



TRAFFORD  
COUNCIL

# Corporate Plan

Quarter 4 Performance | January - March 2021



# Foreword by the Leader

While the issue of Covid has again been dominant, I am delighted that the amazing work our Council is doing has managed to be highlighted in this quarter.

We started off the quarter with the wonderful news that we had successfully applied for £17.6m in funding for our plans to regenerate Stretford Town Centre. Along with our partners Bruntwood, we have developed really exciting plans for the area. What particularly delights me, however, is how much our Stretford residents and businesses have bought into these plans. I hope that they recognise just how determined we are to create a vibrant town centre and I think there is going to be a real buzz about the place.

This quarter also showed our determination to care for all people in our borough. Our Covid-relief efforts have continued and we have re-entered the care home sector with the purchase of two care homes. This will ensure residents can be looked after in the borough and remain within their community. We have also opened a new facility for homeless people within Trafford and it has already enabled people to move onto more permanent accommodation.

Away from the issues of Covid, I am pleased that two 'giants' of our Council received the posthumous title of Honorary Alderman. Ray Bowker and Jane Baugh, who both died in 2020, received the special award at an Extraordinary Meeting of Trafford Council. They did immense service to Trafford and I'm sure they would have been delighted at the response made by this borough to help people affected by the Covid pandemic.

**Councillor Andrew Western**  
**Leader of Trafford Council**



# Foreword by the Chief Exec

Restrictions may have eased but this quarterly report looks back on the months when we were well and truly back in lockdown. Not only did this restrict what people could do socially, and which businesses could remain open, it also necessitated us doing things differently as a Council.

It meant more support for our residents. A total of 9,085 helpline calls were taken in this quarter, with 284 referrals made to our Community Hubs. These hubs have also supported people through direct self-referrals and referrals from other professionals

It meant more support for our businesses. 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.

It meant finding new ways of working within the Council. So we made better use of technology to check in with vulnerable adults and children, making sure they were healthy mentally and physically. To help people remain connected, our library service announced a new laptop lending scheme to enable people who do not have their own device to get online and access digital services.

Of course, this quarter was when our vaccination programme got up and running and the statistics are amazing. This quarter saw more than 100,000 jabs administered at a rate of over 1,000 a day. That is a phenomenal effort by everyone concerned, with our Public Health and Communications teams involved in spreading the vaccine message throughout Trafford to ensure our borough's take-up is as high as possible.

**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, places 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.



Bridgewater Canal, Sale

## Our Priorities



### Affordable and Quality Homes

Trafford has a choice of quality homes that people can afford



### Health and Well Being

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 Target: 100
- Annual Achieved: 63
- Q4 Achieved: 14

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

- Annual Target : 300,000
- Annual Achieved: 311,710
- Q4 Achieved: 87,080



## Building Quality and Affordable Housing

The number of housing completions:

- Q4 Target: 150
- Q4 Achieved: 459

The number of affordable housing completions:

- Q4 target: 25
- Q4 Achieved: 29



## Central Services

Percentage of major planning applications processed within timescales:

- Target: 90%
- Actual: 100%

Percentage of Council Tax collected:

- Q4 Target: 95%
- Q4 Achieved: 97.2%

## Targeted Support

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

- Q4 2019: 861
- Q4 Achieved: 572

Increase the number of people prevented from becoming homeless

- Q4 Achieved: 84

New six bedroom 'A Bed Every Night scheme' (ABEN) property has had a good turnover rate with residents moving on to more permanent accommodation.



## Health & Wellbeing

As of the end of Q4 almost **92,256** COVID-19 first vaccinations and **16,627** second vaccinations were administered to Trafford residents.



## Children and Young People

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

- Q4 Achieved: 69.4

Maintain the low level of 16-18 year olds who are not in education, training or employment:

- Q4 Target: 2.5%
- Q4 Achieved : 2.52%



## Pride in Our Area

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

- Q4 Target: 58.2%
- Q4 Achieved: 54.1%

Percentage of adopted streets and paths scored at grade B or higher:

- Q4 Target: 88%
- Q4 Achieved: 93.8%



## 🏠 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



Urmston Leisure Centre Rendering

## Our track record so far...

- **Increase overall number of properties – no of housing completions:**
  - Annual target: **600**
  - Q4 Target: **150**
  - Q4 Achieved: **459**
  - Total Completions: **1,301** for the year
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- **No. of affordable homes completed:**
  - Annual target **100**
  - Q4 Target: **25**
  - Q4 Achieved: **29**
- The Council showed its commitment to tackling homelessness by taking over the running of its housing services department for the first time in 16 years.
- Full consultation and Engagement on the Draft Trafford Local Plan was carried out between 4 February 2021 and 18 March 2021, paving the way for planning policies to help secure the right mix and affordability of new homes in the borough.

## ❤️ 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 **Q4 almost 92,256 COVID-19** first vaccinations and **16,627** second vaccinations were administered to our residents, with Trafford having had administered the most vaccinations in Greater Manchester.
- 9,085 total helpline calls taken in Q4, of which **284** 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.
- Over the course of the year **32,858** calls were made to the Community Response line set up to support vulnerable residents through the pandemic.
- An Army Major presented a commemorative plaque to the Mayor of Trafford to celebrate exceptional partnership working which has led to the delivery of thousands of Covid tests across the borough. The collaborative working led to almost **6,000** health and care frontline staff and other key workers being tested.



## 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



Stretford King St. Rendering

## Our track record so far...

- Library services continue to see large increases of online lending up **9%** in Q4 at **87,080** downloads from the library service. Annual target was **300,000** and the year-end figure was **311,710**.
- Some libraries have remained open for essential services and click and collect.
- Bruntwood Works and Trafford Council asked for views from the local community as they shared plans for the future development of the Stamford Quarter in Altrincham.
- The Council again reviewed its Discretionary Grant Fund so that more businesses are supported during the lockdown.
- Residents were asked for their views on a document outlining Trafford Council's vision and strategy for the regeneration of the area known as the Civic Quarter. The draft Civic Quarter Area Action Plan (AAP) covers a 55 hectare area at the heart of Trafford including the Trafford Town Hall, the international sporting venue of Lancashire Cricket Club and the old B&Q site.
- Bruntwood Works and the Council consulted with residents over an ambitious multi-million pound masterplan to transform Stretford Mall and the surrounding area.
- An exciting **£17.6m** was received to regenerate and transform Stretford town centre after the Council applied for the funding. Stretford 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 **£830m** Future High Streets Fund.
- **14** jobs were created through the Trafford Pledge in Q4 and **63** for the year.
- **22** new apprenticeships started in the Council in Q4, the target was **29**.

## Priority 4:

### Ensuring a fair start for all children and young people

#### We want...

- 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



Stock Image - Adobe Stock

## Our track record so far...

- Trafford continues to maintain a low rate for young people aged 16-18 'Not in Education, Employment or Training (NEET) **2.52%** against a target of **2.5%**.
- The rate of Children in Care (per 10k) has risen from **66** in Q1 to **69.4** in Q4. Trafford remains lower than the North West rate of **94.0**, but higher than England (**65**) and statistical neighbours at (**57.5**).
- Trafford Council's Youth Justice Service received huge praise in a recent Government inspection report. The service, which supervises 10-18 year-olds who have been sentenced by a court, or who have come to the attention of the police because of their offending behaviour, was given a 'good' rating by Her Majesty's Inspectorate of Probation.
- Trafford children's services received an Ofsted focused visit on 8 and 9 March 2021. Ofsted found that since the start of the COVID-19 pandemic in 2020, senior leaders have worked effectively with partners to maintain the provision of services for children in Trafford.
- In the Department for Education annual 'Moving On' report for 2020 Trafford school leavers 'Continuing In Learning' rate was **98.3%** - the highest rate in GM (and 0.1% higher than last year) and the North West and the joint 9th highest rate nationally.



## 🏆 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...

- 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 full compliance with the agreed programme.
- **93.8%** of adopted streets and paths scored at grade B or higher – the target for Q4 was **88%**.
- **54.1%** of household waste has been collected for recycling which is down from the target **of 58.2%**. The recycling rate has been impacted by Covid-19.
- There was a call out to Trafford veterans for the Royal British Legion centenary project asking 100-year-olds and those turning 100 this year to share their stories to mark the centenary year of the Royal British Legion.
- The One Trafford Partnership have completed works to restore the heritage gates at the Hartley Road entrance of John Leigh Park.

## 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...

- **11** parks across Trafford have been recognised by the Green Flag Award Scheme for the second year running.
- Trafford Libraries announced a new laptop lending scheme to enable people who do not have their own device to get online and access digital services.
- Options to alleviate traffic congestion for the Carrington Relief Road were revealed to residents.
- The collection of green bins returned to a weekly service.
- The highest mean annual level of nitrogen dioxide at any of the monitoring stations in 2020 was **21 µg/m<sup>3</sup>** and in 2019 the annual mean level of nitrogen dioxide was **30 µg/m<sup>3</sup>**. This demonstrates there has been a significant reduction in the level of nitrogen dioxide at the A56 monitoring location. Levels of nitrogen dioxide as measured at the Council's three air quality monitoring stations in 2020 show a significant reduction in roadside and background levels of nitrogen dioxide when compared against 2019 levels. The reduction in vehicle usage due to Covid restrictions is likely to have caused this reduction.

## 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...

- 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.
- **84 households** were supported to prevent them from becoming homeless.
- The end of March 2021 (Q4) figure for the total number of over 65 permanent admissions to residential and nursing homes per 100K was **572**. This is well below the corresponding Q4 figure in 2019 which was at **861**.
- Two care homes were bought to ensure residents can remain in the borough. The purchase of Kara House and Lynwood Lodge, both in Sale, will enable the Council to maintain affordable residential placements in Trafford for the borough's residents.
- A care service in Trafford is rated as outstanding by inspectors – the highest rating possible. Beloved Homecare is a family-run service based in Urmston and provides personal care to people living in their own homes, specialising in elderly and dementia care. This includes services commissioned by Trafford Council to ensure people are looked after and can continue to live in their own homes.

# Central Services

## 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



Central Services Team

## Our track record so far...

- **100%** of major planning applications processed within timescales.
- **97.2%** of council tax has been collected which exceeds the target of **95%** for Q4.
- **52** press releases, with **77** media enquiries and **45** media statements were issued in Q4.
- The Council worked together with the Office of National Statistics (ONS) to ensure a high response rate for Census which took place on the 21 March.
- Two Trafford Council 'giants' have received the posthumous title of Honorary Alderman. Ray Bowker and Jane Baugh, who both died in 2020, received the special award at an Extraordinary Meeting of Trafford Council.
- **67%** of FOIs were completed in timescale.
- **1,044** complaints were received in Q4 this is a reduction to Q4 in 19/20 when **3,329** were received.
- Sickness absence was **3.83%** against a target of **3.84%**.
- **45,927** self-service forms were completed by customers online in 2020/21, this compares with **36,406** forms completed online in 2019/20.

Working together to  
build the best future for  
everyone in Trafford.

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