

# 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



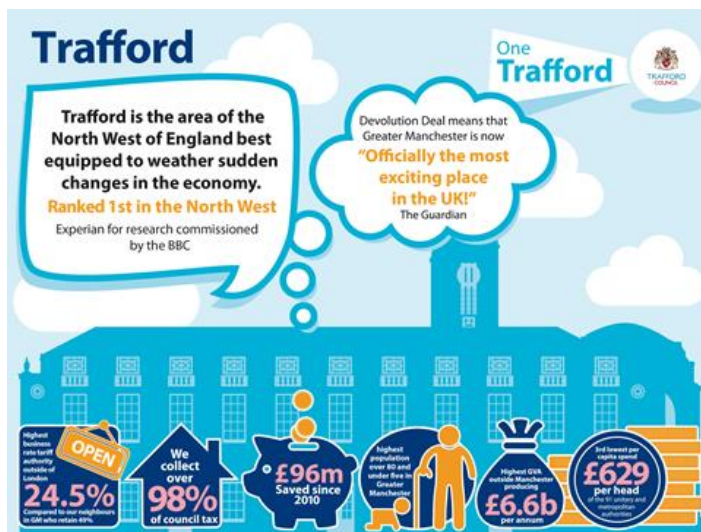
#### **Targeted support**

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 (MTFP) 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><b>Affordable and Quality Homes:</b> Trafford has a choice of quality homes that people can afford</p>	 <p><b>Health and Well Being:</b> Trafford has improved Health and Well-Being, and Reduced Health Inequalities</p>	 <p><b>Successful and Thriving Places:</b> Trafford has successful and thriving town centres and communities</p>	 <p><b>Children and Young People:</b> Ensuring a Fair Start for All Children and Young People</p>	 <p><b>Pride In Our Area:</b> Creating Pride in Our Local Area</p>	 <p><b>Greener and Connected:</b> Maximising Our Green Spaces, Transport and Digital Connectivity</p>	 <p><b>Targeted support:</b> 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>
People Strategy	Achieving the Vision; working together (Enablers)			Fair and Sustainable Finance		
<p>Housing Strategy Greater Manchester Spatial Framework Homes England Affordable Homes Programme Affordable Housing Fund Joint Needs Assessment Housing Needs Assessment One Public Estate Programme Strategic Housing Partnership GM Living well at home</p>	<p>Health and Well Being Strategy Physical Activity Vision and Strategy Leisure Strategy Mental Health Strategy Employee Health and Well Being Strategy Sports and PA Partnership GM and Trafford health and Care Transformation Programme Staff Wellbeing strategy HR Policies GM Population health plan Joint Strategic Needs Assessment Carers Strategy Healthy Young Minds Strategy</p>	<p>Locality Working Framework Inclusive Neighbourhoods Fund Building Strong Communities Strategy Health and well-being Strategy THRIVE Trafford GM Regulatory Centre of Excellence Master Plans Community-led Place Plans Trafford Pledge Trafford Employment Education &amp; Skills Partnership Economic and Housing Growth Framework Social Value framework Core Strategy Inclusive Growth Board</p>	<p>Early Years Strategy Health and Well Being Strategy Poverty Strategy Targeted Integrated Youth Offer Joint Commissioning Board Health and Social Care Commissioning Advisory Board Public Service Reform Board Trafford Strategic Safeguarding Board GM and Trafford health and Care Transformation Programme Trafford Education Strategy Youth Cabinet Start Well Board Trafford Care Leavers Offer Corporate Parenting Board</p>	<p>GM Police and Crime Plan (Standing Together) Crime and Community Safety Strategy Safer Trafford Partnership Trafford Resilience Forum and Plans Trafford Strategic Safeguarding Board</p>	<p>Playing Pitch strategy GM Clean Air Plan GM low emissions strategy and air quality action plan Made to Move – Bealines GM Digital Strategy GM Health and Social Care Information Management and Technology Strategy Sport England Local Pilot Leisure Strategy Friends of Parks Groups</p>	<p>Health and Well Being Strategy Early Help Strategy Homelessness Strategy Public Service Reform Strategy and Investment Plan Corporate Parenting Strategy Domestic Abuse Strategy GM Learning Disability All Age Strategy Housing Strategy GM and Trafford health and Care Transformation Programme Joint Needs Assessment Special Education Needs and Disability Board School Readiness Transition Board Safer Trafford Partnership Prevent Strategic Board Children in Care Council</p>

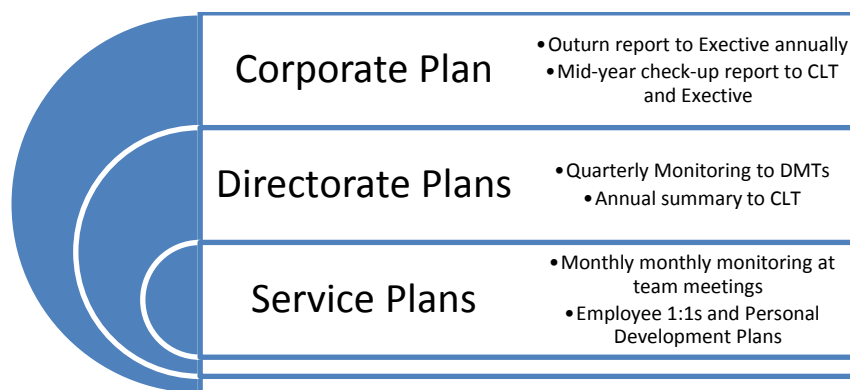
## How we Measure

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.