

Issue	Actions	Timescale	Corporate Plan Priority	RAG Rating	Lead Officer	Officer/s	Update
Business Support and Sustainable Job Creation							
Maintain and grow further close contact with the business community	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.	Ongoing	Successful and Thriving Places	Amber	Allison Brierley	Elaine Wood Anna Jones	Next Team Trafford Meeting 20th of September with a focus on sharing pertinent information between partners that can be disseminated through partners' communication channels.
	Close working with Public Health Team to provide up to date advice and guidance for businesses.	Ongoing		Green	Allison Brierley	Elaine Wood	Ongoing

	Information Officers/Covid Support Officers to maintain regular contact with businesses in town centres to provide advice, support and gain feedback.	July 2020 to March 2021		Green	Mark Bamford		This action has been completed and close liaison with town centres will continue with businesses supported in the event of any new or emerging Covid requirements.
	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.	By end September 2021		Green	Allison Brierley	Beverley Jones Elaine Wood Anna Jones	Requests for meetings now being processed with bookings scheduled for September.
	Initiate diagnostic follow up with grant recipients to promote access to other support mechanisms, monitor progress and identify any businesses in distress.	By end September 2021		Amber	Allison Brierley	Ciaran Hartnett Beverley Jones Elaine Wood	Feedback from meetings summarised and plan for follow up activity (webinars in co-operation with the Growth Company) underway.

	<p>In line with Government guidance provide financial support to the business community through the design, delivery and administration of the Trafford Additional Restrictions Grant Scheme.</p>	<p>By end July 2021</p>	<p>Successful and Thriving Places</p>	<p>Green</p>	<p>Allison Brierley</p>	<p>Beverley Jones Elaine Wood Ciaran Hartnett</p>	<p>Final plans for launch of Additional Restrictions Grant Round 4 approved by RCG and the Executive Member for Finance and Governance. The scheme is now pending guidance from Legal. Expected launch will take place in mid-September - funding must be spent by the end of March 2022. Key themes:</p> <ul style="list-style-type: none"> • Support for Green Economy Investment and Skills Growth • Support for businesses to access international markets • Support for new-start businesses • Support for young people and young people with learning and physical disabilities to access training and jobs • New ARG Round 5 to target key sectors
	<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>By end September 2021</p>		<p>Amber</p>	<p>Allison Brierley</p>	<p>Elaine Wood</p>	<p>Relaunch of Leader's Lounge to be considered within context of Business Leadership Forum.</p>

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 September 2021	Successful and Thriving Places	Amber	Allison Brierley	Anna Jones Elaine Wood	Draft survey of local businesses has been completed. Information will be used to inform and guide what assistance businesses need.
Significant number of businesses saddled with debt	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.	By end October 2021	Successful and Thriving Places	Amber	Allison Brierley Nidi Etim Mark Bamford	Elaine Wood	Review progressing with a view to the scheme's continuation or amendment in light of currently available finance sources.
	Prioritise available funding to incentivise innovation, SMEs, 'greener' independents and low carbon industries.	From March 2021 onwards	Successful and Thriving Places	Amber	Allison Brierley	Elaine Wood	Support for development of green investment through next phase of ARG Round 4 from mid-September 2021.
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	Red	Mark Bamford	Joanne Ellor-Foden (IEC Officers support with vacancy audit)	Awaiting information

	Produce a specific pack of information for agents/Owners on available support and business advice to attract new businesses.	By end September 2021	Successful and Thriving Places	Amber	Mark Bamford	Joanne Ellor-Foden (IEC Officers support with vacancy audit)	Continue to promote opportunities through the Council's Invest in Trafford website and through partners' activity such as the Growth Company. Development of the pack of information online initially by the Autumn 2021. Consideration to be given if this activity can be funded from the Welcome Back funding.
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.	By end June 2021	Targeted Support	Amber	Nidi Etim	Robina Sheikh Joanne Ellor-Foden	TESPN meeting held in summer and group putting together a flyer with details of support available for business start-ups. When flyer receives final agreement circulate widely by Autumn.

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 December 2021	Successful and Thriving Places/Targeted Support/Supporting Trafford residents when they need it most	Amber	Nidi Etim	Joanne Ellor-Foden Robina Sheikh	First Trafford Business start-up network meeting planned for 28.10.21 at Urmston Library.
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 July 2021	Successful and Thriving Places	Amber	Allison Brierley	Anna Jones Joanne Ellor-Foden Robina Sheikh	Awaiting Trafford State of VCFSE sector report. Preparations underway to develop new VCFSE Strategy, the team will input into its development and action plans.
	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	Green	Nidi Etim	Becci Page Joanne Ellor-Foden Robina Sheikh	Ongoing support from Virgin Media.
Facilitate closer relationships between companies in key sectors	Establishing a pilot sector group for Food and Drink Manufacturing companies in Trafford	By end October 2021	Successful and Thriving Places	Amber	Allison Brierley	Elaine Wood Anna Jones	Approach to be considered along with other sector support mechanisms.

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	January 2021	Successful and Thriving Places	Green	Stephen James	Transition Preparedness Group	Council's Transition Preparedness Group to focus on the Assessment and further measures to support businesses and residents.
	Continue to monitor impacts on local businesses in partnership with GMCA and other business representative organisations	Feb 2021 onwards		Green	Allison Brierley		Reports collated from partners e.g. Growth Company. New Inclusive Economy & Communities Officer (Transition) to start in Autumn 21 to lead on agenda and provide dedicated support to local businesses.
	Monitor the new arrangements for banking and financial services as well as the arrangements for mutual recognition of professional qualifications.	From July 2021 onwards		Amber	Stephen James	Transition Preparedness Group	Ongoing - Business Bulletin used to inform businesses of changes in regulations etc.

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	Amber	Mark Bamford	Snr IEC Officer (Funding & Development)	The Fund is still to be launched in 2022 with initial information about the scheme set out in the link below: https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus/uk-community-renewal-fund-prospectus-2021-22
Implications on the Council	Continue to lead the Transition Impact Group and review the Transition Preparedness Plan.	By end Dec 2021	Successful and Thriving Places	Green	Stephen James	TBD	Meeting of Group to be arranged in September.

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	Green	Allison Brierley Nidi Etim	All	Featured in the August Business Bulletin. In addition, an Evergreen funding bid has been successful for the sum of £130,000 and combined with match funding will be used to pay for specialist consultancy to undertake a range of activities including a study on the Council's ambitions for a Low Carbon Trafford Park.
	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	Amber	Allison Brierley Nidi Etim	All	Evergreen funding bid has been successful for the sum of £130,000 and combined with match funding will be used to pay for specialist consultancy to undertake a range of activities including a study on the Council's ambitions for a Low Carbon Trafford Park.
	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	Amber	Allison Brierley Comms	Anna Jones	Evergreen funding bid has been successful for the sum of £130,000 and combined with match funding will be used to pay for specialist consultancy to undertake a range of activities including a study on the Council's ambitions for a Low Carbon Trafford Park.

	<p>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.</p>	<p>By end June 2021</p>	<p>Green and Connected</p>	<p>Amber</p>	<p>Allison Brierley</p>		<p>ToR produced and potential reps being identified.</p>
	<p>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</p>	<p>From Dec 2020 onwards</p>	<p>Successful and Thriving Places/Green and Connected</p>	<p>Green</p>	<p>Allison Brierley</p>		<p>Article to promote Green Growth Pledge in the August Business Bulletin - promotion ongoing.</p>

	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	Amber	Allison Brierley		Successful in securing Evergreen funding (£130,000) for Future Trafford Park project.
	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	Green	Allison Brierley Nidi Etim	Anna Jones	Promotion of TfGM grants in the August Business Bulletin - promotion ongoing
	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	Amber	Adrian Fisher	Stephen James	Ongoing activity led by Highways Team and close liaison with GMCA. Funding opportunities being monitored.

	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	Amber	Stephen James	Allison Brierley	Assessment to form part of project identified in successful Evergreen bid (Future Trafford Park) to consider the interventions that could be usefully applied to Trafford Park to ensure its current and future green credentials are maximised. This will include future green skills needs, carbon reduction interventions and improved transport and travel opportunities.
	Continue to align with Greater Manchester's strategic plans to "Build Back a better, fairer and greener economy" and support a green recovery.	From July 2021 onwards	Green and Connected	Green	Stephen James		IERP and Carbon neutral Action Plan produced in alignment with GM strategies.
	Continue to monitor Government policy around the development of freeports and review the opportunity to encourage the use of non-carbon forms of	From Dec 2020 onwards	Green and Connected	Amber	Adrian Fisher	Stephen James	An announcement of Freeports was made by Government in March - unfortunately the proposal for Greater Manchester wasn't carried forward.

	transport in key sectors such as logistics						
	Promote Green Supply Chain Management and use of Manchester Ship Canal and Bridgewater canal for sustainable movement of goods and materials.	From Dec 2020 onwards	Successful and Thriving Places	Red	Adrian Fisher	Stephen James	Greater use of the canal remains a policy objective - and the existing commercial dock continues in operation.
	Support the development of the new Liquid Air Battery and associated supply chain and sectoral growth benefits	Sept 2020 onwards	Green and Connected	Amber	Stephen James.	TBD	Planning application submitted for a 200MV commercial hydrogen hub at site in Carrington by Carlton Power. Ongoing liaison.
Sustainable Jobs and Skills Growth for Local Residents							
Support unemployed residents	Work with TEES partners to coordinate employment support at a local level to those who need it: *Production of a weekly jobs and opportunities bulletin detailing sources of employment support	From July 2020 onwards	Successful and Thriving Places	Green	Nidi Etim	Rachel Kemp	The online jobs bulletin is currently being transferred from the Invest in Trafford site to the main Council website.

	*Promote details of upskilling opportunities through the Skills for the Unemployed and Skills for the Workforce programmes	From March 2021	Targeted Support/Successful and Thriving Places	Green	Nidi Etim	Rachel Kemp	Completed
Support employers during/once furlough scheme ends	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	Ongoing	Successful and Thriving Places	Amber	Nidi Etim	Becci Page	No significant redundancies highlighted at this point. Work will take place with the DWP in the event of significant redundancies to offer help and support.
	Targeted support to employers in construction working in Trafford through the local coordination of job and training opportunities available	Ongoing	Targeted Support	Amber	Nidi Etim	Becci Page Rachel Kemp	Construction subgroup to be reconvened for 13 September and the meeting will focus on retrofit and green skills needed for new builds.

Promote Adult Education training and support local residents with the skills and equipment to access online courses, particularly disadvantaged groups	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).	By end Nov 2020	Successful and Thriving Places/Children and Young People	Green	Nidi Etim	Rachel Kemp Steph Carter	£200K Funding successfully drawn down to fund Skills Information Officer, ESOL Coordinator, Digital Volunteer Coordinator and Laptop Loan scheme. All up and running. GMCA have announced they will be offering £100K AEB grant funding to LAs on an annual basis which can be used to continue funding for posts which reduce barriers and promote the take up of adult skills training. Exploring options for utilising the funding and awaiting further guidance from GMCA.
	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.	Ongoing	Successful and Thriving Places/Children and Young People	Green			Covid Contain funding secured to extend Skills Information Officer post to 31/3/21.

	Commence drop in sessions.	Ongoing	Successful and Thriving Places/Children and Young People	Amber			Drop in sessions commenced 14th June 2021. Drop in sessions continuing across the Borough on a monthly basis in 5 locations, Partington, Old Trafford, Timperley, Sale, Sale West
	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	By end March 2021	Targeted Support/Supporting Residents When They Need It Most	Green	Nidi Etim Simon Davis Riz Hafejzi	Holly Townhill	Still working with local communities to increase take up. Met with UA92 on 7/9/21 to look at ways to provide support to residents to digitally upskill.

	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	By end Oct 2020	Supporting Residents when they need it most	Green	Nidi Etim Simon Davis	Holly Townhill	<p>Digital Skills festival being planned for the month of October. Several events being planned including taster sessions for digital bootcamps. 12 Digital Champions based across the libraries, supporting residents with digital skills on a one-to-one basis.</p> <p>Training is due to be made mandatory for library staff which can improve digital offering of libraries.</p> <p>Still working to bring other partner organisations on board.</p> <p>Over 35 residents supported so far.</p> <p>Coordinator has also been involved in recommending appropriate/affordable tech for residents.</p>
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	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)	By end Feb 2021	Green and Connected	Green	Nidi Etim	Steph Carter	ESOL coordinator working with Hong Kong newcomers to undertake assessments of ESOL needs. Currently 129 people awaiting assessment. In-person assessments have commenced, currently ~80 learners on waiting list. SC commenced FT hours 12/07 so now able to catch up on assessments and begin placing learners for September enrolment. Currently organising service launch and digital marketing campaign.
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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. Work to ensure	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	By end Nov 2020	Successful and Thriving Places	Green	Nidi Etim	Becci Page	Next meeting scheduled for 26.10.21.
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<p>that young people do not become disengaged in the pursuit of a career.</p>	<p>Encourage people to remain in education and training and increase their skills related to in-demand occupations would help those impacted to adapt to a subdued labour market and ensure that training related funding prioritises the Health and Social Care sector and careers within the Green Economy.</p>	<p>Ongoing</p>	<p>Targeted Support/Successful and Thriving Places</p>	<p>Amber</p>	<p>Nidi Etim</p>	<p>Becci Page Rachel Kemp</p>	<p>Green Economy Skills group looking at what specific roles are needed in the green economy and opportunities for apprenticeships. New skills brochure being produced to detail new training and upskilling opportunities available in Trafford. Trafford Low Carbon brief will request a snapshot of this information from Trafford Park businesses. So far the Council has supported 8 new apprenticeship roles in Health and Social Care through use of the Apprenticeship levy. 3A Care (Altrincham) 5x Level 2 Adult Care Worker 1x Lead Adult Care Levy transfer £18,000 Compassionate Care 1x Lead Practitioner Level 4 1x Leader in Adult Care Level 5 Levy Transfer of £13,458 We are currently advertising a number of care positions in our weekly job bulletin and working with a number of providers such as Compassionate Care and Home Instead to promote their recruitment days.</p>
	<p>Work with Centre for Ageing Better and GMCA to pilot new ways to</p>	<p>By end March 2021</p>	<p>Children and Young People</p>	<p>Amber</p>	<p>Nidi Etim</p>	<p>Joanne Ellor-Foden</p>	<p>Seeking funding and in discussion with partners on how best to deliver.</p>

	support over 50's into employment					Robina Sheikh	
	Increase knowledge of Access to Work provision for disabled employees and jobseekers	Ongoing	Targeted Support/Supporting Residents When They Need It Most	Green	Nidi Etim	Becci Page	Focus area for TEES to address barriers, to be discussed at next meeting in September. ARG Round 4 initiatives will also seek to address this area.
	Work with TEES partners to identify barriers for disabled residents and residents with learning difficulties seeking employment and devise actions to address those barriers.	From April 2021 onwards		Amber	Nidi Etim	Becci Page	Successful application for COVID contain funding to employ a specialist employment adviser based with Connexions. The role will work to address barriers to employment and have a specific focus on those with SEND. Role currently being recruited for.
	Support GMCA's programme for apprentices who are made redundant and help to secure alternative employment to complete their apprenticeship	Ongoing		Amber	Nidi Etim	Becci Page	Supported through close liaison with GMCA / good working relationships.

	Utilise GM/LA levy matchmaking service to support the creation of new apprenticeships in priority sector of health and social care, construction, digital and Green Economy.	From Oct 2020 onwards		Amber	Becci Page		No levy transfers requests received.
Aspiration to re-skill and up-skill workforce into new / emerging sectors as some sectors shrink	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	From March 2021 onwards	Successful and Thriving Places	Amber	Nidi Etim	Rachel Kemp	Taken forward through the AEB skills group working closely with Trafford College, UA92, DWP and employers. Skills Information Officer role expanded to provide skills information to school career advisers.
	Identify forthcoming new employment opportunities through inward investment/ expansion and diversification to upskill residents ready for the new job opportunities e.g., Saica, Therme, construction	Ongoing	Successful and Thriving Places	Amber	Nidi Etim Allison Brierley	All	Meeting with Therme in September to discuss employment plans. In addition work being undertaken with the Low Carbon funding secured from Evergreen seeks to address skill issues and opportunities with the green agenda.

	Research details of job roles needed in growing sectors, e.g., digital, green economy etc., and qualifications/ skills needed and provide details to Career's advisers, Connexions advisers working in schools to promote opportunities to young people before they finalise their career decisions.	Ongoing	Green and Connected	Amber	Nidi Etim	Rachel Kemp	Work being undertaken with the Low Carbon funding secured from Evergreen seeks to address skill issues and opportunities with the green agenda this will be complemented by the work being undertaken by the Green Economy Skills Group.
	Encourage employers to use SWAPs (the Department's Sector Based Work Academy Programme) to upskill local residents.	Ongoing		Amber	Becci Page	All	Met with Trafford College & LCCC to discuss future SWAP, need to identify appropriate cohort not engaged with other programmes.
Support delivery of the Trafford Poverty Strategy prioritising reduction and	Support creation of a Poverty Action Group in Trafford to coordinate and deliver the Trafford Poverty Strategy	From Dec 2020 onwards	Targeted Support	Green	Stephen	Nidi Etim Allison Brierley Mark Bamford	To be a main theme of the Trafford Partnership Event in September 2021.

prevention over alleviation	Work with providers and employers to improve the quality and provision of further education and apprenticeships	From Dec 2020 onwards	Targeted Support	Amber	Nidi Etim	Rachel Kemp	Working closely with UA92 and Trafford College around apprenticeship and training opportunities for green job roles.
	Support Real Living Wage employment, secure and flexible work and productive and healthy workplaces.	From Jan 2021 onwards	Targeted Support	Amber	Nidi Etim Allison Brierley	Becci Page	Ongoing work to promote and with clear links to the Poverty Strategy.
	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.	From Jan 2021 onwards	Targeted Support	Amber	Nidi Etim Allison Brierley	Becci Page	Ongoing promotion of the Good Employer Charter and activities to Trafford Pledge businesses.

	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.	From Jan 2021 onwards	Targeted Support	Amber	Nidi Etim	Rachel Kemp	Reviewing available skills training and what is needed in the construction sector at the next Construction skills group meeting on the 13/9/21. The funding bid secured from Evergreen for Trafford Park will also have green skills as a key focus.
	Continue to tackle inequalities and maximise Community Wealth Building	ongoing	Targeted Support	Amber	Nidi Etim	Becci Page	Consideration of community wealth building is part of wider Council plans to look at social value and will need to be considered as part of any new VCSFE Strategy.
Inward Investment and Sustainable Job Creation							
Increased promotion of Trafford as an investment location	Develop an 'SLA' with MIDAS to agree approach for better co-ordination and the exchange of up to date information.	By end Sept 2021	Successful and Thriving Places	Amber	Allison Brierley	Elaine Wood	Meeting with MIDAS to be arranged.
	Promote Trafford as a UK distribution and production base for companies targeting UK market.	From July 2021 onwards	Successful and Thriving Places	Red	Allison Brierley	Elaine Wood	Ongoing

Updated marketing material to drive overall awareness of Trafford offer	Review and update Trafford Investment Guide and review website/social media platforms	By end October 2021	Successful and Thriving Places	Amber	Allison Brierley	Elaine Wood	Ongoing -Trafford Business Guide currently being finalised.
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 July 2021 onwards	Successful and Thriving Places/Green and Connected	Amber	Stephen	Mark Bamford	Ongoing
	Develop an implementation plan to attract research, development investment and drive innovation.	From July 2021 onwards	Successful and Thriving Places/Green and Connected	Amber	Mark Bamford		GM Local Industrial Strategy to be used as key baseline for this sector and practical measures that could be implemented. Support from GMCA to be secured to assist in development of a plan.
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	Red	Stephen James	Mark Bamford	Meeting to be arranged in Sept

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	Amber	Stephen James	Mark Bamford	Funding Tracker is in place and monitored on a monthly basis. A brief is being prepared for Future Trafford Park from finances secured from Evergreen and a tender is being produced for consultancy support to produce information required for a Levelling Up Fund Round 2 bid. Close working with the Policy Team is being established to horizon scan for new funding opportunities.
	Develop successful propositions for various funds for locally based actions, business support measures and training and employment support actions to support the economic recovery, support local businesses and address skill shortages in order to address the combined impacts of Brexit and Covid-19.	Ongoing		Amber	Stephen James	Mark Bamford	ARG business support initiatives to be launched as identified above. Levelling Up Fund Round 2 – structures in place, including Task and Finish Groups, to develop a package of linked applications to the Levelling Up Fund Round 2 which is anticipated in 2022. Briefs being developed. Evergreen funding secured for Future Trafford Park initiatives and Carrington Relief Road (£600,000 in total when combined with matched funding).

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	Amber	Adrian Fisher	Stephen James	Forms part of Future Trafford Park bid that has secured Evergreen funding (£130,000).
	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	Amber	Adrian Fisher	Stephen James	Forms part of Future Trafford Park bid that has secured Evergreen funding (£130,000).
Trafford City	Support delivery of Therme and Trafford Waters opportunities and raise awareness throughout the borough.	From September 2020 onwards	Successful and Thriving Places	Amber	Stephen James	Nidi Etim Allison Brierley	Meeting with Therme in September to discuss employment opportunities.
	Understand long term future of Intu Trafford Centre	From Sept 2020 onwards	Successful and Thriving Places	Amber	Adrian Fisher		The Trafford Centre is now owned by the Canada Pension Plan Investment Board. Barton Square is also under revised ownership, being now part of Peel Land & Property. The Council has regular liaison and engagement with representatives of both parties.

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	Amber	Adrian Fisher	Mark Riorden Stephen James	A funding package is being developed and sought to take forward the Relief Road, funding is in place for various design aspects and a gap analysis of funding is taking place to highlight what further finances will be needed. Homes England have recently signalled an intent to bring forward Housing Infrastructure Funding to ensure scheme design can progress.
	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	Amber	Adrian Fisher	Stephen James	Partington, Carrington and Sale will be the focus for a bid for Levelling Up Fund Round 2 in 2022 with preparations underway to develop a brief.

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	Amber	Adrian Fisher	Stephen James	Places for Everyone is currently at Regulation 19 (Publication) consultation between 9th August and 3rd October 2021. Submission of the plan to the Secretary of State is anticipated for January 2022, examination of the plan is expected throughout 2022, with adoption anticipated in 2023. Monthly meetings led by Strategic Planning held with Steering Group of landowners to enable further work to be undertaken to support proposed allocation of the site through Places for Everyone. These discussions will facilitate the future delivery of the site. Strategic Planning in collaboration with Manchester City Council, Transport for Greater Manchester (TfGM), Manchester Airport Group (MAG) and HS2 Ltd regarding the design and integration of the proposed Airport Station and connecting public transport into Timperley Wedge and the surrounding area.
Trafford Civic Quarter	Support preparation of the Trafford Civic Quarter AAP.	From Sept 2020 to Jan 2022	Successful and Thriving Places	Amber	Caroline Wright	Ruth Cook	Ongoing

	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	Amber	Caroline Wright	Ruth Cook	Ongoing
Stretford Regeneration	Support preparation of the Stretford Area Action Plan (APP)	From Sept 2020 to Sept 2022	Successful and Thriving Places	Amber	Caroline Wright	Ruth Cook	Ongoing
	Support the delivery of the Stretford AAP to achieve wholesale regeneration of the town	From Sept 2022 onwards	Building Quality, Affordable and Social Housing	Amber	Caroline Wright	Ruth Cook	Ongoing
	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	Green	Stephen James	Mark Bamford	FHSF bid secured - £c17m - structures established for monitoring and driving delivery. Brief produced for design works for highways/public realm schemes, anticipate going to market by end September.

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	Amber	Nidi Etim	Becci Page	First meeting scheduled for 17.09.21
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	Amber	Stephen James	Nidi Etim Becci Page	Liaison with HS2 ongoing.
	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	Amber	Stephen James	Nidi Etim Becci Page	Linked to above.

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 ongoing	Successful and Thriving Places	Green	Mark Bamford	Linda Roy All	Welcome Back Fund activity plan submitted to MHCLG for approval. Claim submitted for spend made to date through implementing activity via Reopening High Streets programme.
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 October 2020	Successful and Thriving Businesses	Green	Mark Bamford		Completed successfully.

	Support safe growth in the night-time economy and the licensing/police liaison work to achieve this	July 2020 onwards	Successful and Thriving Places	Amber	Mark Bamford	Community Safety Licensing GMP	Project to contract consultants to create a safer night time economy action plan is included in WBF activity form and once approved by MHCLG procurement will begin.
	Launch Covid Support Officers in the town centres and other retail centres to promote Covid safe measures for businesses and residents.	November 2020 to May 2021	Successful and Thriving Places	Green	Mark Bamford		Completed successfully.
	Establish Town Centres contact database to facilitate increased engagement with local businesses	By September 2021	Successful and Thriving Places	Red	Mark Bamford	All	Liaison is taking place with the Information Governance Team regarding the use of tools to collect data.

	Increase engagement through targeted use of social media	Ongoing	Successful and Thriving Places	Red	Mark Bamford		Targeted social media will be a key work stream for the kickstart placement the team will have in place in the Autumn 2021. Social media also used effectively through the Welcome Back activities.
	Survey of Town Centres businesses to better understand issues, needs and support required	By end June 2021	Successful and Thriving Places	Red	Mark Bamford	All	WBF activity plan now signed off internally and waiting on confirmation from MHCLG, once agreement in place from MHCLG activity can get underway.
Town Centre Performance	Utilise partner organisations to gain better insight on footfall, state of the market etc.	Ongoing	Successful and Thriving Places	Amber	Mark Bamford		Footfall counters now included in WBF activity plan. Procurement to begin once activity plan confirmed by MHCLG.

	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	Red	Mark Bamford		Initial meeting to be set up in Autumn with opportunities for flag system to be considered as main agenda item with methods of support and signposting to help to be agreed.
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	By end September 2021	Successful and Thriving Places	Amber	Mark Bamford		Ongoing
	Produce a specific pack of information to support businesses moving into the Town Centres	By end October 2021	Successful and Thriving Places	Amber	Mark Bamford		Related activity now in WBF activity plan and waiting MHCLG sign off before progressing.
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)	By end Dec 2021	Successful and Thriving Places	Red	Mark Bamford	Andy Hague	Meeting to take place on 9 September with the Head of Operations and Highways Manager to consider production and adoption of new policy.

	Produce accessibility action plan	By end September 2021	Successful and Thriving Places	Red	Mark Bamford	TBD	Activity now included in WBF and waiting on MHCLG sign off before progressing. Survey reference in previous update, although created, has not been circulated as to be included as part of the WBF activity.
	Utilise funding from the Mayor's Cycling and Walking Challenge fund to improve access in and around the Town Centres (e.g. Urmston pilot work)	Ongoing	Green and Connected	Amber	Mark Bamford Amey	Sarah Todd	Extensive consultation held with local community in 2020. Responses are now being used to inform more detailed proposals. Further engagement planned with local schools. Design team working closely with TFGM.
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).	Ongoing	Successful and Thriving Places	Amber	Stephen James	Mark Bamford	Consultation is underway and commenced on the 25 August on the future phases of the Altrincham public realm work.
	Secure public realm improvements for Sale through the Sale-Sale Moor-Sale Waterpark MCF scheme	By 2023	Successful and Thriving Places/Green and Connected	Red	Stephen James	Mark Bamford	MCF scheme being developed – although delayed slightly due to Covid 19. Currently assessing how the scheme links to the Sale Moor Place Plan. Develop more detailed design in 2022.

	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	Successful and Thriving Places	Amber	Adrian Fisher		A Buskers Code of Conduct has been produced by the Community Safety Team and subsequently consulted on. Further options are being identified to address other ongoing issues.
Collaborate with key partners to secure improvements in the Town Centres	Continue to support the work of the Altrincham BID following successful re-ballot	Ongoing	Successful and Thriving Places	Green	Stephen James	Mark Bamford	Continue to meet with BID staff and support with issues. Also attend the Town Centre Management meeting.
	Support the work of the new private sector led Sale Regeneration Group including being part of Governance, Marketing and Economy sub-groups	From July 2020 onwards	Successful and Thriving Places	Amber	Stephen James	Mark Bamford	Ongoing

	Support the work of the Urmston Town Partnership and promotional activity for the Town Centre	By end March 2021	Successful and Thriving Places	Green	Mark Bamford		Urmston Town Partnership looking to start up meetings again mid/late September. Will be attending. Also, looking to support with a contribution towards Christmas lights from WBF.
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	Amber	Mark Bamford	Linda Roy	Opportunities are being explored with Marketing Manchester on the development of a suite of resources for partners and stakeholders to use to promote town centres.

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	Amber	Mark Bamford	Development Team	Retail decant meetings now progressing fortnightly with Bruntwood team. Project Manager (LK Group) progressing with procurement of a design team for the public realm element of Future High Streets Fund project in Stretford.
	Work closely with The Square Shopping Centre in Sale to support their re-development plans for the site	Ongoing	Successful and Thriving Places	Amber	Mark Bamford		Continue to meet with The Square and the related regeneration groups. Work on Phase 2 of the redevelopment of The Square is underway with the removal of canopies and public realm work.
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	Amber	Stephen James	Mark Bamford Elaine Wood Anna Jones	Additional consultation on Place Plans to take place – timeframe and resources being reviewed.
Increase Visitor Economy							
Support recovery of Trafford's visitor attractions	Continue to lead the 'Driving the Trafford Visitor Economy' group of key stakeholders to support and increase the visitor economy.	June 2021 onwards	Successful and Thriving Places	Amber	Stephen James	Allison Brierley	Research on contacts underway to relaunch group in the Autumn.

	Support the implementation of the Cultural Strategy to increase visitors into the borough	From April 2021 onwards	Successful and Thriving Places	Red	Allison Brierley	TBD	Ongoing
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Totals

Green	28
Amber	71
Red	12