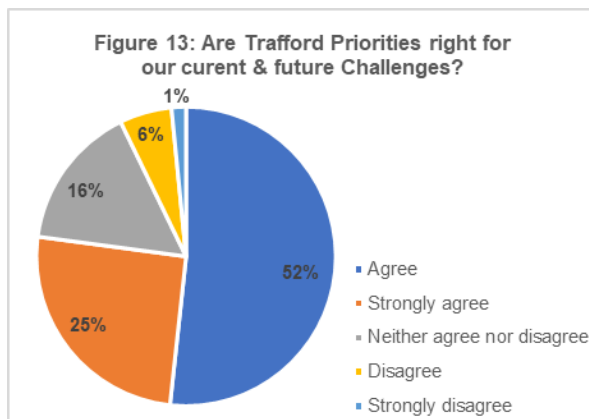
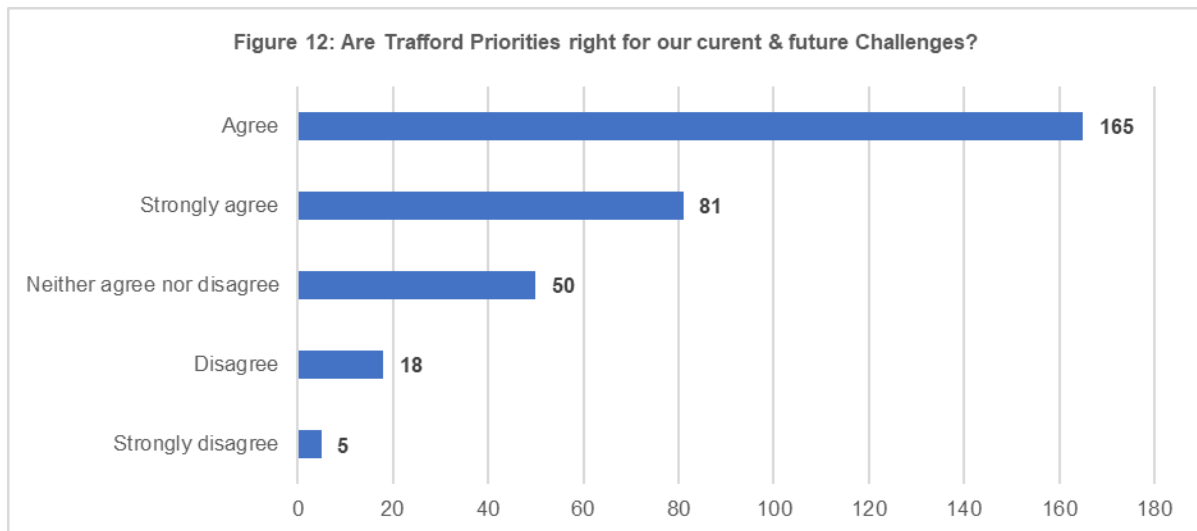
Figure 11: Survey Respondents Ethnic Group (Percentage)



## Feedback on overall Corporate Priorities

On being the right priorities for the Council in meeting current and future challenges (Figures 12 – 14).

- **7.7 in 10 (77%)** either **strongly agree** or **agree** these are the right priorities.
- **0.7 in 10 (7%)** either **strongly disagree** or **disagree** these are the right priorities.
- **1.6 in 10 (16%)** neither **agree** nor **disagree** these are the right priorities.



## Ranking of the Corporate Priorities in order of importance

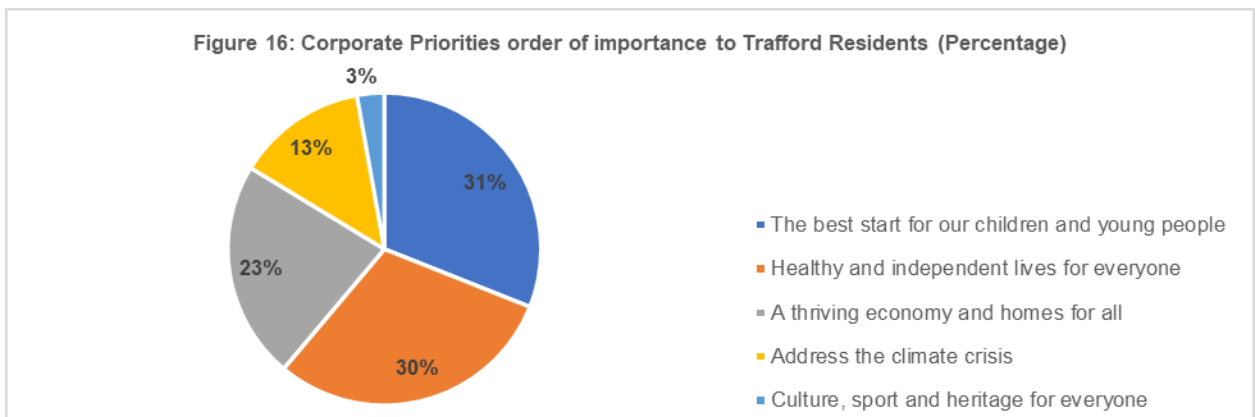
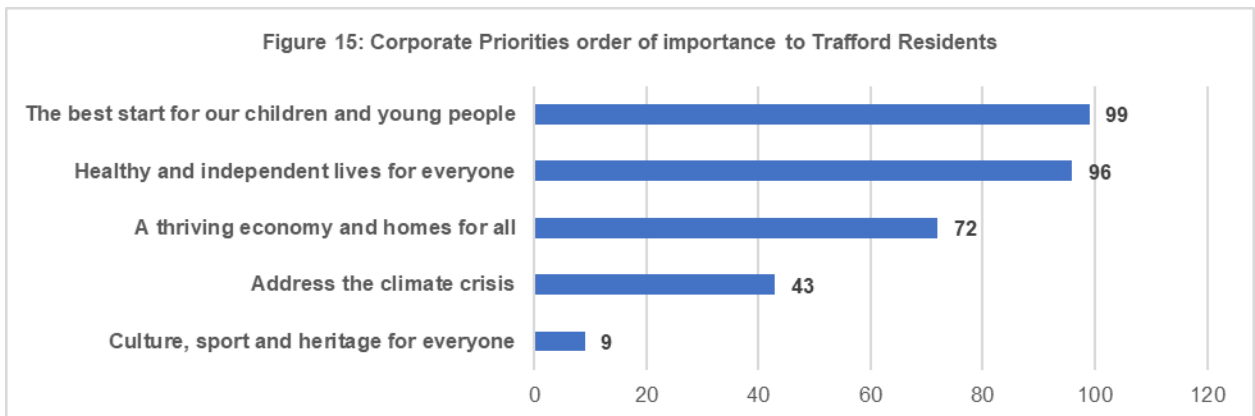
Respondents were asked to rank the proposed priorities both as an individual and in respect of their communities. On the importance of each corporate priority to Trafford residents and communities, respondents agreed the following order (Table 1 & Figures 15 - 18).

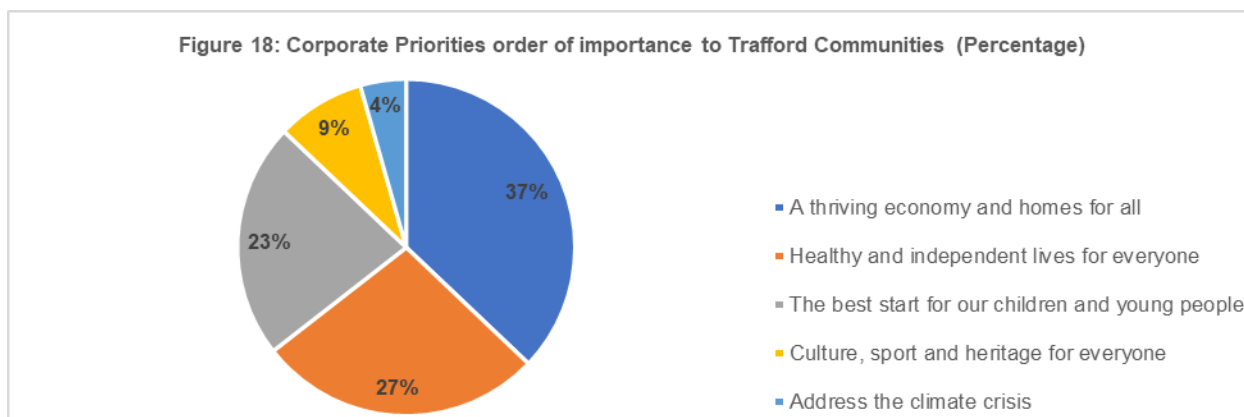
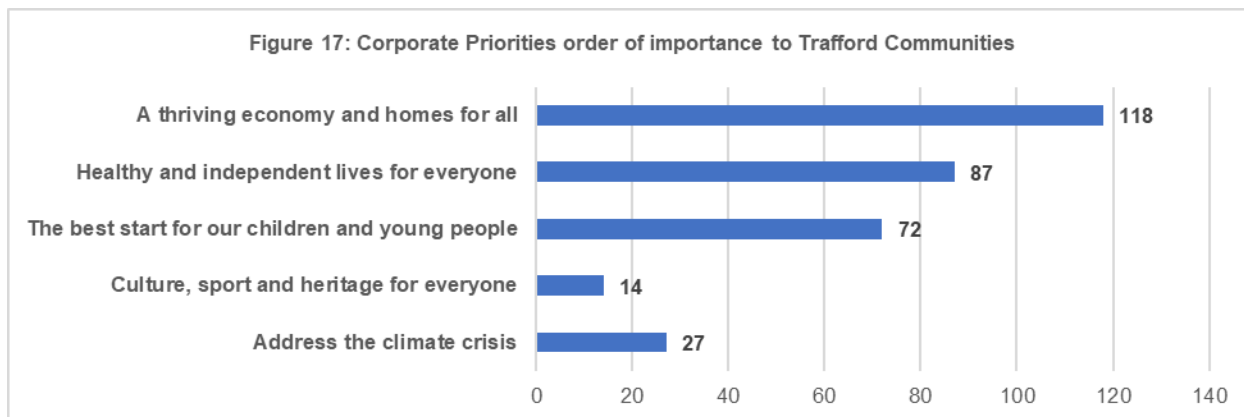
- 31% of the survey respondents ranked their number one priority as an individual as **'The best start for our children and young people.'**
- When thinking about the most important priority for their community, 37% of respondents ranked **'A thriving economy and homes for all'** as most important priority.

- For both the individual and community responses, the second most important priority was **‘Healthy and independent lives for everyone.’**
- **‘Address the climate crises’** was ranked fourth (13%) by respondents as individuals and fifth (4%) in respect of their communities.
- **‘Culture, sport and heritage for everyone’** was considered the least important (3%) of the five priorities by the respondents as individuals, and fourth most important (9%) in the context of their community.

Table 1: Corporate Priorities Order of Importance Ranking

Trafford Refreshed Priorities	Order of Importance to the Respondents (Residents, Colleagues & Partners) - Figures 12 & 13	Order of Importance to the Respondents' Communities - Figures 14 & 15
The best start for our children and young people	1 - (31%)	3 - (23%)
Healthy and independent lives for everyone	2 - (30%)	2 - (27%)
A thriving economy and homes for all	3 - (23%)	1 - (37%)
Address the climate crisis	4 - (13%)	5 - (4%)
Culture, sport and heritage for everyone	5 - (3%)	4 - (9%)





### Ranking 'We Will' Statements (1 = Top Ranking)

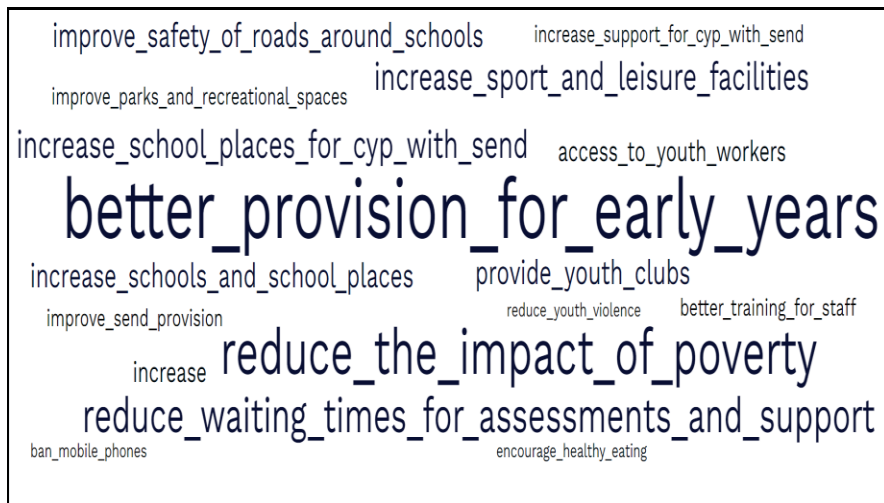
Respondents to the survey were asked to rank the 'we will' statements in order of importance.

#### Priority 1: The best start for our children and young people

Ranking	We Will...
1	Work with our local education and business partners to ensure our young people in Trafford have the best possible access to education, apprenticeship, and employment opportunities.
2	Encourage and promote good mental and physical health in children.
3	Provide the right help at the right time for families.
4	Work with our partners to support our children and young people who have Special Needs and Disabilities.
5	Be ambitious for children by continuing to invest in services for Children and Young People and delivering in house youth services.
6	Work positively with our Children in Care, and our young people who have experienced care, to ensure we put them at the heart of what we do.

Survey respondents were asked for any additional areas they wanted to see in the 'We will' statements for the priority '**The best start for our children and young people**' and their responses were captured in a visual word cloud (see below).





## Priority 2: Healthy and independent lives for everyone

Ranking	We Will...
1	Improve health and wellbeing to reduce the impact of poverty, concentrating on communities with the greatest need.
2	Work with our partners to provide fair and accessible services to maximise our residents physical and mental wellbeing, including the offer for mental health services in Trafford.
3	Invest in our prevention offer to ensure our residents and carers receive the right level of support at the right time for them.
4	Ensure a co-ordinated, timely and robust response to safeguard our residents.
5	Deliver our local targeted priorities in partnership with communities and the voluntary sector.

Survey respondents were asked for any additional areas they wanted to see in the 'We will' statements for the priority '**Healthy and independent lives for everyone**' and their responses were captured in a visual word cloud (see below).



### Priority 3: A thriving economy and homes for all

Ranking	We Will...
1	Help people to gain skills and improve access to employment, to maximise household income.
2	Work in partnership with agencies to prevent homelessness and to support those who are experiencing homelessness back into housing.
3	Deliver new housing developments that are affordable, adaptable, sustainable, and low-energy use, while working with partners to increase the energy efficiency in our homes.
4	Deliver on our regeneration priorities in town centres and key locations.
5	Ensure accessibility for all by improving our highways, streetlighting, footpaths and resurfacing.
6	Enable an economy that works for all by supporting businesses, increasing investment, and improving our economic resilience.
7	Deliver Social Value and embed it within our organisation and throughout our supply chain.

Survey respondents were asked for any additional areas they wanted to see in the 'We will' statements for the priority 'A thriving economy and homes for all' and their responses were captured in a visual word cloud (see below).



### Priority 4: Address the climate crisis.

Ranking	We Will...
1	Show leadership by reducing Trafford council's carbon footprint and increasing the amount we re-use, repurpose and recycle, as well as encouraging partners to do the same.
2	Ensure our green spaces are biodiverse and provide opportunities for residents to be social and active.
3	Promote active and public travel by delivering our Walking, Wheeling and Cycling Strategy and ensuring Trafford's streets are safer and accessible.
4	Reduce carbon output by decarbonising Trafford Park industrial estate and promoting it as area of good employment.

5	Adapt to climate change impacts, to increase local resilience and protect vulnerable residents.
6	Expand electric vehicle charging infrastructure across Trafford.

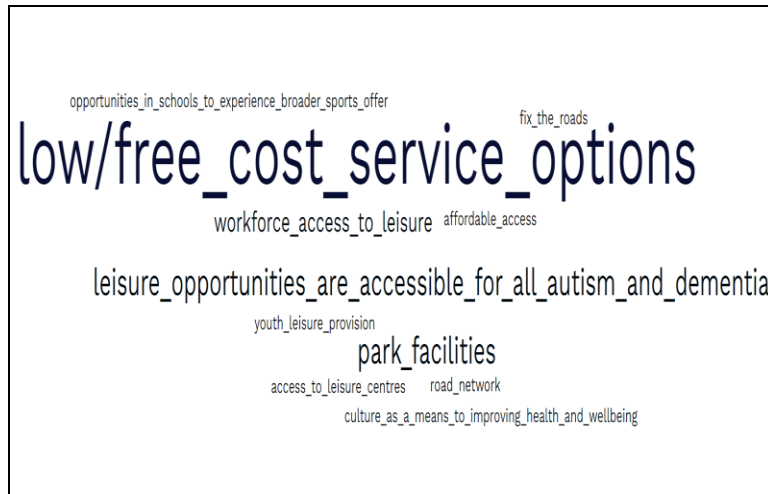
Survey respondents were asked for any additional areas they wanted to see in the 'We will' statements for the priority '**Address the climate crisis**' and their responses were captured in a visual word cloud (see below).



### Priority 5: Culture, sport and heritage for everyone

Ranking	We Will...
1	Provide accessible, effective and sustainable physical activity and sport opportunities for our communities.
2	Invest into Trafford's leisure centres and deliver the programme in Partington.
3	Expand access to culture and creativity, embed the new Cultural Strategy and attract further investment in arts and culture.
4	Ensure that Trafford's rich and diverse heritage is enjoyed by residents and visitors.
5	Expand and enhance the long-standing sporting heritage of Trafford to maximise future opportunities for businesses and communities.

Survey respondents were asked for any additional areas they wanted to see in the 'We will' statements for the priority '**Culture, sport and heritage for everyone**' and their responses were captured in a visual word cloud (see below).



## Further comments from respondents

Survey respondents were asked a final question on whether there were any further areas, not covered within the proposals, that should be considered. Their responses were captured in a visual word cloud (see below).

