

# Public Document Pack



**TRAFFORD  
COUNCIL**

## **AGENDA PAPERS MARKED 'TO FOLLOW' FOR EXECUTIVE**

**Date: Monday, 22 November 2021**

**Time: 6.30 p.m.**

**Place: Council Chamber, Trafford Town Hall, Talbot Road, Stretford M32 0TH**

**PLEASE NOTE: Owing to COVID-19 precautions, attendance for those who are not Elected Members is by prior registration only. A link to the meeting broadcast can be found at:**

<https://www.youtube.com/user/traffordcouncil/videos>

### **A G E N D A**

### **PART I**

### **Pages**

**6. CORPORATE PLAN REFRESH 2021/24 1 - 14**

To consider a report of the Executive Member for COVID-19 Recovery and Reform.

[PLEASE NOTE: The Corporate Plan Refresh brochure is now attached.]

**SARA SALEH**  
Deputy Chief Executive

**COUNCILLOR ANDREW WESTERN**  
Leader of the Council

### Membership of the Committee

Councillors A. Western (Chair), C. Hynes (Deputy Leader), S. Adshead, M. Freeman, J. Harding, E. Patel, T. Ross, J. Slater, G. Whitham and J.A. Wright.

Further Information

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

Jo Maloney, Governance Officer

Email: [joseph.maloney@trafford.gov.uk](mailto:joseph.maloney@trafford.gov.uk)

This agenda was issued on Friday, 19<sup>th</sup> November, 2021 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH.

1.

# TRAFFORD COUNCIL CORPORATE PLAN 2021-24



# Foreword by the Leader



Trafford – where all our residents, businesses and communities prosper.

That's the new vision for our borough, making sure that we build back better out of the Covid pandemic and develop a borough fit for everyone.

It's important that our vision is far reaching and inclusive of all. The Covid pandemic has shown that our borough suffers when people are left behind – we need to make sure that all of our residents can access the healthcare, education and training needed to prosper.

Our Corporate Plan was first launched in 2018 – a document about who we are as a council, what our priorities are and – most importantly – how we would serve the residents, communities, businesses and partners in our borough.

Now it is 2021, it is fair to say that a lot has changed so it is right that we have looked again at our Corporate Plan and developed that new vision with new priorities that delivers for the borough.

Healthcare has always been important – but the pandemic has magnified how inequalities in health must be addressed if we are to deliver prosperity for all. Poverty too is an issue that we must tackle. Too many children and families do not have adequate food, clothing or housing. It leads to poorer health and poorer education. Preventing people from falling into poverty and raising people out of poverty must be a priority.

The same urgency is needed for climate change. It was in 2018 that we declared a climate emergency. Since then, the world has witnessed more extreme and uncertain weather – floods, droughts, rising seas and rising temperatures. Here in Trafford, our Carbon Action Plan, the promotion of cycling and walking, low carbon housing and clean air can improve our health and create a sustainable legacy.

All of our actions as a council come at a time when we are being asked to do more with less. So it is right that we make the best of our resources to deliver these priorities. That means working better with our partners, enabling people to access our services online at a time that is convenient to them and putting the needs of our communities at the heart of everything we do.

The pandemic has been incredibly harsh. But it has shown us that we work best when we work together. By coming together again, I have no doubt that Trafford will be where all our residents, communities and businesses prosper.

**Councillor Andrew Western**

**Leader of Trafford Council**

# Foreword by the Chief Executive

Welcome to the refresh of our Corporate Plan. Following the massive impact caused by the Covid pandemic, now seems the right time to look at the changing needs of our borough and develop new priorities to meet those needs head on.

During the pandemic, our priority was to ensure vulnerable people, businesses and communities were supported quickly and decisively. New ways of working were developed immediately and efficiently to better support our borough's needs – such as the community hubs that brought direct support to neighbourhoods.

I am proud of the way our teams responded to the pandemic. They have created great examples of how we can work better and react more quickly to better serve our communities. Looking ahead, we will aim to adopt that agile and responsive approach to deliver the new priorities and vision for our borough.

It is important to note that this Corporate Plan has not been developed in isolation. Throughout the process, we have received views from residents and spoken with partners in order to create a plan that will deliver for the borough because it has been developed by the borough. Inequalities, poverty and a climate crisis cannot be solved working on our own. When we came together to meet the issues caused by Covid, we were a borough at our best. That is how we should work and that is how we will work to deliver prosperity for all of our residents, businesses and communities.

Please read through our Corporate Plan. I believe we have created a plan that contains the right vision and priorities for Trafford. More importantly, this plan is also about how we deliver on our vision and priorities. Underpinning each priority are ways we can measure our performance and we will report every quarter on how successfully we are in achieving those priorities. We want to help deliver a Trafford worthy of our residents, businesses and communities. This plan is about how we achieve that.

**Sara Todd**

**Chief Executive of Trafford Council**



# Our vision, outcomes and priorities

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 change to Trafford in line with these commitments.

This plan is a refresh on the previous 2018 corporate plan and has been developed to set out the most critical things that we need to do over the coming years to recover from Covid-19, deliver public services, and work with communities, businesses and other partners. It reflects the ambition of Trafford's leadership and the values and aims of the council to provide a blueprint for improving Trafford.

As an overarching plan, it will shape activity within the council, help prioritise resources and assist our financial planning. Importantly, the success of the plan can be monitored through target setting and outcomes that can be measured.

It is also intended as a guide for our partner organisations to help identify shared objectives so we can work together more effectively to achieve far more for Trafford than we ever could working alone.

Through our new vision we will meet the opportunities and challenges that lie ahead and work together to deliver for our residents, communities, businesses and partners.

To achieve this we are focused on three outcomes:

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

# Our refreshed vision is

Trafford – Where all our residents, communities and businesses prosper

This focus on outcomes, rather than just on the services we provide, will help the council and our partners work together towards shared goals, rather than as individual service providers.

We will focus on three priorities to help us achieve these outcomes; these priorities set out our ambitions for our people, place and communities.



**Reducing health inequalities**



**Supporting people out of poverty**



**Addressing our Climate Crisis**

# Priority 1

## Reducing health inequalities

Working with people, communities and partners, particularly in deprived areas, to improve the physical and mental health of all our residents.

The diversity of our population is one of our greatest strengths and we want all our neighbourhoods to have thriving and healthy communities. However, some groups are currently disadvantaged – not just in life expectancy but in areas such as housing and poverty that can contribute to poorer health.

Throughout the pandemic, we've made rapid changes to the ways we support residents in their community, their own home, in acute care and across our health and social care services. We will create the conditions for our communities to thrive by increasing access to jobs, investing in local infrastructure and transport and improving the local high street.

In Trafford we have a 16-year difference in healthy life expectancy between our most affluent and most deprived areas, and the pandemic has laid bare these inequalities.

Nationally, new inequalities have emerged and existing inequalities have intensified. We must do more to address these inequalities so all our residents can live long and healthy lives.



Adult Services Alpaca Walk





# We will

- 1. Prevent poor health in children and promote good mental and physical health.**
- 2. Ensure Trafford's mental health services are resilient, accessible and fit for purpose.**
- 3. Ensure more people are in good health for longer.**
- 4. Focus on areas of deprivation and with the highest rates of illness, and reduce the impact of deprivation.**
- 5. Work with partners to improve how services are delivered, and to help reduce health inequalities.**
- 6. Provide effective and sustainable physical activity and sport opportunities for our communities.**



# Priority 2

## Supporting people out of poverty

Tackling the root causes to prevent people from falling into poverty, and raising people out of it.

We know that more people will be experiencing poverty as we emerge from the pandemic. For some, this will be temporary as the economy recovers and job opportunities are created. For others, the poverty and inequalities they were already experiencing will have deepened due to the challenges of the pandemic.

This priority will mean that we will focus on both tackling the root causes of poverty in our communities and on helping to raise people out of poverty.

By providing the necessary skills, opportunities, information and advice we will work with partners to give people the choices and power to make best use of their income and prevent and reduce poverty.

By recognising the importance of access to good quality affordable and sustainable housing, we will prioritise increasing affordable and social housing. We will work with partners to encourage the building of adjustable, sustainable low-energy housing which in turn will help to reduce fuel poverty.

We want our borough to be a place where no-one is marginalised or discriminated against and especially not due to their financial or material circumstances.



Trafford Poverty Truth Commission

# We will

- 1. Support children out of poverty and to have the best start in life.**
- 2. Give people skills and opportunities to enable them to get out of poverty.**
- 3. Prioritise support for people to avert poverty, and improve the situation for people experiencing poverty.**
- 4. Ensure agencies work well together to minimise the risk of individuals becoming homeless and to support those who are experiencing homelessness.**
- 5. Give people the power to maximise their household income.**



# Priority 3:

## Addressing our climate crisis

Reducing our carbon footprint and tackling the impact of climate change.

We can only address our climate crisis and the impact of climate change by working together and having clear plans to prevent future challenges. This priority focuses on both reducing our carbon footprint and adapting to the challenges posed by climate change.

Being in lockdown showed just how important our local environment, green spaces and parks are for our physical health and our mental health and wellbeing. We want to enable more residents to be environmentally responsible in their daily lives, with improved access to local transport and more active travel, including cycling and walking.

We will help clean up the air we breathe by supporting the delivery of the Greater Manchester Clean Air Plan. Importantly, we will work with partners to improve the energy efficiency of our homes and encourage the building of new housing developments which are adjustable, sustainable and have low-energy use.

By increasing the amount we reuse, repurpose and recycle and through educating everyone, it will help

to reduce our carbon footprint and minimise the amount we waste.

We will also be looking at the council's own carbon footprint: looking at the sustainability of our own buildings and ways of working and supporting and encouraging our workforce and partners to adopt more measures that will reduce our impact on the environment and help towards our carbon reduction targets.



Trafford eTaxi Launch



Cycle to Work Scheme

# We will

1. Reduce our carbon footprint and increase the amount we re-use, repurpose and recycle.
2. Ensure that new housing developments are adaptable, sustainable and low-energy use, while working with partners to increase the energy efficiency in our homes.
3. Reduce the amount of food waste in our borough and encourage surplus food to be donated to foodbanks.
4. Promote and increase environmentally friendly travel, such as walking and cycling.
5. Put in place the measures in the GM Clean Air Plan and develop our leisure offer, parks and green spaces.
6. Promote sustainable, healthy and lower-carbon diets, such as locally grown and seasonal food.



# Our approach

Key to successfully delivering the vision, outcomes and priorities in the corporate plan is the way we work and our approach. 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.

Making sure our communications is open and accessible to all, continuing to engage both directly and through social media, websites and online platforms.

Working together to help develop a strong, dynamic and diverse voluntary sector as a key partner in the borough and actively encourage volunteering.

# Key Performance Indicators

The proposed strategic measures will provide clarity about where we are going as a council. They will demonstrate to our residents, partners and other stakeholders that we are overcoming the challenges of Covid-19, seizing new opportunities and on our way to becoming stronger than ever.



## Reducing health inequalities

- . Improve % of 'social value' spending (as % of total tendering/contracting)
- . Improve number of housing completions
- . Reduce the % of children who are classified as obese
- . Reduce the % of adults who are classified as overweight or obese
- . Percentage of adults who are active (increase)/ fairly active/inactive (decrease)
- . Improve the % of children who are active
- . Reduce the under 75 mortality rate from causes considered preventable (per 100,000 population)
- . Improve the healthy life expectancy (by deprivation and gender)
- . Reduce the proportion of five year old children with experience of visually obvious dental decay
- . Reduce the depression (recorded prevalence age 18+)
- . Reduce smoking in routine/manual workers vs general population (inequality in smoking rates)



## Supporting people out of poverty

- . Reduction in those receiving Universal Credit and the Claimant Count
- . Number of people prevented from becoming homeless
- . Improve the number of affordable housing completions
- . Reduction in % of children in poverty
- . Maintain the low level of 16-17 year olds who are not in education training or employment (NEET)
- . Improve the number of people being re-housed (from Trafford's housing waiting list)
- . Reduce % of households fuel poverty levels
- . Improve overall employment rate (aged 16-64) (%)
- . Improve school readiness (free school meal status)
- . Improve employees paid at/above real living wage



## Addressing our climate crisis

- . Reduce borough wide CO2 emissions (kilotonnes)
- . Reduce corporate CO2 emissions (kilotonnes)
- . Increase number of electric charging points per 100,000 population (Absolute)
- . Improve percentage of household waste which is collected for recycling
- . Improve number of staff trained in carbon literacy
- . Reduce vehicle miles travelled on roads in Trafford (millions)
- . Reduce number of licenced vehicles with Trafford addresses
- . Increase number of licenced Ultra Low Emission Vehicles with Trafford addresses (number registered at year end)
- . Improve proportion of Energy Performance Certificates (EPC) registered to Trafford addresses that are A,B or C
- . Reduction in annual mean concentration of nitrogen dioxide (NO2) µg/m3
- . Reduce household waste not sent for recycling (Tonnes)



TRAFFORD  
COUNCIL

[www.trafford.gov.uk](http://www.trafford.gov.uk)