



**TRAFFORD**  
COUNCIL



# ANNUAL REPORT

## 2019/20

## OVERVIEW BY THE LEADER

This report covers the period from April 2019 to March 2020, which is largely before the lockdown to the coronavirus epidemic and our subsequent response to it.

That response to the coronavirus has been almost all-consuming so it may seem strange to be looking at a period before then. But actually, I would argue that it's all-the-more important to look at this report because you can then see how we built the foundation stones that were so fundamental to us in dealing with the coronavirus epidemic and its many challenges.

For instance, our major efforts in targeted support have been vital in ensuring we have been able to support the vulnerable when they most needed help. Our efforts to help people that are less digitally able to get on line have enabled people living in isolation to stay in touch with family and friends. And our efforts in homelessness prevention have meant families had a place to live during isolation lockdown.

Away from the coronavirus, I have been delighted at the Council's investments this year as part of our priority in creating thriving and successful town centres and communities. Our Civic

Quarter Masterplan, as well as our purchase of Stretford Mall, shows our determination to regenerate our borough. I also welcome the plans for a new £250m wellbeing resort in our borough. Again this will bring in jobs and revenue and shows we are a forward-thinking borough that is a great place to invest in.

While coronavirus continues to dominate the headlines, I would urge to read on and see all the many things we are doing as a Council. Not all of them make the headlines or will centre stage but put them together and you will see a bigger picture – that we are working together to build the best future for everyone here in Trafford.



**Councillor Andrew Western**  
Leader of Trafford Council

## OVERVIEW BY THE CHIEF EXEC

When we first set our Corporate Plan, I don't think anyone could have foreseen what 2019 and 2020 would have in store. Certainly if they did, I wish they had told me!

However, this Corporate Plan is about looking to the future in many ways. By starting this process, it has been about anticipating what needs our residents and businesses may have, and how we can go about improving the lives of everyone in our borough.

This is why our seven corporate priorities are so important. They are real commitments to our communities, to our residents and to our businesses. And they are backed by key initiatives with successes that can be measured. Together they demonstrate the good that we are doing, the impact we have on our borough and the way ahead we have mapped out for Trafford so that future generations can continue to prosper and enjoy life.

This Corporate Plan is about looking in detail at how we measure up to our corporate priorities and our corporate vision. There is a lot in here to commend – as a Council, we work so hard to serve our borough, particularly the vulnerable members of our

society and the more disadvantaged communities and residents.

Of course, there is more that we can do. We set the bar high with our priorities. That is because I believe it is where we should be aiming and it is what the people of Trafford deserve from their Council.

Overall, I am delighted with the progress we are making together. We may now be going through difficult times – as a Council, as a borough and as a country. But I look forward to the report of the next 12 months when we can demonstrate how we have met the challenges of the coronavirus head on and continued to serve the people of Trafford to the best of our abilities.



**Sara Todd**  
Chief Executive of Trafford Council

# 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.

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.

Our corporate plan describes the Council's overall approach and outlines the Trafford vision.

## OUR PRIORITIES



### **Building Quality, Affordable and Social Housing**

Trafford has a choice of quality homes that people can afford



### **Health and Wellbeing**

Trafford has improved health and wellbeing, and reduced 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



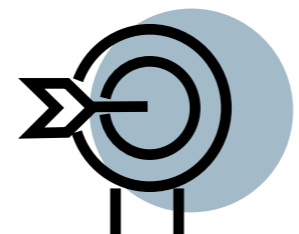
### **Pride in Our Area**

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

# Priority 1:

Building quality, affordable and social housing



## We wanted

- 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

## Case study

In September, the Council confirmed its commitment to providing affordable housing by announcing plans to help Trafford Housing Trust (THT) build 30 new social rented homes in Timperley, Altrincham on land off Carrfield Avenue.

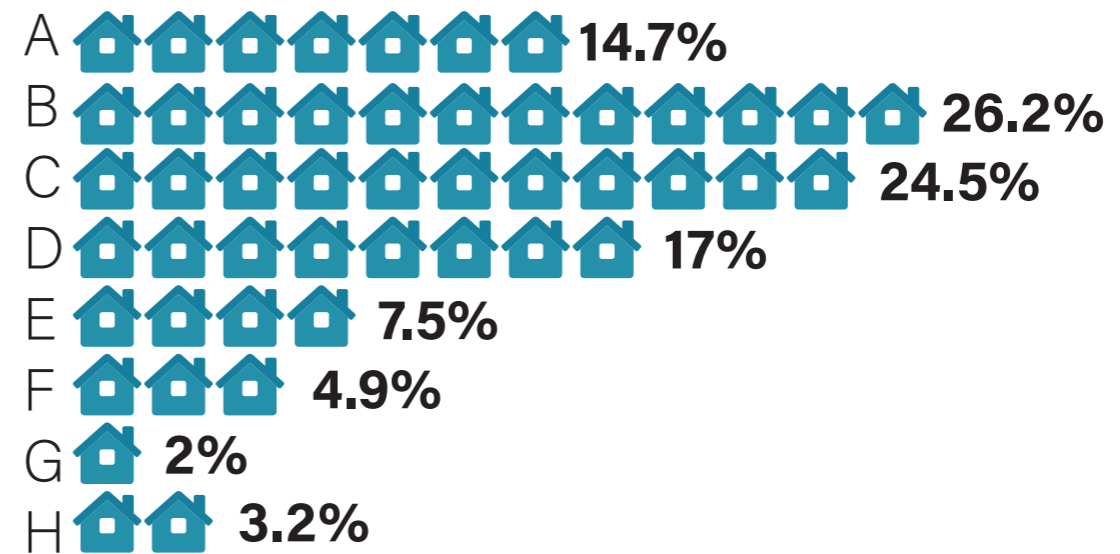
Caroline Siddall, Housing Strategy and Growth Manager, said:

"This will go some way to meeting the demand for social housing in Trafford and provide people with attractive properties in a great location. We desperately need new homes that people can afford to live in."



## Our outcomes

Properties built by Council Tax band  
Trafford, percentage built between 2010 and 2019



Source: Valuation Office Agency

Published our

## Older People's Housing Strategy

With the vision:

Work together to provide a range of quality, affordable and attractive housing options to enable older people to live independently in Trafford

# 788

housing completions

69  
affordable homes  
completed

Launched the

## Empty Homes Strategy

to bring empty homes back  
into use across the borough

# Priority 2:

Trafford has improved health and wellbeing, and reduced health inequalities



## We wanted .....▶ Our outcomes .....

- 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

The number of people offered

health checks.....

was **1,795**

and the number who received them was

**1,064**

## Launched the Trafford Local Care Organisation (TLCO)

We formed the new organisation to deliver our NHS community services so that that they are the best they can be, and that care is better co-ordinated around people's needs.

TLCO is a combination of staff from Trafford Community Health (who have transferred to Manchester University NHS Foundation) and our own Adult Social Care team.

It means that both Community Health staff and Adult Social Care staff have the benefit of being employed by organisations that are expert in their areas of work; but also have the advantage of coming together in a single approach to be part of a pioneering new public sector partnership to deliver the community services people need.

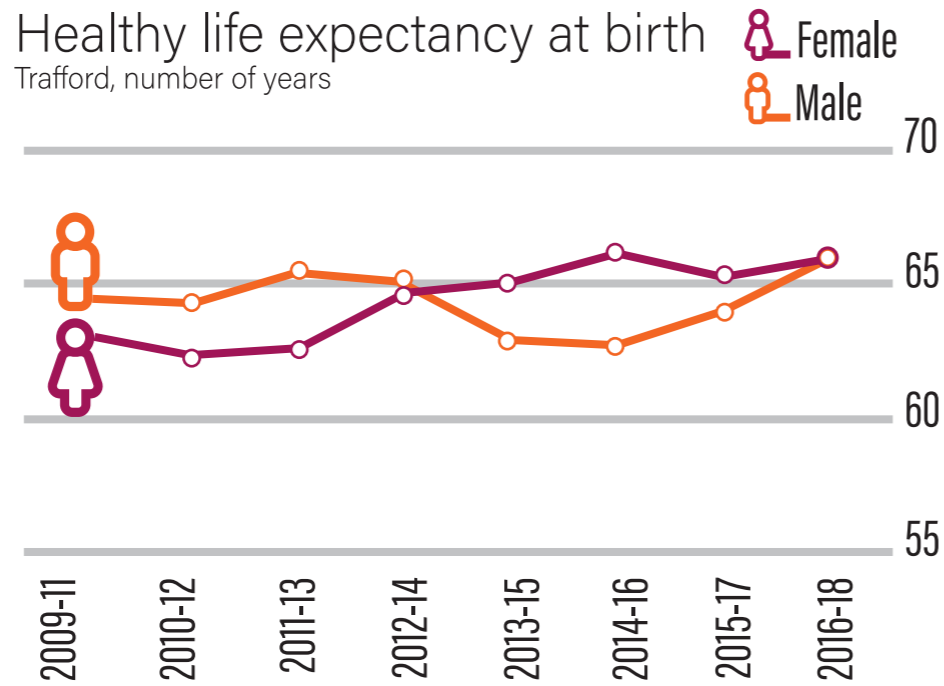


£1.2M

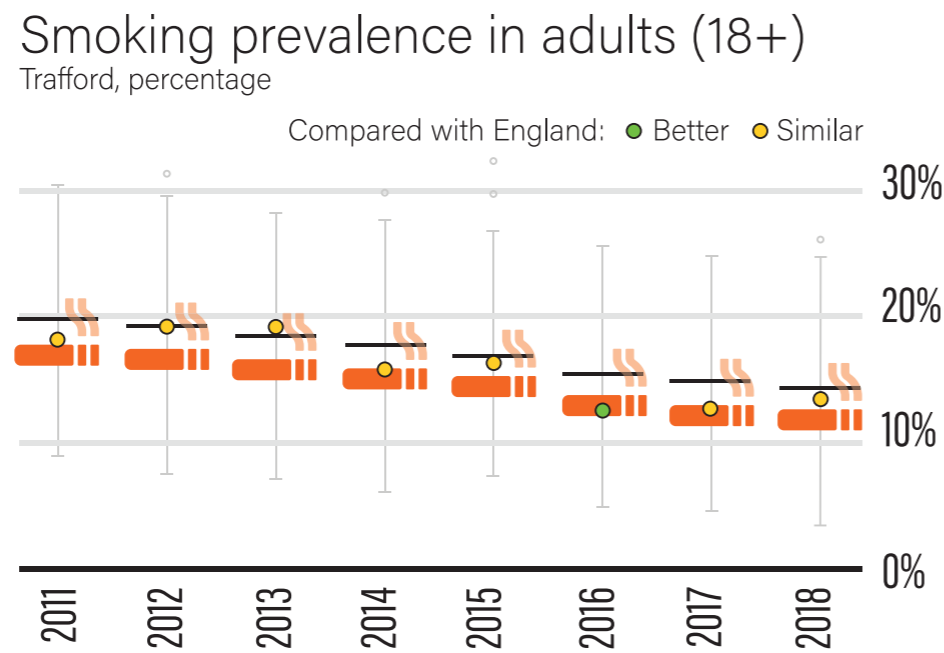
Allocated in the budget to be spent on outdoor sports, improvements to green spaces and tree planting

Published the **Locality Plan**

This is a plan that brings together the NHS with the Social Care your local council provides, as well as the voluntary sector across Trafford to improve everyone's health and wellbeing.



Source: Office for National Statistics



Source: Annual Population Survey

**Healthy Lifestyles:**  
an investment of **£150,000**

has been secured from Trafford Housing Trust to address health inequalities.

Approved plans to build the **UK's first city-based wellbeing resort**

Plans to build the UK's first city-based wellbeing resort in Trafford were approved at a meeting of our planning committee in March this year. Therme Manchester will combine hundreds of water-based activities with wellbeing treatments, art, nature and technology to create a unique experience. With an estimated cost of £250m, it is forecast to attract up to two million visitors per year to its 28-acre site opposite intu Trafford Centre. It aims to address the modern-day need for physical and mental wellbeing for all, with activities for children, adults and seniors offering both fun leisure time and the benefits of an active, healthy lifestyle.



# Priority 3:

Trafford has successful and thriving town centres and communities

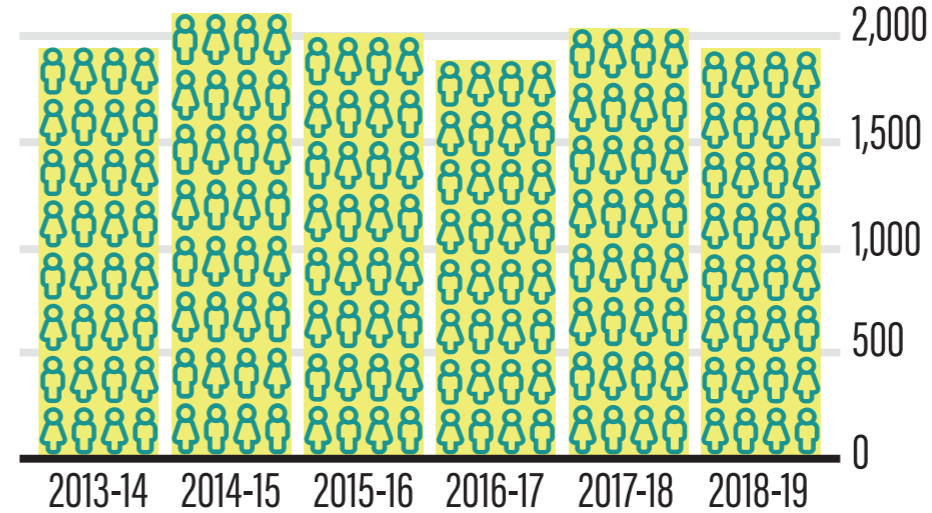


## We wanted ..... Our outcomes ..... Trafford

- 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

## Our outcomes

Apprenticeship starts  
Trafford, number of starts



Source: Department for Education

## Trafford Pledge

is an initiative where employers commit to supporting local people into employment

**249 jobs**

were created through the pledge in 2019/20

2019/20 saw us create **75** new apprenticeships.



Altrincham Library opened by the youngest and one of the oldest borrowers

**856,876**

people used our libraries in 2019/20



## Case study

Nat Taylor, owner of The Doggy House in Altrincham, was one of the employers to benefit from Trafford's SME Apprenticeship Grant Scheme. He said:

"The financial incentive gave our company the ability to find the right person with the right potential who we could help to develop and help the company to grow. With the grant you can stage the introduction of a new employee. It's an opportunity to create and guide the right person for the job. The more you help them the more they help the company!"

# Civic Quarter masterplan

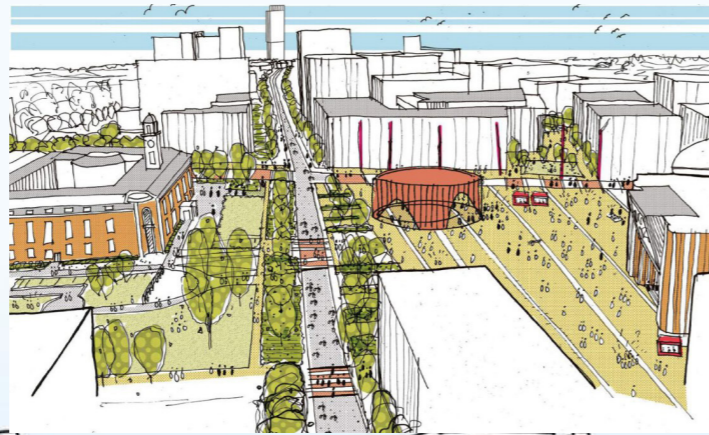
We consulted with residents over multi-million pound plans to continue the exciting transformation of the area around the Town Hall and surrounding buildings into a new 'Civic Quarter'

The plans include building a new leisure centre; an improved public realm, new homes and offices and improved cycle and pedestrian routes. They also include the possible development of a new public piazza which could lie between the Town Hall, the UA92 site and Lancashire Cricket Club and provide an inspirational focal point for celebrations and events throughout the year.

A 'processional route' has also been proposed which could improve the connection between two world-class sporting venues - Lancashire Cricket Club and Manchester United, linked by Trafford Town Hall.

**Cllr James Wright, Trafford Council's Executive member for Housing and Regeneration, said:**

"We are very excited by these plans. The proposals for the Civic Quarter present a fantastic opportunity to develop local amenities, improve community use of the area and transform our public spaces. We are looking to create a fantastic place for those who live and work in the Trafford area and exemplifies our priority of creating successful and thriving places in the borough for everyone to enjoy."



L-R: Bruntwood CEO Chris Oglesby, Cllr Andrew Western and Bruntwood Regional Director Andrew Cooke

## Stretford masterplan & The Stamford Quarter

We love Stretford. It's home to sporting superstars, outstanding schools and parks, and diverse communities who care about where they live. But we believe it has the potential to be even better.

In 2019, working together with our partners at Bruntwood, we finalised a £50m property deal which will provide a massive boost to the Borough's regeneration. The deal seals the acquisition by the partnership of Stretford Mall as well as Altrincham's Stamford Quarter Shopping Centre and Clarendon House.

The Stretford Mall purchase will act as a catalyst for further investment and regeneration of the town, while the Stamford Quarter's acquisition will allow the award-winning Altrincham high street to continue to thrive.

This announcement also strengthens Trafford Council's long-standing working relationship with the wider Bruntwood Group, with millions of pounds being invested in the borough's town centres to date.

**Cllr Andrew Western said:**

"This is fantastic news for Trafford. One of our aims is to create successful and thriving places in the borough, with a particular focus on our town centres and local communities, and this deal allows us to do this.

Acquiring Stretford Mall will be a massive boost to the area and our residents, with the opportunity for comprehensive redevelopment to also include our Lacy Street site."



# Priority 4:

Ensuring a fair start for all children and young people



## We wanted

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

## Our outcomes

The not in education employment training (NEET) rate for Trafford is currently

**1.96%**

compared to the national figure of 2.75%



Our looked after children (LAC) rate is

**67.6**

(Target 73).

Overall LAC numbers are

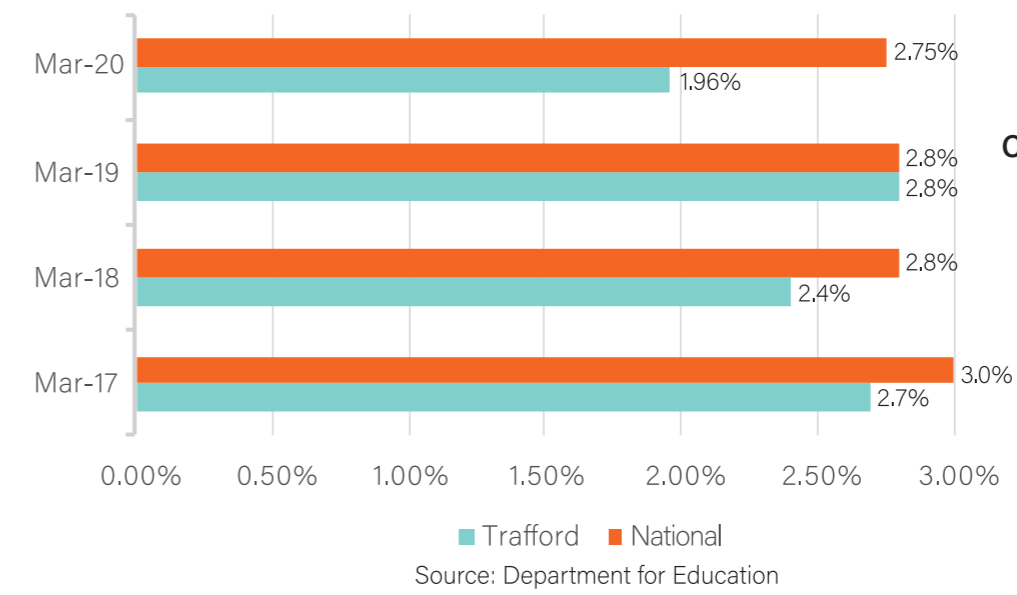
**gradually reducing**

with the last reported figure at the end of March being

**379**

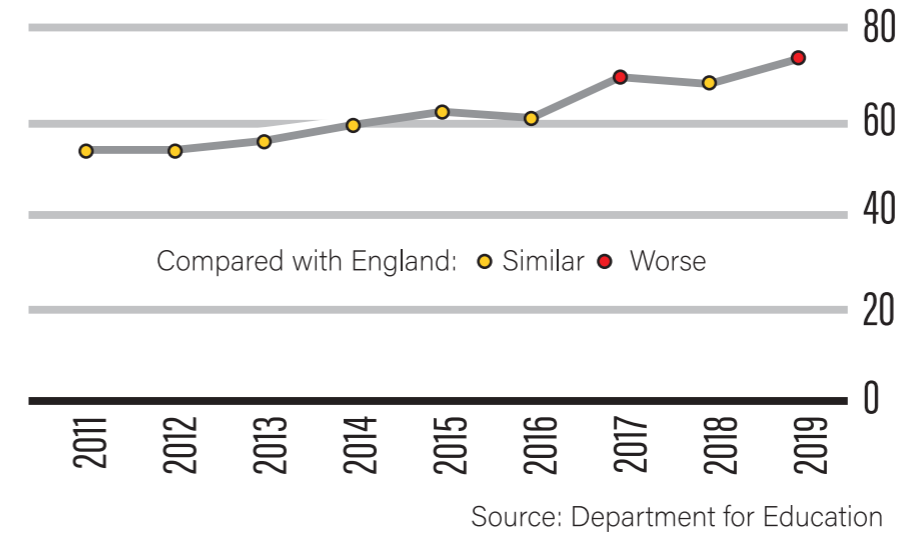


Number of 16-17 year olds not in education, employment or training



### Children in care

Trafford, rate per 10,000 aged under 18 years



In the national 'Moving On' report based on the Local Authorities activity survey in January 2020: Young people participating in Education/ Training, Trafford's rate of

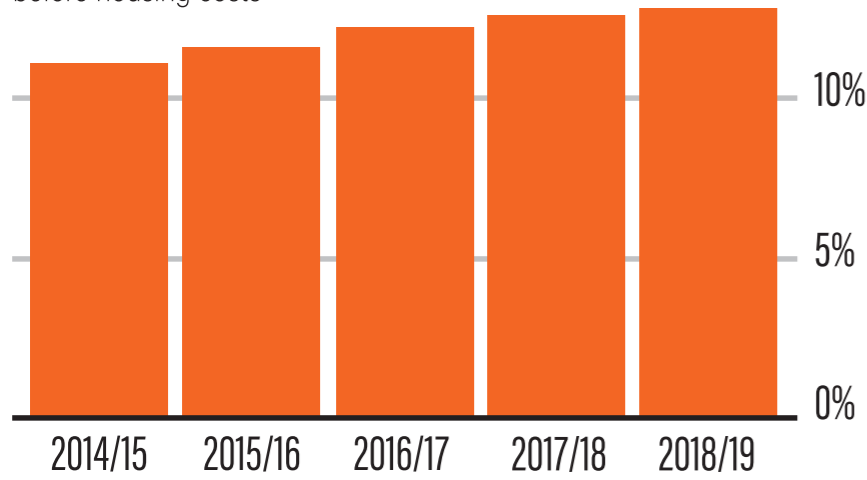
**98.2%**

is the highest rate in both GM and the North West and is ranked

**joint 8th** nationally

(out of 152 LAs).

Children living in poverty  
Trafford, percent in households below 60% median  
before housing costs



Source: End Child Poverty



Consultation held over plans to give  
**free transport**  
to eligible young people aged two to  
16, young people, aged 16 to 19 and  
vulnerable adults in the borough.



We also have **80% of pupils**  
achieving grades 9-4 in both English and Maths which is the  
**best in the country**

# Child Protection numbers

have stabilised during the year and are now on a similar basis to our statistical neighbours

Number of long-term and repeat Child Protection Plans

**205**

(Target 195)

These have reduced significantly during the year, which is a very positive performance

The proportion of pupils achieving

**3 A-Levels**

at AAB is **35.5%**, which is 2nd best in the country.

## Case study

What our children and young people think, feel and say matters to us and we are committed to listening and acting on their feedback to continue to improve.

In November, young people who had been in our care 'took over' the Council! They spent the day with different teams and managers, offering ideas and insight from their perspective to help services to become more child and young person friendly. They spent time with teams including commissioning and children's rights, as well as our chief executive, and also met with the Ofsted Inspector.

Jade spent the day with Anna Lomas, Strategic Lead, Children in Care, and it led to a job for her.

She said:

"I really enjoyed the day, loved every minute! I felt like I was able to express to a lot of people what I wanted. It was just so good. I got my Apprenticeship in Quality Assurance and Engagement with Children's Rights because of going on this. Anna was extremely approachable, she was really nice. It was a brilliant opportunity, it gives you an insight into what they do. I'm so glad I went on that day and would definitely recommend it to others."



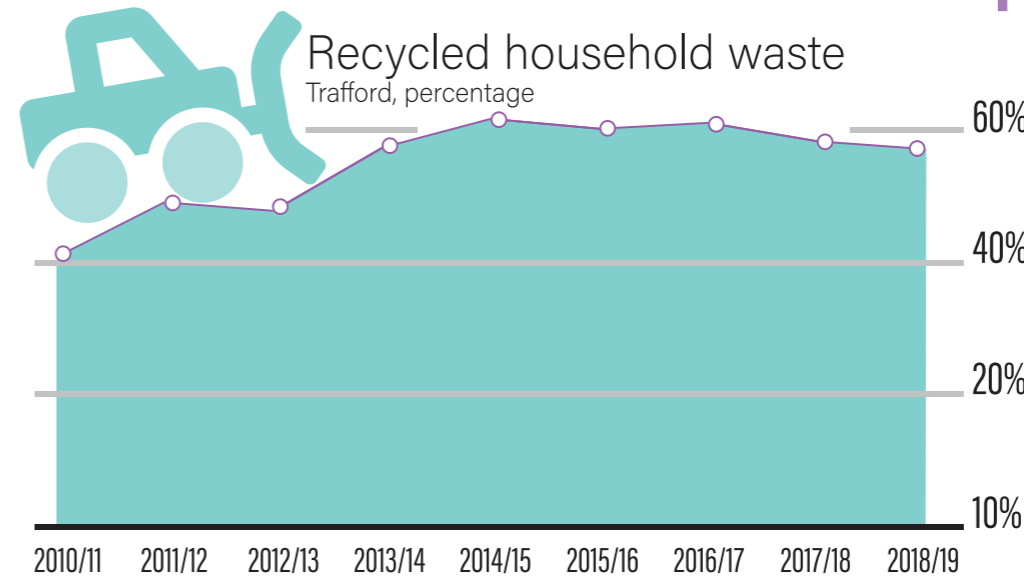
# Priority 5:

Creating pride in our local area



## We wanted ..... Our outcomes .....

- 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



Percentage of household waste

which has been collected for recycling  
**56.8%**  
(Target 58.3%)

£4.3m

budget announced to be spent on Public realm works in our town centres



## Case study

The Council's Environmental Improvement Team won a top award from Keep Britain Tidy. Mark Dale, along with JohnPaul Muldoon and Daniel Zammit, won the Litter Initiative of the Year award for their highly successful Conscience Project. The project was set up to tackle littering and public urination in public passageways before Manchester United football matches at Old Trafford.

The aim of the Project was to appeal to the conscience of fans visiting the area by highlighting that their behaviour has a direct impact on people who live close to the stadium. The team designed conscience boards and local residents and children took part in the campaign artwork.

## Police recorded offences

Trafford, rate per 1,000 population



Source: Office of National Statistics

# Priority 6:

Maximising our green spaces, transport and digital connectivity



## We wanted ..... Our outcomes ..... 11

- 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

### Green Flag Awards Trafford, 2019/20 winners



Green Flag awards achieved in Trafford (Target 10)



### Case study

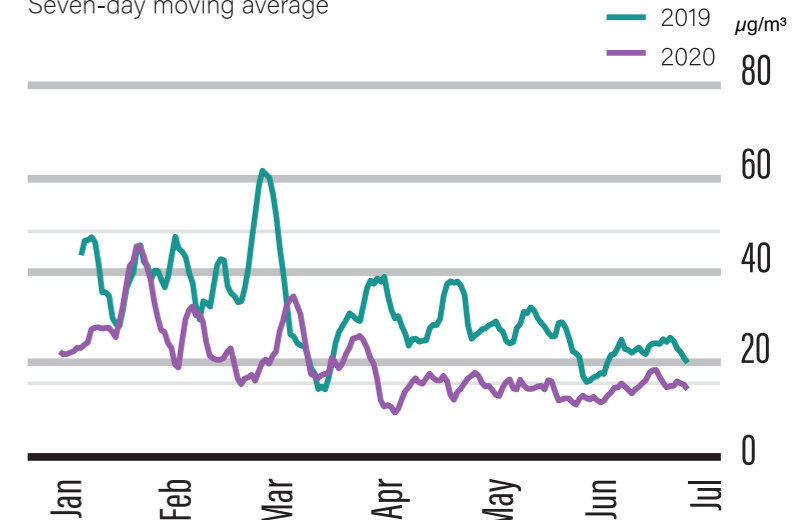
Digital Eagles is a specialised programme hosted by Barclays, which teaches about learning new digital skills and passing on that digital knowledge and expertise to Trafford communities. A total of 15 staff have now completed the course.

**Metrolink Trafford Park line** .....  
opened **ahead of schedule.**

Trafford recorded **30**

for the highest annual mean level of nitrogen dioxide (NO<sub>2</sub>) measured at any of the Council's automatic air monitoring stations. (Target 35)

Daily mean NO<sub>2</sub> concentrations at Trafford A56 site  
Seven-day moving average



Source: Trafford Council / Ricardo EE



Council staff were provided laptops and equipment to work from home and

## MS Teams

was installed to support Council staff to

communicate & collaborate virtually

Trafford has pledged to

be **carbon neutral** by **2038**



## Urmston Active Neighbourhood project

launched by One Trafford Partnership. The collaboration is between Trafford Council and Amey, who through the Mayor's Challenge Fund bidding process, will be developing an active neighbourhood across the region circa **£11.3m.**

## Key aims of the project:

- More walking and cycling routes connecting communities
- Fully segregated routes along some of the busiest roads
- New crossings of busy roads or other physical barriers that divide communities
- Prioritising the movement of people over vehicles
- Environmentally friendly community spaces

The Bee Network proposal is a vision to make Greater Manchester an easier place for people to get around on foot or by bike. The plan consists of more than 1,800 miles of routes and will be the largest joined-up system of walking and cycling networks in the UK.

Chris Boardman, Greater Manchester's Cycling and Walking Commissioner, said:

"Blown away by the enthusiasm in Urmston for their first Active Neighbourhood consultation. The best bit is it's theirs from start to finish. Well done to all involved. Gives us huge motivation to get stuck in."



# Priority 7:

Supporting our residents when they need it most



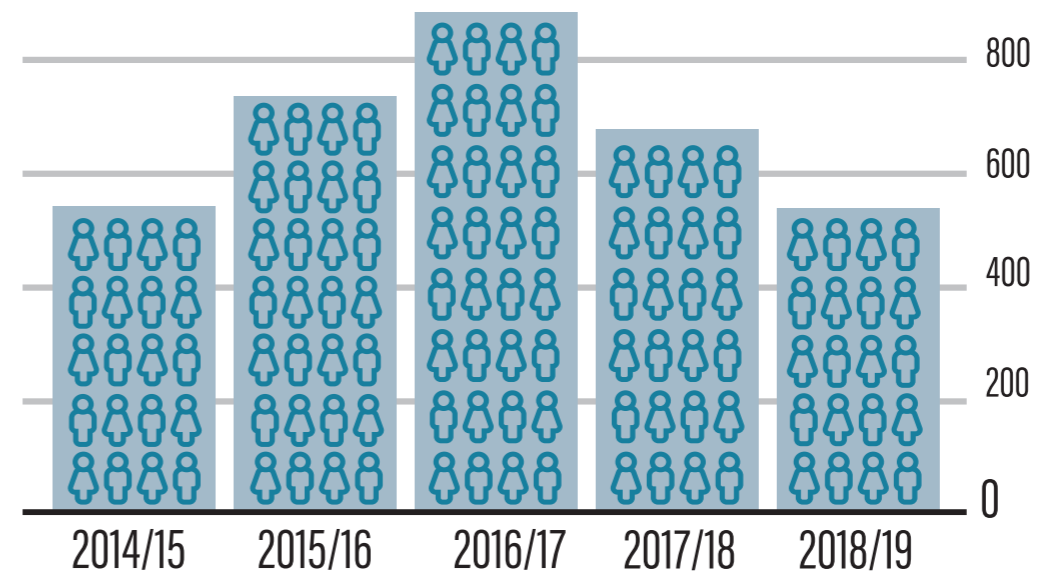
## We wanted ..... Our outcomes

- 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

Admissions to Residential or Nursing Care for Older People during the year per 100,000 population (ASCOF 2Aii)

**619.4**  
(Target 600)

Admissions to residential and nursing care Trafford, per 100,000 population



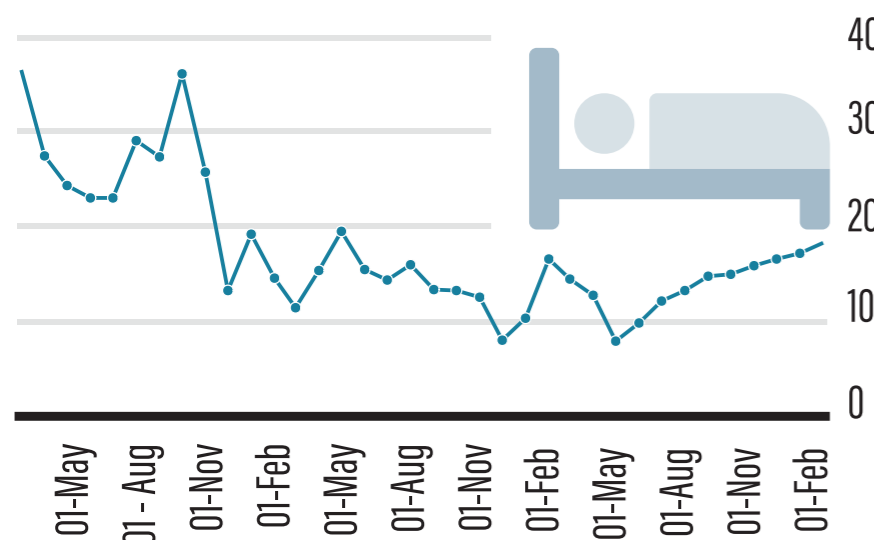
Source: NHS Digital

Homelessness Strategy approved

**427**

people prevented from becoming homeless in 2019/20 (Target 400)

DTOC beds attributable to social care Trafford, daily DTOC\* beds



Source: NHS England

Delayed Transfers of Care attributable to Adult Social Care per 100,000 pop 18+ (ASCOF 2Cii)

**7.1**  
(Target 5)

\*A delayed transfer of care (DTOC) occurs when an adult patient is ready to leave a hospital or similar care provider but is still occupying a bed.

# Case study

Let's Talk is the Council's approach to Adult Social Care which places the person at the heart of decisions over their care and allows social care workers to spend more time with people. It began being rolled out throughout our Community Social Work Teams at the beginning of the year and we have now widened links with additional community and support groups.

Here is what a social care user had to say about his experience:

"Over the last three years I have had support from Trafford Council.

"A Social Worker visited us and with an assessment we found that I wasn't entitled to a traditional package of care, but that instead Trafford Council could support me in a way that was more "me". She introduced us to a Community Link Officer who could support me. This is how I met Poppy, my Community Link Officer.

"Poppy from the first visit has been so helpful and so nice. She asked me what I liked, what my hobbies were and what I wanted to be able to do. I told her that I liked walking and used to go a lot before I lost my confidence. Poppy and I started to talk about ways I could go. The week after, Poppy drove me to the walking club for the first time in her car and introduced me to the walk leaders. This helped me be brave enough to go with Poppy by my side. The next week, I was even braver and took the Ring and Ride from my house; Poppy followed in her car and met me at the walking club where we walked together. The week after that, I took the Ring and Ride by myself and did the walk by myself!

"I now really enjoy going to the walking club on my own and meeting new people. I even stay for tea and coffee afterwards, and have started making biscuits for everyone! On my walks I've found another new hobby, I love taking pictures of the animals I see on my walks and send them to my mum (she really likes them!)"

"I feel confident now and look forward to the club every week. I'm going to continue going and making new friends and trying new things."



## Gold Award

in the IESE Awards 2019

'Transformation in Health and Social Care' for the

## 'Let's talk' initiative

Re-signed the

## Armed Forces Covenant

in support of service men and women.

# 163

people supported through the bed for every night scheme

# 718

people provided with food and fuel vouchers through the Trafford Assist scheme in 19-20

# Central Services



## We wanted ..... Our outcomes ..... 97.8%

- to ensure Trafford Council workforce have the right skills, values and behaviours
- to maintain tight control of finances
- to deliver a high level of customer service
- to maintain statutory responsibilities

Continued to embed our people values  
**EPIC**  
(Empower, People Centred, Inclusive and Collaborate)  
in everything we do.

Staff survey completed with a **51%** response rate and rated a 'One to Watch' by Best Companies.



**100%**  
of major planning applications processed within timescales (Target 90%)

### A general election

was held with a **69.4%** turnout rate in Stretford and Urmston and a

**75.1%** turnout rate for Altrincham and Sale West

We received and responded to **8,207** complaints during 2019/20.

**97.8%**  
of Council Tax collected (Target 98.1%)

**14,699**  
Enquires shifted to online (Target 10,000)



We reached **2.4M** people on our Social Media channels and gained **1,301** followers.



# Our coronavirus response



Dealing with coronavirus is putting an extreme strain on Council resources as we battle to make sure we continue to provide essential services for everyone in Trafford.

Our staff have been extremely dedicated to this task, especially those in health care who are working on the front line to deliver essential services to some of the most vulnerable people at this challenging time. These are the real life heroes in our society as we face one of the most difficult public health challenges this country has ever seen.

- For 20/21 Council Tax bills, a Council Tax Hardship Fund was created to support all those in receipt of some Council Tax Support but who still had something to pay, reducing their 20-21 bill to nil in these difficult times.
- Trafford companies entitled to the extended business rates reliefs scheme have received a 100% relief on their 2020/21 bill, meaning they have nothing to pay in 2020/21. For all other businesses, April's Direct Debit was not claimed and anyone making contact had their first instalment date delayed to 1 July.
- Trafford businesses have been helped with £43m worth of grants as part of a support package during coronavirus.
- Council staff were redeployed to meet demands across services and HR has set up new policies to support flexible home working and new guidance for managers.
- The Trafford Community Response Line number was set up by a number of key Trafford organisations including Citizens Advice Bureau, Trafford Council, Trafford Housing Trust and voluntary sector infrastructure organisation Thrive. This is a dedicated telephone line to support residents self-isolating due to the coronavirus.

- Six community support hubs were mobilised by the voluntary sector and partners to support residents in Trafford, whether through delivering vital food and medication, or just keeping spirits high.
- Council staff (including redeployed library staff) have been making calls to over 9,800 vulnerable residents classed as 'shielded' to find out what assistance they may require to ensure they receive all the supplies and care they need.

## Community Hubs

"Having these essential food packs have allowed us to survive and get by over the weeks. Also they helped us out with some gas and electric which was amazing too such a good service and will always appreciate it thank you."

A thank you from a Partington resident.

"During the lockdown the hope centre has been fantastic, we've had shopping delivered, had Saturday pizzas and even craft bits to help keep the kids busy. Thank you"

A thank you from a Partington resident.

"I just want to thank you and your lovely volunteers, you've really made my day with the food you brought to me. I'm over the moon, sweetheart."

A thank you from a lady, aged 70, who St John's Centre Trafford supported with a Trafford Assist food parcel delivery, extra food and lots of other goodies from their community donations, including food she could heat in her microwave, as that is all she had to cook with.



Donations of food and household goods: social distancing with a smile at the Old Trafford hub

# Working together to build the best future for all our communities/ everyone in Trafford

Contact our **Marketing and Communications Team** for more details

**Tel:** 0161 912 4080

**Email:** [communications@trafford.gov.uk](mailto:communications@trafford.gov.uk)

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

**Twitter:** @traffordcouncil