



TRAFFORD  
COUNCIL

# Corporate Plan

Quarter 3 Performance | October – December 2020





# Foreword by the Leader

There have been many times in this quarter when it feels almost like we have been trying to walk up an escalator that is trying to take us all the way back down.

Every time we feel like we have got Covid on the back foot, it finds a way to get back at us. It has been an invisible enemy, invading every area of our lives, thwarting our attempts to lead a normal life.

So, looking back at the previous quarter, it is still largely a tale dominated by Covid. What is great, however, is how much we have been able to do while still dealing with the effects of the virus. In particular, the extra funding for our Stretford Masterplan is great news. For many years now, we have been rightly proud of how Altrincham high street has made the news, showing how town centres can be regenerated and enjoy a new lease of life thanks to great partnership work. Our aim is for Stretford is enjoy the same success. The regeneration plans are different because each area has its own unique mix. And I am delighted at how many residents and local businesses have responded to the plans with their own suggestions, and how these have been incorporated. As a Council, we will lead the way in the development of Stretford but it will be the residents and businesses who will be the driving force for regeneration and making sure the masterplan is a great success.

Across the borough the Council is maintaining its priority of ensuring we have successful thriving town centres and communities and the highlights from this third quarter show this priority is bearing fruit.



# Foreword by the Chief Exec

While we are a forward-thinking Council, it is important to look back in order to see what we need to do and where we need to. And, looking back at this quarter, there is much we can be proud of as a Council.

The effects of Covid saw us step up to the plate again, enabling 5,000 children to have free meals during the October half term. We also launched a grants scheme to Trafford businesses who have not qualified for government support and our Community Hubs received more than 2,000 referrals, helping residents with shopping, fuel, medicines and other support. Our priority to support people's health and wellbeing can be seen with Trafford Leisure's free online exercise classes that are continuing while our leisure centres our closed.

Away from Covid, our parks have once again been recognised for their brilliance, with 11 parks receiving Green Flag status. Over Christmas, we supported families and vulnerable adults distributing the Government's national Winter Grants programme and we also supported our local businesses through our 'Free after 3pm' parking scheme.

Currently, we are again under another lockdown. The evidence is there that the restrictions are working to stop our hospitals being overloaded, to protect our vulnerable and elderly residents and to prevent the spread. The amazing work being done to vaccinate residents also makes it feel like there is a light at the end of tunnel. There is still a long way to go – but at least we now know there is light at the end of the tunnel.



# 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

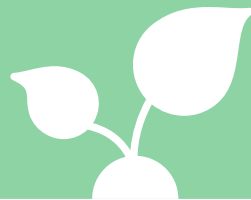
- **Affordable and Quality Homes**  
Trafford has a choice of quality homes that people can afford
- **Health and Wellbeing**  
Trafford has improved Health and Well-Being, and Reduced health inequalities
- **Successful and Thriving Places**  
Trafford has successful and thriving town centres and communities
- **Children and Young People**  
Ensuring a Fair Start for All Children and Young People
- **Pride In Our Area**  
Creating Pride in Our Local Area
- **Greener and Connected**  
Maximising Our Green Spaces, Transport and Digital Connectivity
- **Targeted support**  
Supporting our residents when they need it most

# Highlights – Key Performance Indicators

## Green and Connected

Number of green flag awards achieved in Trafford:

- Target: 10
- Actual: 11



## Successful and Thriving Places

Through the Trafford Pledge increase the number of people into employment:

- Annual: 100
- Q3 target: 25
- Actual: 21

Increase the number of downloads from the e-library service:

- Annual: 300,000
- Q3 target: 67,870
- Actual: 75,578



## Building Quality and Affordable Housing

The number of housing completions:

- Annual: 600
- Q3 Target: 150
- Actual: 402

The number of affordable housing completions:

- Annual: 100
- Q3 target: 25
- Actual: 36



## Central Services

% of major planning applications processed within timescales:

- Target: 90%
- Actual: 100%

Percentage of Council Tax collected:

- Annual Target: 95%
- Q3 target: 83.4%
- Actual: 84.3%

## Targeted Support

Admissions to Residential or Nursing Care for Older People during the year per 100,000 population:

- Target: 600
- Q3 target: 571.5
- Actual: 420.5

Percentage of older people that are still at home 91 days after discharge:

- Target: 91.5%
- Actual: 87.1%

Increase the number of people prevented from becoming homeless

- Target: 450
- Q3 target: 112
- Actual: 77



## Health & Wellbeing

Smoking prevalence in adults:

- Target: 13.5%
- Actual: 9.1%



## Children and Young People

Children who are 'looked after' (rate per 10,000):

- Target: 73
- Actual: 72

Maintain the low level of 16-17 year olds who are not in education, training or employment:

- Target: 3%
- Q3 target: 2.5%
- Actual: 2%



## Pride in Our Area

Percentage of total tonnage of household waste which has been collected for recycling:

- Target: 58.2%
- Actual: 55.2%





## **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



## **Our track record so far...**

The final draft of the Greater Manchester Spatial Framework (GMSF) – the region’s vision for housing, jobs and the environment – is published and shows Trafford playing a major part in the region’s future. It includes plans to build 1,700 homes in Timperley Wedge.

A new state-of-the-art social housing development continues to take shape. It will see 30 units – 20 one-beds and 10 two-beds – being built in a three-storey development at Carrfield Avenue in Timperley thanks to the Trafford Affordable Housing Fund.

Along with housing developer Seddon Development Ltd, we submitted a planning application to build 48 townhouses and 38 apartments – including at least 21 affordable - on the site of the former Sale Magistrates Court off Ashton Road.

The number of housing completions for the year so far is 842 with 402 completed in quarter 3.

## Priority 2:

Trafford has improved health and wellbeing, 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



## Our track record so far...

As of the end of Q3 (31st December) almost 6,500 COVID-19 vaccinations were administered to our residents, with Trafford having had administered the most vaccinations in Greater Manchester.

Delivery of wave 2 humanitarian response support to residents, including supporting the clinically extremely vulnerable; utilisation of our Community Hubs and undertaking robust winter planning.

25,745 total helpline calls taken, of which 2,208 total referrals were made to the Community Hubs, who in addition to this also supported people via direct self-referrals and referrals from other professionals. Additionally 854 calls giving COVID-19 advice to residents were undertaken.

Our Community Hubs received £8,117 from the Del Panno Trust Fund to help them stay open and support residents during the pandemic.

Trafford Leisure pledged to continue its popular free, online exercise classes, even when its centres reopen, to give everyone the opportunity to keep moving.

We facilitated Bowfell House care home with a Motitech exercise bike that links up to TV monitors, so the residents there could improve their mental and physical health.

## 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



## Our track record so

The Council received £17.6 million to help revitalise Stretford as part of its town centre master plan. It was chosen as one of only four areas of the North West to receive the full allocation from the Ministry of Housing, Communities and Local Government's Future High Streets Fund.

Work to demolish the former Royal Mail sorting office on Lacy Street in Stretford started as part of a wide-ranging masterplan to redevelop Stretford town centre.

We launched a new grant scheme for small businesses affected by Covid restrictions. The scheme is aimed at businesses that have not qualified for the government's most recent round of Covid support packages.

We launched 'Free after 3' parking scheme launching across the borough to make parking free after 3pm in all council-owned car parks and on-street locations between Monday to Saturday.

Businesses have received the new One-Off Lockdown grant, combined value £4.7m. Total paid out so far in LRSB grants is now c£11.7m, this is in addition to the c£43.7m paid out under the first grants scheme.

The future of Altrincham's Business Improvement District (BID) was secured after businesses voted for it to continue for another five-year term, meaning Altrincham's businesses will continue to work together to improve the trading environment in the town centre.

Library services continue to see increases of online lending up 9% in Q3 at 75,578 downloads from the library service. Some libraries have remained open for essential services and click and collect.



## Priority 4:

Ensuring a fair start for all children and young people

### 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



## Our track record so far...

We provided free meals for around 5,000 children in the borough, who would normally be entitled to free school meals, during the October half-term holidays.

We launched a six-week consultation on plans to amalgamate Stamford Park Infant and Junior Schools.

Trafford continues to maintain a low rate for young people aged 16-18 'Not in Education, Employment or Training (NEET) 2% against a target of 2.5%.

The rate of Children in Care (per 10k) has risen from 66 in Q1 to 72 in Q3. Trafford remains lower than the North West rate of 94.0 and but higher than England (65) and statistical neighbours at (57.5).

Children's Services have recently refreshed the Quality Assurance Framework, and Recruitment & Retention Strategy. They are also progressing with a service redesign.

Family Information Service supported 640 parent carers, 73 childcare providers and 417 other types of service providers and professionals.



## **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



### **Our track record so far...**

We handed out more than £2.3 million pounds to hundreds of struggling small businesses in the borough as part of our Discretionary Business Grant Scheme.

100% of highway safety inspections carried out in compliance with the agreed programme.

93.2% of adopted streets and paths scored at grade B or higher – the target for Q3 was 88%.

55.2% of household waste has been collected for recycling which is down from the target of 58.2%. The recycling rate often dips in Q3, as less green waste is collected in winter months.

Joint initiatives between Trafford Councils Enforcement team and GMP continue with a focus of tackling non-compliance of COVID-19 Regulations to try and minimise the spread of the virus.

## 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 track record so far...

One Trafford has introduced better habitats for insects and pollinators by creating wildlife corridors in a number of existing green spaces

11 parks across Trafford have been recognised by the Green Flag Award Scheme as the very best in the world for the second year running.

One Trafford Partnership launched an interactive web-based tool to continue engagement with local residents, businesses, community groups and stakeholders on the walking and cycling proposals for the Urmston Active Neighbourhood project.

Began delivering our green space capital scheme worth £200,000 to deliver 12 schemes in parks and green spaces which have been identified for improvements.

One Trafford Partnership's Wilding Trafford project was presented with a Bees' Needs Champions Award 2020 by the Department of Environment, Food and Rural Affairs (DEFRA).

Set up a climate change & clean air commission and produced a carbon neutral action plan approved by the Executive.



## 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



## Our track record so far...

Announced that our housing service, HOST, which is currently outsourced to a housing association, is to return in-house from April next year. It offers free advice and assistance to residents on all housing and homelessness issues.

Opened a new six bedroom property for homelessness on Chester Road as part of the 'A Bed Every Night scheme' (ABEN). The property has had a good turnover rate with some residents moving on to more permanent accommodation.

5,990 supermarket vouchers worth over £179k were issued to families and vulnerable adults for the Christmas holidays as part of the winter grants scheme

Provided 1,192 reablement services for vulnerable adults, with 545 of those being discharges from hospital to get residents home safely and free up NHS beds. In total 2,799 vulnerable residents were supported with long term services this year, keeping them safe and well in their homes and communities.

At the end of December 2020 (Q3) for 'the total number of over 65 permanent admissions per 100K' was 420.5. This is well below (-26.4%) the corresponding Q3 figure in 2019 which was at 571.5.

Called for volunteers over the age of 50 to help raise awareness and older people's voices continue to be heard in communities across the borough. The Age Friendly Champions will promote Age Friendly Trafford within their workplace, sports team, place of worship, with family and friends or anywhere in their community.

# Central Services

Maximising our green spaces, transport and digital connectivity

## We want...

- 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



## Our track record so far...

£25,000 pledged by the Oglesby Charitable Trust to the Trafford Crisis Fund

Signed up to the Local Digital Declaration in a commitment to make service delivery more efficient and make digital access easier for residents.

100% of major planning applications processed within timescales.

84.4% of council tax has been collected which is above the target of 83.4% for Q3.

The communications team issued 74 press releases, dealt with 145 media enquiries and produced 50 media statements in Q3.

The Council is working together with the Office of National Statistics (ONS) to prepare for the upcoming once in a decade Census which will take place on the 21st March.

We urged people to make sure their friends and relatives had good mental health during the Winter and Christmas by asking 'How's your head' and encouraging them to open up if they are struggling.

**Working together to  
build the best future**





**TRAFFORD**  
**COUNCIL**

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