

APPENDIX 1 - TRAFFORD INCLUSIVE ECONOMY RECOVERY PLAN

Issue	Actions	Timescale	Corporate Plan Priority
Business Support and Sustainable Job Creation			
Maintain and grow further close contact with the business community	<p>Close working with GM Business Growth Hub, GM Chamber, Altrincham and Sale Chamber, and FSB in relation to sharing and distributing information, organising events, seminars etc.</p> <p>Close working with Public Health Team to provide up to date advice and guidance for businesses.</p> <p>Information Officers/Covid Support Officers to maintain regular contact with businesses in town centres to provide advice, support and gain feedback.</p> <p>Initiate business support drop in sessions at the Town hall/ online with partners to offer business support and signpost to further areas of help and training.</p> <p>Initiate diagnostic follow up with grant recipients to promote access to other support mechanisms, monitor progress and identify any businesses in distress.</p> <p>Establish a Business Leadership Forum as mechanism to increase the Council's understanding of the business environment with a view to informing future strategic decision making. Consider adopting a sector based approach.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>July 2020 to March 2021</p> <p>March 2021 onwards</p> <p>By end June 2021</p> <p>By end June 2021</p>	Successful and Thriving Places
Significant changes in local economy as a result of COVID affecting many of Trafford's businesses	Survey of local businesses to gain up to date information on the impacts, key issues, support required in longer-term.	By end June 2021	Successful and Thriving Places
Significant number of businesses saddled with debt	<p>Review the Trafford Small Business Loan Fund to assess whether it is now fit for purpose and meets gaps in support available and recommend alternative if required.</p> <p>Prioritise available funding to incentivise innovation, SMEs, 'greener' independents and low carbon industries.</p>	<p>By end September 2021</p> <p>From March 2021 onwards</p>	<p>Successful and Thriving Places</p> <p>Successful and Thriving Places</p>
Increasing number of business closures	Work with agents and property owners to develop a co-ordinated approach to sharing information on forthcoming vacancies	By end June 2021	Successful and Thriving Places

	Produce a specific pack of information for agents/owners on available support and business advice to attract new businesses	By end June 2021	
Gap in support for people self-employed for less than 12 months	Work with partners, including Enterprising You / Business Growth Hub, to provide access to support available.	From March 2021 onwards	Successful and Thriving Places Targeted Support
Limited support available for start-up firms which are largely ineligible for the support packages available	Establish a business start-up network in Trafford to provide networking and support to new start ups	By end September 2021	Successful and Thriving Places Targeted Support/ Supporting Trafford residents when they need it most
Grow the support for VCFSE organisations	Use the results of the GM State of the VCFSE Sector survey to inform approach and response.	By end May 2021	Successful and Thriving Places
	Utilise Social Value offer from Virgin Media as part of their Full fibre contract to offer volunteering support to local community initiatives	By end March 2021	Green and Connected
Facilitate closer relationships between companies in key sectors	Establishing a pilot sector group for Food and Drink Manufacturing companies in Trafford	By end June 2021	Successful and Thriving Places
Transition Preparedness			
Understand the impact of the UK's transition from the EU in January 2021	Commission review of Trafford Brexit Impact Assessment following agreement on the Trade deal between the UK and EU	Jan 2021	Successful and Thriving Places
	Continue to monitor impacts on local businesses in partnership with GMCA and other business representative organisations	Feb 2021 onwards	
Minimise the impact of the end of ERDF programme and future funding changes	Track and take advantage of new Single Prosperity Fund	From Jan 2021 onwards	Successful and Thriving Places
Implications on the Council	Continue to lead the Transition Impact Group and review the Transition Preparedness Plan	By end Dec 2020	Successful and Thriving Places

Green Economy and Sustainable Job Creation			
Take advantage of opportunities to grow this sector	Support the delivery of the Climate Change Action Plan and explore opportunities for attracting 'green' businesses, including exploring opportunity for Trafford Park as a geographical cluster.	From Sept 2020 onwards	Green and Connected
	Work closely with the Carbon Neutral and Climate Change Commission to support the reduction in carbon emissions and to share best practice and emerging technologies.	From Jan 2021 onwards	Green and Connected
	Support adoption, promotion and communication of the Carbon Neutral Framework Model across the business community, particularly in relation to stakeholder engagement including promotional campaigns.	From Dec 2020 onwards	Green and Connected
	Establish Council Business Alliance Model through existing groups e.g. Trafford Park Business Network and Town Centre Partnerships to allow businesses to share best practice and experience. Include sustainability leads where these exist.	By end June 2021	Green and Connected
	Actively encourage sign up to the Growth Hub's Green Business Pledge. This is free to sign up to, and gives businesses some ideas of actions they can take to reduce their environmental impact and grow their business. Businesses who sign up will receive a certificate they can use to promote their green credentials www. green-growth.org.uk/pledge	From Dec 2020 onwards	Successful and Thriving Places Green and Connected
	Engage with identified sectoral partners and potential support organisations e.g. Business Growth Hub and Groundwork in identified clusters of Trafford Park, Civic Quarter, Trafford Centre Rectangle, and Town Centres.	From Jan 2021 onwards	Green and Connected
	Work with TfGM to promote initiatives such as the Travel Choices for Businesses that aims to promote cycling by offering one to one travel advice and sustainable travel plans for businesses as well as providing free Metrolink travel for apprentices	From Jan 2021 onwards	Green and Connected
	Support implementation of EV charging points throughout the borough and potential at key business locations such as Trafford Park.	From Sept 2020 onwards	Green and Connected
	Assess the strength of the green economy in Trafford, and its supply chain, in partnership with MIDAS, to determine an approach to promoting the borough and securing inward investment	By end June 2021	Green and Connected

	<p>Continue to monitor Government Policy around the development of freeports and review the opportunity to encourage the use of non-carbon forms of transport in key sectors such as logistics</p> <p>Promote Green Supply Chain Management and use of Manchester Ship Canal and Bridgewater canal for sustainable movement of goods and materials.</p> <p>Support the development of the new Liquid Air Battery and associated supply chain and sectoral growth benefits</p>	<p>From Dec 2020 onwards</p> <p>From Dec 2020 onwards</p> <p>Sept 2020 onwards</p>	<p>Green and Connected</p> <p>Successful and Thriving Places Green and Connected</p>
Sustainable Jobs and Skills Growth for local residents			
Support unemployed residents	<p>Work with TEES partners to coordinate employment support at a local level to those who need it:</p> <ul style="list-style-type: none"> • Production of a weekly jobs and opportunities bulletin detailing sources of employment support • Promote details of upskilling opportunities through the Skills for the Unemployed and Skills for the Workforce programmes 	<p>From Jul 2020 onwards</p> <p>From March 2021</p>	<p>Successful and Thriving Places</p> <p>Targeted Support Successful and Thriving Places</p>
Support employers during/once furlough scheme ends	<p>Establish business engagement to develop intelligence to gain early warning for local businesses in trouble and offer redundancy support to help affected staff reskill and gain help to secure alternative work</p> <p>Targeted support to employers in construction working in Trafford through the local coordination of job and training opportunities available</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Successful and Thriving Places</p> <p>Targeted Support</p>
Promote Adult Education training and support local residents with the skills and equipment to access online courses, particularly disadvantaged groups	<p>Secure funding through the AEB LA grant programme to deliver against the themes of alleviating barriers to adult education, digital inclusion, digital connectivity, and ESOL (English as a Second Language).</p> <ul style="list-style-type: none"> • Recruit a Skills Outreach Information Officer to promote adult skills training to residents using drop ins in community venues and non-digital methods including the production of a skills/ employment support brochure to be delivered to every household in Trafford promoting courses and sources of help 	<p>By end Nov 2020</p>	<p>Successful and Thriving Places Children and Young People</p>

	<ul style="list-style-type: none"> • Set up a smart tablet/ laptop loan scheme for residents to borrow digital kit through the libraries where they don't have access to technology • Recruit a Digital Volunteer Coordinator to manage the loan scheme and recruit and train a team of digital volunteers to provide support for residents accessing kit to help them use it and get online • Recruit an ESOL coordinator to extend the services of Manchester's ESOL advice centre to Trafford; promoting ESOL, managing waiting lists and coordinating support (to be delivered through Trafford College's ESOL team) 	<p>By end March 2021 By end Oct 2020</p> <p>By end Feb 2021</p>	<p>Targeted Support/ Supporting Residents when they need it most Green and Connected</p>
<p>Work with partners to increase employment opportunities available for residents who were disadvantaged in the labour market prior to COVID-19, and for those with physical and learning disabilities</p> <p>Work to ensure that young people do not become disengaged in the pursuit of a career</p>	<p>Establish a Trafford Pledge Youth Employment Task Force with TEES partners and employers to address high levels of youth unemployment using DWP's Kickstart initiative to incentivise employers to take on young people into jobs and apprenticeships</p> <p>Work with Centre for Ageing Better and GMCA to pilot new ways to support over 50's into employment</p> <p>Increase knowledge of Access to Work provision for disabled employees and jobseekers</p> <p>Work with TEES partners to identify barriers for disabled residents and residents with learning difficulties seeking employment and devise actions to address those barriers.</p> <p>Support GMCA's programme for apprentices who are made redundant and help to secure alternative employment to complete their apprenticeship</p> <p>Utilise GM levy matchmaking service to support the creation of new apprenticeships in priority sector of health and social care</p>	<p>By end Nov 2020</p> <p>By end March 2021</p> <p>Ongoing</p> <p>From April 2021 onwards</p> <p>Ongoing</p> <p>From Oct 2020 onwards</p>	<p>Successful and Thriving Places</p> <p>Children and Young People</p> <p>Targeted Support/ Supporting Residents when they need it most</p>
<p>Aspiration to re-skill and up-skill workforce into new / emerging sectors as some sectors shrink</p>	<p>Utilise THT Foundation to help employment and skills building up a more tailored skills programme based on local employer needs and local further and higher educational offer - supported through the new ESF Skills for Growth programme aimed at filling the gaps for employers in different sectors</p> <p>Identify forthcoming new employment opportunities through inward investment/ expansion and diversification to upskill residents ready for the new job opportunities eg Saica, Therme, construction</p>	<p>From March 2021 onwards</p> <p>Ongoing</p>	<p>Successful and Thriving Places</p> <p>Successful and Thriving Places</p>

	<p>Research details of job roles needed in growing sectors, eg. digital, green economy etc, and qualifications/ skills needed and provide details to Careers advisers, Connexions advisers working in schools to promote opportunities to young people before they finalise their career decisions.</p>	Ongoing	Green and Connected
	<p>Encourage employers to use SWAPs (the Department's Sector Based Work Academy Programme) to upskill local residents.</p>	Ongoing	
Support delivery of the Trafford Poverty Strategy prioritising reduction and prevention over alleviation	<p>Support creation of a Poverty Action Group in Trafford to coordinate and deliver the Trafford Poverty Strategy</p>	From Dec 2020 onwards	Targeted Support
	<p>Work with providers and employers to improve the quality and provision of further education and apprenticeships</p>	From Dec 2020 onwards	Targeted Support
	<p>Support Real Living Wage employment, secure and flexible work and productive and healthy workplaces.</p>	From Jan 2021 onwards	Targeted Support
	<p>Work with GMCA to expand the Good Employment Charter as initial way to drive development of a Living Wage City Region; encourage inclusivity and diversity in company leadership; and ensure employers have mental health and wellbeing support in place.</p>	From Jan 2021 onwards	Targeted Support
	<p>Work with GMCA and other partners to ensure local residents benefit from the green economy through training and skills opportunities and taking advantage of jobs growth in this sector</p>	From Jan 2021 onwards	Targeted Support
Inward Investment and Sustainable Job Creation			
<p>Increased promotion of Trafford as an investment location</p>	<p>Develop an 'SLA' with MIDAS to agree approach for better co-ordination and the exchange of up to date information</p>	By end April 2021	Successful and Thriving Places
<p>Updated marketing material to drive overall awareness of Trafford offer</p>	<p>Review and update Trafford Investment Guide and review website/social media platforms</p>	By end June 2021	Successful and Thriving Places

Support and drive delivery of the GM LEP Economic Vision	Work with GMCA and GM LEP to deliver the Building a Greater Manchester, Making a Greater Britain economic vision providing a blueprint for building a fairer, greener and growing economy	From Jan 2021 onwards	Successful and Thriving Places Green and Connected
	Develop an implementation plan to attract research, development investment and drive innovation.	From Jan 2021 onwards	Successful and Thriving Places Green and Connected
Funding and Growth			
Potential for reduced Business Rates revenue and lower growth in Council Tax	Work with Finance and Exchequer Services to better track financial position and better assess work to increase business and residential growth	From March 2021 onwards	Successful and Thriving Places
Attract further funding to support growth by showing diversity of Trafford offer.	Track all available funding and bid for new funding where appropriate including Brownfield Land Fund, HIF, Growth Deal, Single Prosperity Fund etc	Ongoing	Successful and Thriving Places
Strategic Sites Development and Job Creation			
Ensure a sustainable future for Trafford Park	Produce Trafford Park Action Plan to set out strategy for future promotion and identify interventions required to ensure long term sustainability/viability of a major economic asset.	By end October 2021	Successful and Thriving Places
	Create a 'Trafford Green Energy Park' an area of Trafford Park as a 'green district' focussed on attracting low carbon renewable industries through a review of the Trafford Park Strategy and the revitalisation and evolution of the Park.	From March 2021 onwards	Green and Connected
Trafford City	Support delivery of Therme and Trafford Waters opportunities and raise awareness throughout the borough	From Sept 2020 onwards	Successful and Thriving Places
	Understand long term future of intu Trafford Centre	From Sept 2020 onwards	Successful and Thriving Places

Carrington	Support preparation of the funding strategy for the delivery of enabling infrastructure, including the Carrington Relief Road.	From Sept 2020 to March 2023	Successful and Thriving Places
	Support the delivery of Future Carrington site and wider regeneration of Partington, Carrington and Sale West.	From 2022 to 2037	Building Quality, Affordable and Social Housing
Timperley Wedge	Support delivery of the Timperley Wedge site to support significant housing and employment growth, including increased links to Manchester Airport	From 2022 to 2037	Successful and Thriving Places Building Quality, Affordable and Social Housing
Trafford Civic Quarter	Support preparation of the Trafford Civic Quarter AAP.	From Sept 2020 to Jan 2022	Successful and Thriving Places
	Support delivery of the Trafford Civic Quarter AAP to support significant housing and employment growth, including maximising impact of assets such as UA92 and Lancashire Cricket Club.	From Jan 2022 onwards	Building Quality, Affordable and Social Housing
Stretford Regeneration	Support preparation of the Stretford AAP.	From Sept 2020 to Sept 2022	Successful and Thriving Places
	Support the delivery of the Stretford AAP to achieve wholesale regeneration of the town	From Sept 2022 onwards	Building Quality, Affordable and Social Housing
	Deliver and monitor the Future High Streets Fund once bid confirmed to support the regeneration of Stretford	Oct 2020 to Dec 2023	Successful and Thriving Places
Sustainable jobs and opportunities for local residents	Ensure that all development schemes have a social value benefit for local residents in terms of training, apprenticeships and job opportunities for all	Ongoing	Targeted Support/ Supporting Residents when they need it most Successful and Thriving Places

HS2	Work with HS2 to identify construction and other job opportunities and measures/initiatives for all local residents to take advantage of them	From end 2021 onwards	Successful and Thriving Places
	Develop an action plan with HS2 to future proof all local residents having the skills needed to access jobs	By June 2022	Successful and Thriving Places
Improved Town Centres for Residents and Businesses			
Minimise the significant impact on Town Centre businesses during lockdown	Implementation of the Reopening the High Streets Action Plan, delivery of communications to businesses and the visiting public, and social distancing interventions (including floor stencils, signage and highways adjustments)	From July 2020 to March 2021	Successful and Thriving Places
			Successful and Thriving Places
Drive town centre business engagement	Lead Information Officer role in the Town centres to deliver up to date guidance, advice, overall support and understand any trends in feedback.	July 2020 to March 2021	Successful and Thriving Places
	Support safe growth in the high-time economy and the licensing/police liaison work to achieve this	July 2020 onwards	Successful and Thriving Places
	Launch Covid Support Officers in the town centres and other retail centres to promote Covid safe measures for businesses and residents	November 2020 to March 2021	Successful and Thriving Places
	Establish Town Centres contact database to facilitate increased engagement with local businesses	By September 2021	Successful and Thriving Places
	Increase engagement through targeted use of social media	Ongoing	Successful and Thriving Places
	Survey of Town Centres businesses to better understand issues, needs and support required	By end June 2021	Successful and Thriving Places
Town centre performance	Utilise partner organisations to gain better insight on footfall, state of the market etc.	Ongoing	Successful and Thriving Places

	Work closely with Exchequer Service to set up a 'red flag' system to secure data on missed payments to identify trends and where businesses may be struggling	By September 2021	Successful and Thriving Places
Innovate to attract and support new businesses and create jobs	Review Town Centres Business Loan scheme to assess whether it is fit for purpose to meet business needs and the regeneration of the town centres Produce a specific pack of information to support businesses moving into the Town Centres	By end September 2021 By end September 2021	Successful and Thriving Places Successful and Thriving Places
Improve accessibility in the Town Centres for all	Produce and adopt new Highways Policy to reduce obstacles on the high street (e.g. A boards) Produce accessibility action plan Utilise funding from the Mayor's Cycling and Walking Challenge fund to improve access in and around the Town Centres (eg. Urmston pilot work)	By end Dec 2021 By end September 2021 Ongoing	Successful and Thriving Places Successful and Thriving Places Green and Connected
Improve the overall environment of the Town Centres for all to enjoy	Implement next Phases of Altrincham public realm improvements including George Street, Stamford New Road, Market Street, Regent Road, Moss Lane (programme in development). Secure public realm improvements for Sale through the Sale-Sale Moor-Sale Waterpark MCF scheme Work with Community Safety Team to implement Public Spaces Protection Orders in town centres experiencing issues with buskers, beggars and other anti-social behaviour	Ongoing By 2023 By end June 2021	Successful and Thriving Places Successful and Thriving Places Green and Connected Successful and Thriving Places
Collaborate with key partners to secure improvements in the Town Centres	Continue to support the work of the Altrincham BID following successful re-ballot Support the work of the new private sector led Sale Regeneration Group including being part of Governance, Marketing and Economy sub-groups Support the work of the Urmston Town Partnership and promotional activity for the Town Centre	Ongoing From July 2020 onwards By end March 2021	Successful and Thriving Places Successful and Thriving Places

			Successful and Thriving Places
Improve marketing of the Town Centres to drive footfall and income	Develop a strategy to better promote the Town Centres in partnership with private sector and Marketing Manchester	By October 2021	Successful and Thriving Places
Work with pace to bring forward town centre development sites	Work with Council Development Team, Bruntwood JV and private developers to bring forward development sites such as the regeneration of Stretford and identify potential public sector funding support.	Ongoing	Successful and Thriving Places
	Work closely with The Square Shopping Centre in Sale to support their re-development plans for the site	Ongoing	Successful and Thriving Places
Consider role and function of District and Local Centres	Adopt Place Plans for Sale Moor and Hale and explore opportunities for securing resources to implement identified actions	From Sept 2020 onwards	Successful and Thriving Places
Increase Visitor Economy			
Support recovery of Trafford's visitor economy attractions	Continue to lead the 'Driving the Trafford Visitor Economy' group of key stakeholders to support and increase the visitor economy	Ongoing	Successful and Thriving Places
	Support the implementation of the Cultural Strategy to increase visitors into the borough	From April 2021 onwards	Successful and Thriving Places