

Public Document Pack



TRAFFORD COUNCIL

Thursday, 14 March 2019

Trafford Town Hall
Talbot Road
Stretford
M32 0TH

Dear Councillor,

Please find enclosed a report in respect of the following item of business listed on the Summons for the meeting of Council on **WEDNESDAY, 20 MARCH 2019, at 7.00 P.M.** in the **COUNCIL CHAMBER, TRAFFORD TOWN HALL, TALBOT ROAD, STRETFORD:**

	Pages
7. Trafford Council Corporate Plan	
To consider a joint report of the Leader and Deputy Leader of the Council, which is expected to be referred from the Executive meeting on 18 March 2019.	1 - 26

Yours sincerely,

SARA TODD
Chief Executive

Membership of the Council

Councillors T. Ross (Mayor), R. Chilton (Deputy Mayor), D. Acton, S. Adshead, S.B. Anstee, S.K. Anstee, Dr. K. Barclay, J. Baugh, J. Bennett, Miss L. Blackburn, R. Bowker, C. Boyes, Mrs. A. Bruer-Morris, J. E. Brophy, B. Brotherton, D. Bunting, D. Butt, T. Carey, M. Cawdrey, G. Coggins, M. Cordingley, J. Coupe, J. Dillon, A. Duffield, Mrs. L. Evans, N. Evans, M. Freeman, Mrs. D.L. Haddad, J. Harding, J. Holden, D. Hopps, M. Hyman, C. Hynes, D. Jarman, D. Jerrome, P. Lally, J. Lamb, J. Lloyd, S. Longden, E. Malik, A. Mitchell, P. Myers, A. New, E. Patel, K. Procter, J.R. Reilly, B. Rigby, B. Sharp, B. Shaw, J. Slater, E.W. Stennett, S. Taylor, S. Thomas, L. Walsh, A. Western, D. Western, M. Whetton, G. Whitham, A.M. Whyte, A.J. Williams, J.A. Wright, M. Young and Mrs. P. Young

Further Information

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

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This Supplement to the Summons was issued on **Thursday, 14 March 2019** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH

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TRAFFORD COUNCIL

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

Report Title

Corporate Plan

Summary

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

Recommendation(s)

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

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

Background Papers: None

This report supports the following corporate priorities;

Relationship to Policy Framework/Corporate Priorities	The corporate plan details what activity will be carried out to deliver the priorities
Financial implications:	The corporate plan will potentially impact on all future budget decisions and savings programmes.
Legal Implications:	None

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

1. BACKGROUND

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

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

2. CORPORATE PLAN

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

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

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

3. GOVERNANCE

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

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

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

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

4. PERFORMANCE MONITORING AND MANAGEMENT

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

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

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

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

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

5. VALUES

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

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

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

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

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

6. RISK LOG

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

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

7. NEXT STEPS

7.1 Subject to Council approval, the proposed timetable is:

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

8. REASONS FOR RECOMMENDATION

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

Key Decision: No

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

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

[CORPORATE] DIRECTOR'S SIGNATURE

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

Sarah Saleh

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

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Trafford Council Corporate Plan

2018- 2022

FOREWORD BY THE LEADER

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

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

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

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

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

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

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

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

The future certainly looks bright for Trafford and our residents.

Introduction

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

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



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

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

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

The Priorities and outcomes for Trafford

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

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

Our Priorities



Building Quality, Affordable and Social Housing

Trafford has a choice of quality homes that people can afford



Health and Wellbeing

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



Successful and Thriving Places

Trafford has successful and thriving town centres and communities



Children and Young People

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



Pride in Our Area

People in Trafford will take pride in their Local Area



Green and Connected

Trafford will maximise its Green Spaces, Transport and Digital Connectivity



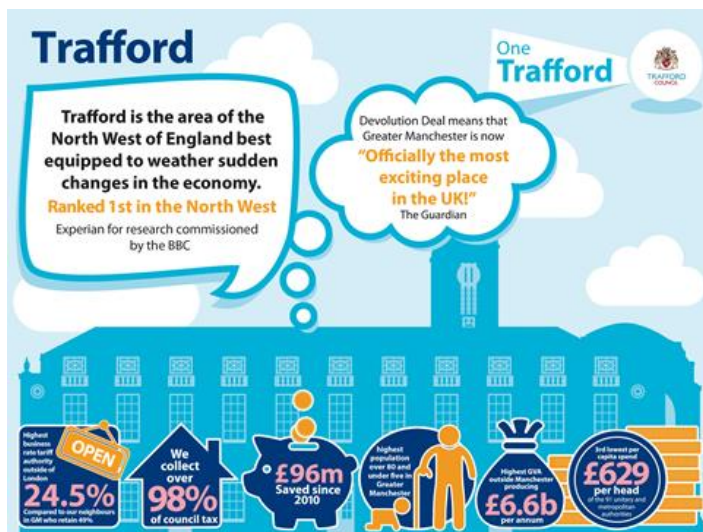
Targeted support

People in Trafford will get support when they need it most

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

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

Statistics page – sample of information



What success looks like /deliverables

Priority 1: Building Quality, Affordable and Social Housing

We want..

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

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

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

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

We want..

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

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

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

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

We want..

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

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

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

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

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

We want..

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

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

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

Priority 5: Creating Pride in Our Local Area

We want..

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

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

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

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

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

We want..

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

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

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

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

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

Priority 7: Supporting our residents when they need it most

We want..

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

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

Working with Greater Manchester

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

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

Our approach

Fair and sustainable finance:

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

People Strategy

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

Local evidence based decision making:

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

Inclusivity and Access:

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

Self-care - personal and community responsibility:

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

Focus on early intervention:

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

Integrated Commissioning

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








Working in partnership:

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

Customer Service

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

The Corporate Plan on a page is overleaf.

Strategic Outcomes						
 <p>Affordable and Quality Homes: Trafford has a choice of quality homes that people can afford</p>	 <p>Health and Well Being: Trafford has improved Health and Well-Being, and Reduced Health Inequalities</p>	 <p>Successful and Thriving Places: Trafford has successful and thriving town centres and communities</p>	 <p>Children and Young People: Ensuring a Fair Start for All Children and Young People</p>	 <p>Pride In Our Area: Creating Pride in Our Local Area</p>	 <p>Greener and Connected: Maximising Our Green Spaces, Transport and Digital Connectivity</p>	 <p>Targeted support: Supporting our residents when they need it most</p>
What are we going to do						
<p>More high quality affordable homes built, with a mix of tenures and type of accommodation. Develop and deliver an Empty Properties Strategy to bring back more homes into use Produce a Design guide Enable the provision of extra support to meet with needs of older residents Redesign the home adaption, equipment and assistive technology offer to maximise independence.</p>	<p>Develop Trafford's Leisure estate Develop and deliver an Age Well Strategy Improve early intervention and prevention work to secure healthy lifestyles and behaviours Develop and deliver an integrated new model of care that is fit for purpose Provide different methods of accessing services Implement a sustainable new Primary Care Mental Health Service</p>	<p>Work with the private sector to increase investment in the borough Develop equitable access to our town centre and facilities Provide and enable more opportunities for residents to come together to celebrate their diverse communities Develop and deliver a Poverty Reduction Strategy Increase the take-up of Council Apprenticeships. Develop a cultural strategy</p>	<p>Develop and deliver a Children and Young People Plan Develop and deliver an integrated targeted youth offer Reduce the need for children to come into social care and becoming looked after Improve education attainment levels for children eligible for free school meals and for looked after children Children and Young people have access to excellent education that allows everyone to achieve their full potential</p>	<p>Target environmental crime such as fly tipping, littering and dog fouling, through the "Be Responsible" campaign Introduce Safe Places scheme; Maintain our high recycling and re use rates Ensure that Highways are well maintained, safe and well lit Work in partnership to satisfactorily resolve Anti-Social Behaviour issues reported to the Council Maintain Trafford as the safest borough in GM</p>	<p>Develop and deliver an action plan that addresses the climate change emergency Work with GM to implement the Clean Air Plan Work in partnership with Friends of parks Groups and local communities to maintain the high quality of Parks and open spaces Develop and deliver a Digital Strategy Install a bespoke wireless network across the borough to improve connectivity</p>	<p>Deliver a clear public service reform vision and strategy for Trafford's new ways of working Reduce the number of residents who are at risk and who become homeless Increase resident independence and community resilience through asset based ways of working</p>
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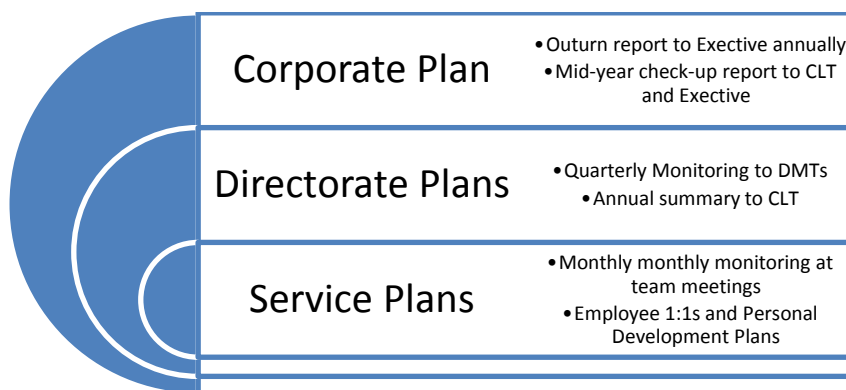
How we Measure

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

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








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

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



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

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Strategic Outcomes						
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