TRAFFORD COUNCIL

Report to:	**Executive**
Date:	**22 November 2021**
Report for:	**Decision**
Report of:	**Executive Member for COVID-19 Recovery and Reform**

<u>**Report Title**</u>

Corporate Plan Refresh 2021/24

<u>**Summary**</u>

This report provides a summary of the Council's refreshed Corporate Plan.

<u>**Recommendation(s)**</u>

It is recommended that the Executive:

1. Approves the refreshed Corporate Plan and recommends its adoption to Council; and

2. notes the reporting schedule for Corporate Plan updates.

<u>Contact person for access to background papers and further information:</u>

Name: Dianne Geary
Extension: 1821

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	*The Corporate Plan 2021/22 report summarises the Council's performance in relation to the Council's Corporate Priorities*
Relationship to GM Policy or Strategy Framework	*The Corporate Plan is aligned to the GM policy and strategy where required.*
Financial	*None*
Legal Implications:	*The Corporate Plan forms part of the Council's overarching Policy Framework. Subject to the urgency procedure contained in the Access to Information Procedure Rules in Part 4 of the Constitution, decisions about any matter in the discharge of an executive function which is covered by the policy framework or the budget where the decision maker is minded to make it in a manner which would be contrary to the policy framework must be referred to the full Council for decision.*
Equality/Diversity Implications	*The Corporate Plan enables the Council to fully observe & promote equality of outcomes for service users and their families*
Sustainability Implications	*The Corporate Plan is a key driver for the long term sustainability of the council and the borough*
Carbon Reduction	*The Corporate Plan is a key driver to supporting carbon reduction, delivering the Council's Carbon Neutral Action Plan and supporting the growth of the green economy.*
Resource Implications e.g. Staffing / ICT / Assets	*No direct impact*
Risk Management Implications	*A risk management log has been developed as part of the overall governance for the Corporate Plan and this will be reviewed and updated on a regular basis*
Health & Wellbeing Implications	*No direct impact*
Health and Safety Implications	*No direct impact*

1.0 BACKGROUND

1.1 The Corporate Plan describes Trafford Council's strategic vision, outcomes and priorities for the borough, with the priorities being key to its delivery. It includes an overview of what the council will do and how we will work with our residents, communities, businesses and other partners to deliver change to Trafford in line with these commitments.

1.2 The 2018/9 Corporate Plan has been refreshed to set out the most critical things that we need to do over the coming years to recover from COVID-19, deliver public services and collaborate with communities, businesses and other partners. This plan reflects the ambition of Trafford's leadership and the values and aims of the Council to provide a blueprint for improving the borough. It will shape the activity within the council, help prioritise resources and monitor progress made, as well as aligning with strategic financial planning.

1.3 The delivery of the plan will focus on a blend of service performance and qualitative case studies to inspire and demonstrate the Council's achievements on these outcomes and priorities between now and 2024.

1.4 It is also intended as a guide for our partner organisations to help identify shared objectives so we can work together more effectively to achieve far more for Trafford than we ever could working alone.

2.0 THE REFRESHED PLAN

2.1 The vision, outcomes and priorities set out below have been refreshed with input from members, staff and residents and were shared at the October meeting of the Executive.

2.2 Following Executive feedback, reinforced by the online survey and staff engagement with more than 400 contributions, it was acknowledged that two of the priorities which had initially been proposed described our approach to delivering the vision and outcomes; our "way of working", and that our key priorities should instead focus on what we will deliver. As such it is proposed that we focus on three key priorities to ensure that our strategies and resources are directed where they are most needed and where they will deliver the best outcomes for the Borough. This will ensure that that we are continuing to build on our amazing communities, as demonstrated during the pandemic, supporting those most in need, addressing poverty and improving healthy life expectancy. At the same time, we will ensure our town centres and high streets continue to go from strength to strength and we continue to make best use of our fantastic parks and green spaces. This means that the priorities will concentrate on the three key areas described below.

2.3 The new vision for Trafford is:

Trafford - where all our residents, communities & businesses prosper

2.4 The key outcomes are:

- All our residents will have access to quality learning, training and jobs
- All our communities will be happy, healthy and safe
- All our businesses and town centres will be supported to recover and flourish for the benefit of everyone

2.5 The refreshed priorities are:

1. Reducing health inequalities

Working with people, communities and partners, particularly in deprived areas, to improve the physical and mental health of all our residents

Rationale: The diversity of our population is one of our greatest strengths and we want all our neighbourhoods to have thriving and healthy communities. However, some groups are currently disadvantaged – not just in life expectancy but in areas such as housing and poverty that can contribute to poorer health.

Throughout the pandemic, we've made rapid changes to the ways we support residents in their community, their own home, in acute care and across our health and social care services. We will create the conditions for our communities to thrive by increasing access to jobs, investing in local infrastructure and transport and improving the local high street.

In Trafford we have a 16-year difference in healthy life expectancy between our most affluent and most deprived areas, and the pandemic has laid bare these inequalities. Nationally, new inequalities have emerged and existing inequalities have intensified. We must do more to address these inequalities so all our residents can live long and healthy lives.

2. Supporting people out of poverty

Tackling the root causes to prevent people from falling into poverty, and raising people out of it

Rationale: We know that more people will be experiencing poverty as we emerge from the pandemic. For some, this will be temporary as the economy recovers and job opportunities are created. For others, the poverty and inequalities they were already experiencing will have deepened due to the challenges of the pandemic.

This priority will mean that we will focus on both tackling the root causes of poverty in our communities and on helping to raise people out of poverty.

By providing the necessary skills, opportunities, information and advice we will work with partners to give people the choices and power to make best use of their income and prevent and reduce poverty.

By recognising the importance of access to good quality affordable and sustainable housing we will prioritise increasing affordable and social housing. We will work with partners to encourage the building of adjustable, sustainable low-energy housing which in turn will help to reduce fuel poverty.

We want our borough to be a place where no-one is marginalised or discriminated against and especially not due to their financial or material circumstances.

3. Addressing our climate crisis

Reducing our carbon footprint and tackling the impact of climate change

Rationale: We can only address our climate crisis and the impact of climate change by working together and having clear plans to prevent future challenges. This priority focuses on both reducing our carbon footprint and adapting to the challenges posed by climate change.

Being in lockdown showed just how important our local environment, green spaces and parks are for our physical health, our mental health and wellbeing. We want to enable more residents to be environmentally responsible in their daily lives, with improved access to local transport and more active travel including cycling and walking.

We will help clean up the air we breathe by supporting the delivery of the Greater Manchester Clean Air Plan and work with partners to improve the energy efficiency of our homes and encourage the building of new housing developments which are adjustable, sustainable and have low-energy use.

By increasing the amount we reuse, repurpose and recycle and through educating everyone, it will help to reduce our carbon footprint and minimise the amount we waste.

We will be looking at the Council's own carbon footprint: looking at the sustainability of our own buildings and ways of working and supporting and encouraging our workforce and partners to adopt more measures which will reduce our impact on the environment and help towards our carbon reduction targets.

3.0 OUR APPROACH

3.1 The key to the successful delivery of the vision, outcomes and priorities in the corporate plan is the approach adopted. This is defined as:

- Delivering the right, quality services at the right time for residents, communities, businesses and partners using our skilled and diverse workforce;

- Being responsive, accessible and fair to all and placing this at the heart of everything that we do. This means becoming a digital council, improving connectivity and helping more residents to get online and access new technology. At the same time, we will ensure that residents are not left behind in our increasingly digital society;

- Providing value for money, targeting investment and better partnership working; ensuring our services are built around the needs of people who live, work and visit the borough;

- Working with residents, communities and business to provide properly maintained, clean, attractive and safe green spaces for everyone to enjoy;

- Continuing to maintain tight control on our finances through the medium term financial plan (MTFP) to deliver a balanced budget;

- Working more closely with residents and using data effectively, to influence and inform our local decision making and continuing to engage both directly and through social media, websites and online platforms; and

- Working together to help develop a strong, dynamic and diverse voluntary sector as a key partner in the borough and actively encourage volunteering.

4.0 ENGAGEMENT ACTIVITY

4.1 To raise awareness and wider understanding of our refreshed Corporate Plan it is important that residents, businesses, communities and partners are aware of the changes to the Corporate Plan, understand the reasons for the changes and understand how the changes can benefit them.

4.2 An online survey on the Corporate Plan vision and priorities opened on 16 October and closed on 7 November. The purpose of the survey was to seek feedback on which of the priorities matter and to test the definitions and understanding of each priority. Feedback was sought on the 'we will' statements which state the intent and what the Council will do to reach its outcomes and vision and deliver on the priorities. There was also the opportunity to share other ideas/suggestions for inclusion in the final version of the plan.

4.3 Two 'Drop-In' engagement sessions were held internally for staff in the Council to introduce and outline the refreshed priorities, capture views on which of the 'we will' statements were most important from their perspective and to provide feedback on additional points and how the new priorities could be delivered.

4.4 Other engagement included sharing information at the senior leaders and colleagues 'Let's Talk' events held in October and November as well as obtaining input from the Strategic Delivery Group.

5.0 SURVEY AND ENGAGEMENT FEEDBACK

5.1 There were 389 responses to the survey on the refresh of the Corporate Plan held between 16 October and 7 November 2021.

5.2 The respondents were evenly split across all age groups, with the main survey respondents being white British or white other between the ages of 45 to 54. 11% of respondents were aged 18 to 34 which was encouraging. 65% was equally split between North and Central Trafford respondents, with the remaining 30% being equally split between West and South Trafford. 5% of the respondents were from outside of the borough of Trafford

5.3 Generally respondents felt that the right priorities were being focused on. The 'we will' statements were accepted although the order of the ranking slightly changed for priority one and two. This will be reflected in the corporate plan document. There were no amendments to the order of the 'we will' statements for priority three.

5.4 By reflecting on the key points from the responses there are a range of topics that residents have highlighted as being important either personally or to the wider community. Specific mention was made of making full and active use of the fantastic pool of talent in Trafford's communities, through listening to the public and their views as well as taking into consideration the needs of different races and of marginalised communities experiencing inequalities.

5.5 Respondents provided additional feedback on both the priorities and on a range of topics. A summary is outlined below with detailed analysis contained in Appendix 1.

Reducing Health Inequalities
- There was a focus on care for children and mental health services and support for SEND.
- There was a focus on looking after older people to tackle loneliness and isolation, preventing suicide and supporting care homes, improving wellbeing and support for disabled people and thorough at-home care.
- Feedback was given on improving leisure facilities and accessibility, with more physical activities and sports sessions being available in the community.
- The importance of supporting active travel, environmentally friendly transport, cycling and buses were seen as key, while reducing noise pollution at night.
- Feedback was shared on the importance of cooking healthy school meals and making these available for people on low incomes.

Supporting People out of Poverty
- There was recognition of the need to support people to get into work.
- Reference was given to the real living wage and preventing reliance on benefits and the need for better job security.
- There was an acknowledgement that alleviating poverty for the most vulnerable, such as through second-hand furniture initiatives, second hand uniform shops and vouchers for food and bills, would assist.
- The importance of educating people on how to manage money, training and development for the unemployed was fed back.
- The cost of transport was identified as a barrier with respondents requesting free travel for young people to go to work or school, free bus travel for disabled people and young people, and support for the BEE network.
- Another key theme mentioned for this priority was the importance of housing, specifically affordable housing, minimum standards in private rented accommodation, insulated housing, lower cost of rent, social mix in new developments, hostels for homeless people, and more council housing.

Addressing our Climate Crisis

- A range of methods were suggested to tackle climate change, such as rethinking town centres, low traffic neighbourhoods, more community power generation projects, renewable energy/ alternative sources, advice for residents, giving spare land to community groups, group cookouts with food, developing community groups, increasing education on waste, educating young people, and promoting low carbon diets.
- Feedback relating to not building on greenbelt or not cutting down trees was received
- Housing was also a common theme in this priority, specifically home insulation, retrofit over new build, use of derelict buildings, not building in overpopulated areas, adapting older houses and sustainable property development.
- Better waste management and helping increase recycling everywhere was another theme.
- Importance of cheaper, improved and more accessible public transport as an enable to encourage walking to reduce traffic.
- A small number of respondents disagreed with the priority and wanted there to be no Clean Air Plan.

5.6 The information received against each of the priorities broadly aligns with the refreshed corporate plan and the measures.

5.7 From the feedback and suggestions received to date, it would appear that it is not always clear which services the Council delivers and which are led and managed by partner organisations. This will be taken into account when considering how to improve awareness and communicating Council services.

5.8 During October and November, drop-in sessions and Let's Talk sessions were held with staff in the Council which included

- Presenting the refreshed vision, outcomes and priorities
- Capturing feedback on the importance of the priorities and at the drop-in session which of the 'we will' statements was most important

Although these sessions were with a smaller cohort of people than those who completed the resident survey, the feedback supported the three refreshed priorities.

6.0 COMMUNICATION

6.1 The Corporate Plan will be relaunched using a variety of channels – media press release, website, internal presentations and externally with partners, videos for each priority - all supported by social media to demonstrate how we are working together for the good of the borough.

6.2 The communication and engagement will continue on an ongoing basis for the duration of the plan.

7.0 PERFORMANCE

7.1 The strategic measures will provide clarity about where we are going as a Council. They will demonstrate to our residents, businesses, communities, partners and other stakeholders that our Council is overcoming the challenges of Covid-19, seizing new opportunities and on our way to becoming stronger than ever.

7.2 The table in Appendix 2 outlines the suggested list of indicators, annual data for the past three years where available and a description of the measure. For ease of navigation, indicators are aligned to relevant shared priorities. Some of the indicators are subject to wider factors, and the levers of change sit outside of Trafford Council's control, so targets will not be set but they are important to track progress against our longer-term ambitions. It should be noted that some of the indicators also have a long lag between data capture and publication, particularly in the health inequality section.

7.3 The measures were chosen to align with Trafford and GM strategies where possible – for example health inequality measures are aligned to the Independent Inequalities Commission and the Marmot City -Region *Build Back Fairer* reports and the addressing our climate crisis measures are aligned with Trafford's Climate Action Plan and the overarching GM Strategy.

7.4 A dashboard will be developed to complement the quarterly reporting and will include corporate priority measure data and wider Council services performance data. All measures will show a direction of travel based on latest available data compared to previous outturn. The quarterly reports will also showcase a case study or feature piece highlighting each priority. Charticles will be used with a short narrative alongside charts or maps to demonstrate the level of performance.

7.5 Work and wider discussions are continuing to finalise the indicators suggested in the table and are therefore subject to change or refinement.

8.0 RECOMMENDATIONS

It is recommended that the Executive:

8.1 Approves the refreshed Corporate Plan and recommends its adoption to Council; and

8.2 notes the reporting schedule for Corporate Plan updates.

Finance Officer Clearance: GB

Legal Officer Clearance: JL

DEPUTY CHIEF EXECUTIVE & CORPORATE DIRECTOR'S SIGNATURE: Sara Saleh

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

Appendix 1: Survey and Staff Drop In Session – Feedback

Background

This Appendix summarises feedback from engagement on the refreshed Corporate Plan and priorities through:

1. A Resident Survey on Citizen Space
2. Staff Drop-In sessions for the Council

1. Residents Survey on Citizen Space

A Residents Survey was published on Citizen Space which asked for:

- Feedback on whether residents agreed these were the right priorities overall
- Feedback on whether residents agreed these priorities would meet future challenges
- Ranking the priorities in order of importance
- Ranking the 'we will' statements under each priority in order of importance
- Providing additional feedback and suggestions on areas to consider including

There were **389** responses in total to the resident survey.

Survey Respondents Profile

- Majority of respondents aged 45-54, then 35-44, then 55-64
- 11% of respondents were aged 18-34
- Majority of respondents 94% were White British or White Other (Trafford Profile – 14% at 2011 Census from BAME group)
- Respondents located in: North Trafford (33%), Central Trafford (32%), West Trafford (15%), South Trafford (15%), Outside of Trafford (5%)

Feedback on overall corporate priorities

On being the right priorities for the council to focus on

- **7 in 10** (73%) either strongly **agree** or **agree** these are the right priorities
- **1 in 10** (12%) either strongly **disagree** or **disagree** there are the right priorities

On the priorities meeting future challenges

- **6 in 10** (62%) either strongly **agree** or **agree** these meet future challenges
- **1 in 10** (14%) either strongly **disagree** or **disagree** these meet future challenges

Order of most important Corporate Priority to you

1. Reducing health inequalities
2. Supporting people out of poverty
3. Making best use of our resources to deliver quality services
4. Addressing our climate crisis
5. Being a more open and accessible Council

1) Reducing Health Inequalities

1. Prevent poor health in children and promote good mental and physical health.
2. Ensure Trafford's mental health services are resilient, accessible and fit for purpose.
3. Ensure more people are in good health for longer.
4. Focus on areas of deprivation and with the highest rates of illness, and reduce the impact of deprivation.
5. Work with partners to improve how services are delivered, and to help reduce health inequalities.
6. Provide effective and sustainable physical activity and sport opportunities for our communities.

2) Supporting people out of poverty

1. Support children out of poverty and to have the best start in life.
2. Give people skills and opportunities to enable them to get out of poverty.
3. Prioritise support for people to avert poverty, and improve the situation for people experiencing poverty.
4. Ensure agencies work well together to minimise the risk of individuals becoming homeless and to support those who are experiencing homelessness.
5. Give people the power to maximise their household income.

3) Addressing our climate crisis

1. Reduce our carbon footprint and increase the amount we re-use, repurpose and recycle.
2. Ensure that new housing developments are adaptable, sustainable and low-energy use, while working with partners to increase the energy efficiency in our homes.
3. Reduce the amount of food waste in our borough and encourage surplus food to be donated to foodbanks.
4. Promote and increase environmentally friendly travel, such as walking and cycling.
5. Put in place the measures in the GM Clean Air Plan.
6. Promote sustainable, healthy and lower-carbon diets, such as locally grown and seasonal food.

4) Being more open and accessible

1. Ensure the way we serve our borough is built around the needs of residents, businesses and communities.
2. Ensure our communications are open and accessible to all.
3. Put respect at the heart of how we work with colleagues, residents, business, partners and voluntary groups.
4. Make better use of technology to improve the way we deliver services.
5. Help people that are less digitally able to get online.

5) Making best use of our resources

1. Ensure our highways, roads and pavements are safe, well maintained and well lit.

2. Drive the borough's economic recovery from Covid-19 by supporting businesses, increasing investment and improving our economic resilience to ensure Trafford remains a great place to live.

3. Develop our leisure areas and use our parks and green spaces to benefit residents.

4. Make smart decisions about what we buy and how we get the most out of our purchases.

5. Deliver more joined-up services.

6. Give staff the right skills to deliver and commission good quality services.

Additional feedback and suggestions from free text question

Reducing Health Inequalities

- Active travel, environmentally friendly transport, cycling and buses promoted.
- Address waiting times (for GPs), access to health services, aftercare, parental care, dental care.
- Improve leisure facilities, open up membership, increase exercise, more physical activities and tackle noise pollution at night.
- Focus on green spaces, parks and accessibility, disabled parking.
- Care for Children, including children mental health services, sport classes, community sports, support for SEND.
- Support for disabled people and at home care.
- Older people, including fitness classes, elderly care, tackling loneliness and isolation, prevent suicide, care home funding.
- Education on cooking healthy meals, in schools, for people on low incomes.
- Consider needs of different races and of marginalised communities experiencing inequalities.

Supporting People out of Poverty

- Childcare funding so parents can work, unpaid carers, free travel for young people to go to work or school, free school dinners for all children, fresh fruit for all children, cooking skills for low income families, English language lessons.
- Fairness and support for pensioners, free bus travel for disabled people and young people, support the BEE network.
- Match people with vacancies, apprenticeships, tackle skillset shortage.
- Education on how to manage money, starting in schools, free development courses, training for unemployed, employers provide time off for people with young children.
- Affordable housing, minimum standards in private rented accommodation, insulated housing, lower cost of rent, social mix in new developments, hostels for homeless people, more council housing.
- Pay people a real living wage to avoid relying on benefits and better job security.
- Second-hand furniture initiative, second hand uniform shop, vouchers for food and bills.

Addressing our climate crisis

- Cheaper, improved and more accessible public transport, electric vehicles, reduce cars near schools, rethink town centres, low traffic neighbourhoods.
- Community power generation projects, don't build on greenbelt or cut down trees, more renewable energy/alternative sources and advice for residents.
- Home insulation, retrofit over new build, use derelict building, don't build in overpopulated areas, adapt older houses, sustainable property development.

- Improve choice of recycling, make all plastic recyclable, better waste management provider, timely collections, obligate businesses to recycle, upgrade recycling centres.
- Support businesses who allow remote working to avoid travel, move pension fund away from fossil fuels.
- Improve air quality, encourage walking and cycling, and promote green jobs.
- Teach cycling in schools, safe cycle lanes, help people on low incomes.
- Remove coned cycle lane, gully emptying, reduce HGV traffic, council owned electric vehicles and more charging points, more visible recycling in council buildings, no clean air plan.
- Free car park for tram users, give spare land to community groups, group cookouts with food, develop more community groups, increase education on waste, educate young people, promote low carbon diets.

Being more open and accessible

- Consult residents before acting and listen to consultations, ensure a voice, webcast committees such as planning, change times for planning consultations so workers can access, active engagement, more transparent, encourage involvement, Q&A session for residents.
- Find ways to bring people back together to tackle isolation, open discussion events, residents first, meaningful consultation, more visibility in community, support people in libraries to access the online services.
- In person accessibility, contact face to face, connections and communications, answer people in person or over the phone.
- Upgrade website to make it user friendly, clear route for accessing services, contact emails, keep human element, reply on social media, better communication from staff, website for suggestions and feedback.
- You are great! It is the system and resources that need an improvement.

Making best use of our resources

- Make full and active use of the fantastic pool of talent in Trafford's communities and voluntary sector, listen to the public and their views, encourage businesses to hire local people.
- Economic recovery needs to include and encompass climate change and health inequalities.
- Well-lit and safe cycle paths, prioritised pedestrians and cyclists, parking for disabled people, paths cleared for disabled people.
- Pop ups in empty business spaces, invest in local businesses, lower rent for independents, support businesses impacted by covid.
- Improve roads pavements and paths and repair potholes, manage roadworks so not all at once, unblock drains, tackle flytipping, collect litter, take ownership of road signs, no parking charges in small villages.
- Revamped and new leisure facilities and centres, consider density of housing proposals.

2. Drop In Sessions for Staff

Drop In sessions were held with staff in the Council which included

- Presenting the refreshed vision, outcomes and priorities
- Capturing feedback on which of the 'we will' statements was most important

These sessions were with a smaller cohort of people than those who completed the resident survey.

Staff were asked to pick an area(s) they thought was a priority for the council and responses were captured in a visual word cloud (see below).
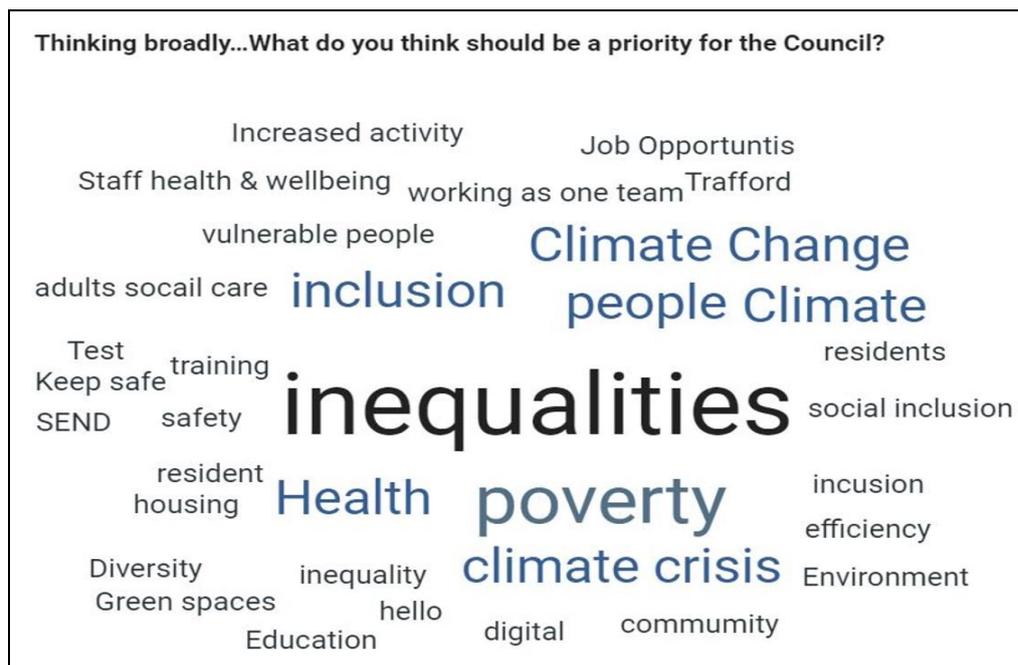
Staff Poll Responses on We Will Statements

Staff were asked to identify which 'we will' statement was the most important with the statement selected by most ranked highest.

1). Reducing Health Inequalities (Ranked)

Rank	We Will Statement
1	Ensure more people are in good health for longer.
=2	Focus on areas of deprivation and with the highest rates of illness, and reduce the impact of deprivation.
=2	Work with partners to improve how services are delivered, and to help reduce health inequalities.
4	Prevent poor health in children and promote good mental and physical health.
=5	Ensure Trafford's mental health services are resilient, accessible and fit for purpose.
=5	Provide effective and sustainable physical activity and sport opportunities for our communities.

2). Supporting people out of poverty (Ranked)

Rank	We Will Statement
=1	Give people skills and opportunities to enable them to get out of poverty.
=1	Prioritise support for people to avert poverty, and improve the situation for people experiencing poverty.
=3	Ensure agencies work well together to minimise the risk of individuals becoming homeless, and support those who are experiencing homelessness.
=3	Support children out of poverty and to have the best start in life.
=5	Give people the power to maximise their household income.

3). Addressing our Climate Crisis (Ranked)

Rank	We Will Statement
=1	Promote and increase environmentally friendly travel, such as walking and cycling.
=1	Reduce our carbon footprint and increase the amount we re-use, repurpose and recycle.
3	Ensure that new housing developments are adaptable, sustainable and low-energy use, while working with partners to increase the energy efficiency in our homes.
4	Put in place the measures in the Greater Manchester Clean Air Plan.
5	Promote sustainable, healthy and lower-carbon diets, such as locally grown and seasonal food.

4). Being a more open and accessible Council

Rank	We Will Statement
1	Ensure the way we serve our borough is built around the needs of residents, businesses and communities.
2	Put respect at the heart of how we work with colleagues, residents, business, partners and voluntary groups.
=3	Ensure our communications are open and accessible to all.
=3	Help people that are less digitally able to get online.
=3	Make better use of technology to improve the way we deliver services.

5). Making best use of our resources to deliver quality services

Rank	We Will Statement
=1	Drive the borough's economic recovery from Covid-19 by supporting businesses, increasing investment and improving our economic resilience to ensure Trafford remains a great place to live.
=1	Give staff the right skills to deliver and commission good quality services.
=3	Deliver more joined-up services.
=3	Make smart decisions about what we buy and how we get the most out of our purchases.

Appendix 2: Corporate Plan Refresh Proposed Performance Indicators

Priority	Indicators	Frequency of publication	Current performance			Details regarding the Indicator
Reducing Health Inequalities	Improve % of 'social value' spending (as % of total tendering/contracting)	Quarterly	**2018/19**	**2019/20**	**2020/21**	Social Value Target Against Contract Value (%) Social Value plays an important part of procurement of services. Social value is the wider benefit gained by a local community from the delivery of public contracts or services. Examples of social value may be the skills gained by young apprentices from an area or the wellbeing gained by communities from having access to greener spaces or organically sourced produce. These things hold great importance but aren't always as easy to quantify in the same way as financial value.
			NA	30%	31%	
	Improve number of housing completions	Quarterly	**2018/19**	**2019/20**	**2020/21**	The building of quality, affordable and social housing is a key priority for the Council. New homes are required to meet identified local need across the borough to ensure that Trafford has the homes which residents need, can afford and that the borough continues to be an attractive place to live.

The delivery of new homes provides the Council with income from additional Council Tax revenue and New Homes Bonus which is paid directly by the government. This income plays an important part in the Council's future funding strategy and can be used to support the delivery of Council services to benefit the residents and businesses |
| | | | 953 | 788 | 1301 | |

			2013/14 - 2017/18	2014/15 - 2018/19	2015/16 - 2019/20	
						in the borough. The number of housing completions is determined via undertaking quarterly site visits on those residential sites with full planning permission.
	Reduce the % of children who are classified as obese	Annual (Children 2019/20)	**2013/14 - 2017/18** **Reception** Most deprived quintile 12.16 Second most deprived quintile 9.3 Average deprived quintile 8.5 Second least deprived quintile 6.7	**2014/15 - 2018/19** **Reception** Most deprived quintile 12.0 Second most deprived quintile 9.6 Average deprived quintile 8.5 Second least deprived quintile 6.9	**2015/16 - 2019/20** **Reception** Most deprived quintile 11.6 Second most deprived quintile 8.8 Average deprived quintile 8.8 Second least deprived quintile 6.9	Indicator Names: Reception: Prevalence of obesity (including severe obesity), 5-years data combined or Year 6: Prevalence of obesity (including severe obesity), 5-years data combined Number of children in Reception Year (aged 4-5 years) or Year 6 (aged 10-11 years) classified as obese (including severely obese) in the National Child Measurement Programme (NCMP) attending participating state maintained schools in England as a proportion of all children measured for five years' worth of data. Child obesity prevalence shows a close association with socioeconomic deprivation. Obesity prevalence in children living in the 10% most deprived areas of the country is more than double that of children living in the least deprived 10% of areas Deprivation data are provided by deprivation quintiles (groups of five equal-sized bands), based on the Index of Multiple Deprivation (IMD) decile (ten equal-sized bands) (2019 IMD for 2015/16-2019/20 data and 2015 IMD for all

			Column A	Column B	Column C	Notes
			Least deprived quintile 5.6	Least deprived quintile 4.8	Least deprived quintile 5.3	previous years). Prevalence of obesity (including severe obesity), 3-years data combined is available at ward level. Source: https://digital.nhs.uk/services/national-child-measurement-programme/ https://fingertips.phe.org.uk/
			Year 6	**Year 6**	**Year 6**	
			Most deprived quintile 24.2	Most deprived quintile 23.8	Most deprived quintile 24.6	
			Second most deprived quintile 21.4	Second most deprived quintile 21.5	Second most deprived quintile 21.9	
			Average deprived quintile 19.0	Average deprived quintile 19.7	Average deprived quintile 19.5	
			Second least deprived quintile 15.8	Second least deprived quintile 15.7	Second least deprived quintile 15.2	
			Least deprived quintile 11.5	Least deprived quintile	Least deprived quintile	

				11.7	12.7	
	Reduce the % of adults who are classified as overweight or obese	Annual	**2017/18** 57.3 Better than England	**2018/19** 64.0 Similar to England	**2019/20** 59.3 Better than England	Indicator Name: Percentage of adults (aged 18+) classified as overweight or obese Obesity is recognised as a major determinant of premature mortality and avoidable ill health. Questions on self-reported height and weight are included in Active Lives to provide data for monitoring excess weight in adults at local authority level for the Public Health Outcomes Framework (PHOF). Source: https://www.sportengland.org/research/active-lives-survey/ https://fingertips.phe.org.uk/
	Percentage of adults who are active (increase)/fairly active/inactive (decrease)	Annual (May 2019/20 latest published)	**2017/18** Active adults 64.2 Similar to England Inactive adults 20.8 Similar to England	**2018/19** Active adults 69 Similar to England Inactive adults 19.9 Similar to	**2019/20** Active adults 68.1 Similar to England Inactive adults 20.6 Similar to	Indicator names: Percentage of physically active adults Percentage of physically inactive adults Physically active is measured as doing at least 150 moderate intensity equivalent (MIE) minutes physical activity per week in bouts of 10 minutes or more in the previous 28 days Physical inactivity is defined as engaging in less than 30 minutes of physical activity per week.

				England	England	
						Physical inactivity is the 4th leading risk factor for global mortality accounting for 6% of deaths globally. People who have a physically active lifestyle have a 20-35% lower risk of cardiovascular disease, coronary heart disease and stroke compared to those who have a sedentary lifestyle. Regular physical activity is also associated with a reduced risk of diabetes, obesity, osteoporosis and colon/breast cancer and with improved mental health. In older adults physical activity is associated with increased functional capacities. The estimated direct cost of physical inactivity to the NHS across the UK is over £0.9 billion per year. Source: Active Lives Adult Survey, Sport England https://fingertips.phe.org.uk/
		2018 Fairly active adults 13.1	**2019** Fairly active adults 10.9	**2020** Fairly active adults 12.3		Indicator Name: Percentage of adults aged 16+ who are fairly active (30-149 minutes a week) Source: Active Lives Adult Survey, Sport England https://lginform.local.gov.uk/
Improve the % of children who are active	Annual (May 2019/20 latest published)	**2017/18** Active children and young people 41.4 Similar to	**2018/19** Active children and young people 47.5	**2019/20** Active children and young people Not		Indicator names: Percentage of physically active children and young people The percentage of children (5-15) undertaking an average of at least 60 minutes of physical activity

		England	Similar to England	Available	per day across the week. Regular moderate-to-vigorous physical activity (MVPA) improves health and fitness, strengthens muscles and bones, develops co-ordination, maintains healthy weight, improves sleep, makes you feel good, builds confidence and social skills and improves concentration and learning. Source: Public Health England (based on Active Lives Children and Young People Survey, Sport England) https://fingertips.phe.org.uk/
	Reduce the under 75 mortality rate from causes considered preventable (per 100,000 population)	Annual (2017-19 latest published by PHE)	**2015 – 17** 143.2 Similar to England	**2016 – 18** 141.2 Similar to England	**2017 – 19** 139.4 Similar to England	Indicator Name: Under 75 mortality rate from causes considered preventable (2019 definition) Age-standardised mortality rate from causes considered preventable in persons aged less than 75 years per 100,000 population. The basic concept of preventable mortality is that deaths are considered preventable if, in the light of the understanding of the determinants of health at the time of death, all or most deaths from the underlying cause (subject to age limits if appropriate) could mainly be avoided through effective public health and primary prevention interventions. The data are insufficiently robust to provide local authority and unitary authority estimates for

| | | | 2015 – 17 | 2016 – 18 | 2017 – 19 | single years and must be aggregated over three years; this means the timeliness of non-overlapping time periods to make judgements on health improvement is limited.

Deaths from causes considered preventable, under 75 years, standardised mortality ratio for period 2015 - 2019 is available at Ward level.

Source: Public Health England (based on ONS source data)
https://fingertips.phe.org.uk/ |
|---|---|---|---|---|---|---|
| | Improve the healthy life expectancy (by deprivation and gender) | Annual (2019 latest published by PHE) | **2015 – 17**
Female
65.3

Male
64 | **2016 – 18**
Female
66.0

Male
66.0 | **2017 – 19**
Female
65

Male
65.6 | Indicator Name:
Healthy life expectancy at birth

A measure of the average number of years a person would expect to live in good health based on contemporary mortality rates and prevalence of self-reported good health.

Life expectancy at birth, (upper age band 90+) for the period 2015 – 2019 is available at Ward level.

Source: Office for National Statistics (ONS) death extracts, Mid-year population estimates, Annual Population Survey (APS).
https://fingertips.phe.org.uk/ |
| | | | **2015 – 17**
Female
8 | **2016 – 18**
Female
7.4 | **2017 – 19**
Female
7.9 | Indicator Name:
Inequality in life expectancy at birth

The slope index of inequality (SII) is a measure |

			Male 9.5	Male 9.3	Male 8.8	of the social gradient in life expectancy, i.e. how much life expectancy varies with deprivation. It takes account of health inequalities across the whole range of deprivation within each area and summarises this in a single number. This represents the range in years of life expectancy across the social gradient from most to least deprived, based on a statistical analysis of the relationship between life expectancy and deprivation across all deprivation deciles. Source: Figures calculated by Public Health England using mortality data and mid-year population estimates from the ONS and Index of Multiple Deprivation 2015 and 2019 (IMD 2015 / IMD 2019) scores from the Ministry of Housing, Communities and Local Government. https://fingertips.phe.org.uk/
	Reduce the proportion of five year old children with experience of visually obvious dental decay	Bi-Annual (2018/19 latest published by PHE)	**2014/15** 26.4 Similar to England	**2016/17** 19.0 Similar to England	**2018/19** 26.0 Similar to England	Indicator Name: Percentage of 5 year olds with experience of visually obvious dental decay Source: Dental Public Health Epidemiology Programme for England: oral health survey of five-year-old children https://fingertips.phe.org.uk/
	Reduce the depression (recorded prevalence age 18+)	Annual (2019/20 latest published by PHE)	**2017/18** 12.6	**2018/19** 13.9	**2019/20** 14.8	Indicator Name Depression: Recorded prevalence (aged 18+) The recorded depression prevalence is the estimated number of people with depression recorded on their practice register as a

						proportion of the practice list size, aged 18 years or over, allocated to a local authority boundary using the postcode of the practice. Source: Quality and Outcomes Framework (QOF), NHS Digital https://fingertips.phe.org.uk/
	Reduce smoking in routine/manual workers vs general population (inequality in smoking rates)	Annual (2019 latest published By PHE)	**2017** 26.8 Similar to England	**2018** 26.4 Similar to England	**2019** 17.4 Similar to England	Indicator Name: Smoking Prevalence in adults in routine and manual occupations (18-64) - current smokers (APS) The prevalence is calculated by dividing the weighted number of self-reported smokers aged 18-64 years by total number of respondents (with a valid smoking status) aged 18-64 years in a subset of the routine and manual group, expressed as a percentage. Smoking is the most important cause of preventable ill health and premature mortality in the UK. Smoking is a major risk factor for many diseases, such as lung cancer, chronic obstructive pulmonary disease (COPD) and heart disease. It is also associated with cancers in other organs, including lip, mouth, throat, bladder, kidney, stomach, liver and cervix. Source: Annual Population Survey (APS) https://fingertips.phe.org.uk/

Supporting people out of poverty	Reduction in those receiving Universal Credit and the Claimant Count	Monthly	**2018/19**	**2019/20**	**2020/21**	The figures are for March in the given fiscal year. The Claimant Count (CC) constitutes those claiming unemployment related benefits. It includes all Universal Credit (UC) claimants who are required to seek work and be available for work, as well as all JSA claimants. UC includes benefit claimants who are not in employment and those eligible who are in employment (it can be claimed by people in or out of work). The CC stat is for % of pop aged 16+ whilst UC is for % aged 16-65. UC data comes from the DWP's Stat-Xplore service and CC data can be accessed via Nomis. Both can be found via LG Inform. Note: The CC does not attempt to measure unemployment. However, it can provide a useful indication of how unemployment is likely to vary (both geographically and over time).
			2.3% (CC) 5.1% (UC)	2.5% (CC) 6.4% (UC)	5.3% (CC) 11.8% (UC)	
	Number of people prevented from becoming homeless	Quarterly	**2018/19**	**2019/20**	**2020/21**	Homeless prevention is vital. The Council and partners must ensure they intervene earlier to help prevent families and individuals becoming homeless in the first place. Preventing homelessness also reduces the costs associated with securing temporary or emergency accommodation. Homeless Prevention refers to where an applicant has been prevented from becoming
			416	444	303	

						homeless by securing their current accommodation or securing new and suitable accommodation before a crisis situation occurs. Homelessness can be prevented through various methods. Mediation and conciliation with family or friends is the main preventative method used to enable to applicants to remain in their existing home. In addition resolving rent or service charge arrears in the social and private sector has enabled applicants to remain within their existing home, thus preventing homelessness.
	Improve the number of affordable housing completions	Quarterly	**2018/19**	**2019/20**	**2020/21**	Ensuring that there is a supply of permanent affordable in Trafford is vital in tacking poverty. People living in poor quality unaffordable accommodation can end up in a situation whereby mortgage or rent arrears occur which can lead to them being in poverty and in some cases homeless. Trafford has an affordability ratio of 8.35 (average income to property price) which presents difficulties in terms of local residents getting on the property ladder and also the recruitment and retention for both businesses and public services because lower paid staff cannot afford to live in the borough. This may be having an adverse effect on the local economy and, anecdotally, is causing recruitment and retention problems in some parts of the public sector in areas such as social care. The provision of new affordable homes is therefore critical.
			82	69	79	

			2017/18	2018/19	2019/20	
						The Council and partners need to increase the supply of affordable housing of the right size and type to meet this shortfall as well as provide for future needs. Affordable housing completions are determined through undertaking quarterly site visits and liaising with the Registered Providers/Housing Associations.
	Reduction in % of children in poverty	Annual	**2017/18** 13% (11%)	**2018/19** 13% (11%)	**2019/20** 12% (10%)	The actual measure in question is *% of children in relative low income families*. Relative low income is defined as a family in low income before housing costs in the given year. More detail on what actually constitutes low income can be seen in the downloadable files. The stats in brackets are those children in *absolute* low income families. This is the same as the relative low income approach, except it looks at things in comparison with incomes from 2010/11. For reference, the UK's 2019/20 stats are 19% and 16% (the latter being the absolute low income one). Children included are those aged 15 and under. Figures for all children (i.e. including 16 to 19 years old) are available on Stat-Xplore and can be broken down by age (years and bands).

						Source is the DWP. Note: This data appears to be the most up-to-date and relevant metric considering child poverty. Some institutions/researchers have combined this data with other sources to facilitate a more robust approach to quantifying child poverty. Could be worth looking into these efforts.
	Maintain the low level of 16-17 year olds who are not in education training or employment (NEET)	Quarterly	**2018**	**2019**	**2020**	The figures presented are the annual (calendar year) ones. This is the number of 16 and 17-year olds who are NEET, expressed as a proportion of that cohort known to the local authority (i.e. those who were educated in government-funded schools). Refugees, asylum seekers and young adult offenders are excluded. Ages are taken at the beginning of the academic year (31 August). The second statistic (underneath in brackets) is NEET plus young people whose status is not known. The data is produced by the DfE but can be found easily on LG Inform.
			2.3% (5.3%)	1.8% (5%)	2.3% (4.8%)	
	Improve the number of people being re-housed (from Trafford's housing waiting list)	Quarterly	**2018/19**	**2019/20**	**2020/21**	Trafford Council is not a stock holding authority and relies on Registered Providers/Housing Associations to provide a percentage of their available lets in order to re-house residents who are on the Council's Housing Register. The
			229	301	119	

						Registered Providers/Housing Associations operating in Trafford have signed a Nomination Agreement which ensures that 50% of available lets (75% from Trafford Housing Trust) are provided to the Council. The number of properties offered for nomination depends on the number of properties that are available. The Council continues to encourage Registered Providers/Housing Associations to increase the provision of affordable/social housing in Trafford to increase the number of properties available.
	Reduce % of households fuel poverty levels	Annual	**2017**	**2018**	**2019**	This shows fuel poor households as a % of all households in the area. A household is said to be fuel poor if it needs to spend more than 10% of its income on fuel to maintain an adequate standard of warmth (usually defined as 21 degrees for the main living room and 18 degrees for other occupied rooms). The definition also includes spending on heating water, lights and appliance usage and cooking costs. Produced by BEIS. On LG Inform. Seems to be a on a calendar year basis.
			11.4%	10.4%	12.8%	
	Improve overall employment rate (aged 16-64) (%)	Quarterly	**2018/19**	**2019/20**	**2020/21**	This is the proportion of the working age population who are in employment according to the ILO definition. Data is derived from the Annual Population Survey (a rolling annual survey updated quarterly). In our case the data is taken from the surveys ending in March of the given fiscal year (e.g. the most recent one being April 2020-March 2021). Relevant survey data is accessible via
			77%	79.6%	76.5%	

						Nomis or LG Inform.
	Improve school readiness (free school meal status)	Annual	**2016/17**	**2017/18**	**2018/19**	School readiness: percentage of children achieving a good level of development at the end of Reception
			Reception 73%	Reception 75.3%	Reception 74.7%	School Readiness: percentage of children with free school meal status achieving a good level of development at the end of Reception
			Reception with free school meal 48.1%	Reception with free school meal 50.3%	Reception with free school meal 56%	This is a key measure of early years development across a wide range of developmental areas. Children from poorer backgrounds are more at risk of poorer development and the evidence shows that differences by social background emerge early in life.

Source: PHE England's [Fingertips](#) site. |
| | Improve employees paid at/above real living wage | Annual | **2019** | **2020** | **2021** | The [Living Wage Foundation](#) sets real living wage (RLW) rates. They are calculated annually to "meet the real cost of living". |
| | | | 77.4% | 76.7% | 80.7% | The ONS publication producing this analysis can be seen [here](#) (2021 version). It considers those paid *under* the RLW. They use [Annual Survey of Hours and Earnings](#) (ASHE) data for their estimates. |
| | | | FT/PT male: 82%/18%

FT/PT female: 61%/39% | 78%/22%

58%/42% | 79%/21%

60%/40% | Trafford is the *workplace* area in this context (i.e. we're not looking at Trafford residents). |

Addressing our climate crisis	Reduce borough wide CO_2 emissions (kilotonnes)	Bi-Annually (last published 2019)	**2018/19**	**2019/20**	**2020/21**	These statistics provide the most reliable and consistent breakdown of CO2 emissions across the country, using nationally available data sets going back to 2005. The main data sources are the UK National Atmospheric Emissions Inventory and the BEIS National Statistics of energy consumption for local authority areas. All emissions included in the national inventory are covered, except aviation, shipping and military transport, for which there is no obvious basis for allocation to local areas. Trafford's Climate Action Plan aims **for carbon neutrality by 2038**, aligned with the GM 5 Year Environment Plan and overseen by a cross-sectoral Trafford Climate Emergency and Air Quality Commission. https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-to-2019
			1,507.0 (2018)	1,467.6 (2019)	Not yet published	
	Reduce corporate CO2 emissions (kilotonnes)	Annual data (Financial Year)	Data not available			Data for this is not yet available but it is expected Jan 2022
	Increase number of electric charging points per 100,000 population (Absolute)	Annual (April)	**2018/19**	**2019/20**	**2020/21**	Department for Transport data for electric vehicle charging statistics on the number of publicly available electric vehicle charging devices in the UK. https://www.gov.uk/government/statistics/electric-
			No data available	21.6 (51)	19 (45)	

					[vehicle-charging-device-statistics-july-2021](#)
Improve percentage of household waste which is collected for recycling	Quarterly	**2018/19**	**2019/20**	**2020/21**	Household waste sent for recycling/composting/reuse (annual) is taken from the LA Collected and Household Waste Statistics. Data is based on figures entered by local authorities onto WasteDataFlow for each quarterly return for the financial year.
		57.3%	56.9%	54.1%	
Improve number of staff trained in carbon literacy	Annual	**2019/20**	**2020/21**	**2021/22**	The Public Health Team and HR provide Carbon Literacy training for staff. 39 staff were trained and 35 certified as Carbon Literate. Certified means that people have committed to specific actions to reduce their carbon footprint.
		NA	39		
Reduce vehicle miles travelled on roads in Trafford (millions)	Annual	**2018/19**	**2019/20**	**2020/21**	'Whilst historically significant, the long term trends can be misleading in most cases due to the extraordinary circumstances observed as a result of the coronavirus pandemic. Vehicle miles travelled in Great Britain have had year-on-year growth in each year between 2010 and 2019. However, the sharp decrease in 2020 has resulted in traffic estimates that are lower than the 2010 levels. Therefore, to say traffic has fallen over the last decade would misconstrue, as the overall decrease is entirely due to the decline in traffic levels observed in the 2020 estimates.' https://roadtraffic.dft.gov.uk/local-authorities/91
		1034.3	1084.7	886.6	
Reduce number of	Annual	**2018/19**	**2019/20**	**2020/21**	The first time in 5 years that the number of

	licenced vehicles with Trafford addresses			130,076	131,133	129,116	license vehicles in Trafford has experienced a year-on-year reduction. The highest proportional reduction compared to previous years was HGVs and Buses and coaches. https://www.gov.uk/government/statistical-data-sets/all-vehicles-veh01 (VEH0105)

	Increase number of licenced Ultra Low Emission Vehicles with Trafford addresses (Number registered at year end)	Annual	**2018/19**	**2019/20**	**2020/21**	Ultra Low Emission Vehicles (ULEVs) are those which emit less than 75g CO_2 for every km travelled. This is 60% average CO_2 emissions for cars registered for the first time in 2021 Q1 (Vehicle Licensing Statistics). https://www.gov.uk/government/statistical-data-sets/all-vehicles-veh01 (VEH0132)
			510	754	1,169	

	Improve proportion of Energy Performance Certificates (EPC) registered to Trafford addresses that are A,B or C	Annual	**2018/19**	**2019/20**	**2020/21**	Almost 40% of the UK's energy consumption and carbon emissions come from the way our buildings are heated and used. Even comparatively small changes in energy performance and the way a building is used will have a significant effect in reducing energy consumption. An EPC is required when a building is constructed, sold or let, and is valid for 10 years. Domestic EPCs are banded from "A" to "G", where "A" is the most energy efficient in terms of likely fuel costs and CO2 emissions. The ambition is to have as many homes as possible in EPC band C by 2035. https://epc.opendatacommunities.org
			31.2%	31.4%	32.5%	

	Reduction in annual mean concentration of	Annual	**2018/19**	**2019/20**	**2020/21**	The burning of fossil fuels for transportation and industry is a major contributor to air pollution

	nitrogen dioxide (NO$_2$) µg/m^3		29	30	21	emissions such as Nitrogen Dioxide (NO$_2$). In Trafford, after the start of the Covid-19 pandemic and during the associated lockdowns and restrictions the NO$_2$ levels measured at the roadside site on the A56 have been lower compared to periods with no restrictions. Reduction in NO$_2$ is part of the Greater Manchester Clean Air Plan (GMCAP)
	Reduce household waste not sent for recycling (Tonnes)	Annual	**2018/19** 32,420	**2019/20** 33,815	**2020/21**	Household waste not sent for recycling (annual) is taken from the LA Collected and Household Waste Statistics. Data is based on figures entered by local authorities onto WasteDataFlow for each quarterly return for the financial year. WasteDataFlow is a web-based system for quarterly reporting on Local Authority collected waste data by local authorities to central government. Household waste not sent for recycling (annual) in Trafford | LG Inform (local.gov.uk)
Council Services	Improve libraries loans (digital and physical)	Quarterly	2018/19 80,219 (digital) 522,977 (physical)	2019/20 160,718 (digital) 518,820 (physical)	2020/21 311,710 (digital) 104,389 (physical)	Throughout 2020/21 Trafford saw a shift to more e-library loans through the pandemic with the libraries closed for periods of time. Tracking number of physical loans and e-library loans is one of the ways to highlight the use of libraries which provide a community resource and create opportunities for learning and a shared social space. Libraries have a role in supporting digital literacy and social prescribing. This is an internal data source so no comparator information is available.
	Improve shifting enquiries to online	Quarterly	2018/19	2019/20	2020/21	Self-service request come through via the Internet pages through Contact 360 the

	self-service(reduce call volume)		22,686	36,406	45,922	Customer Relationship Management (CRM) platform. Contact categories include: Blue Badges, complaints and compliments, information requests, parks and open spaces, pest control, recycling and rubbish, road and highways, and street care and cleaning. Contacts are captured if they are self-service or mediated (phoning up, emailing, face to face etc). Self-service requests offer an accessible route for making contact as residents can do it quicker and at all hours of the day and at weekends and receive direct feedback about the progress of the service request. Polarity: High is good
	Improve timeliness of FOI requests	Quarterly	2018/19	2019/20	2020/21	FOIs can enhance the transparency of policy making, administrative decision making and government service delivery. Under the Freedom of Information Act 2000 the normal timescales for completion of an FOI request is 20 working days. This measure looks at how many FOI requests were met within the 20 working days timescale. Polarity: High is good
			NA	83.4%	67.1%	
	Improve residents' digital access via device lending scheme	Quarterly	2019/20	2020/21	2021/22	The device lending scheme aim is to improve digital literacy by giving people the skills and confidence to use digital technologies to help them in their everyday life. The co-ordinated project is being delivered though the Trafford Library service. The laptop lending was initially launched 11th March 2021 so no historical information is available.
			NA	NA	110	
	Improve % of Council's controllable	Annual	2018/19 49%	2020/21 39%	2020/21	Spending more in Trafford is about creating a

	spend in Trafford					resilient and inclusive economy for the benefit of the local area. Procurement is the term used for how organisations and businesses acquire goods and services. When procuring goods and services it is also important to look at more than just the financial cost. We should also look at what additional value, or benefit, we can get from what we are buying. Procuring locally supports local services and communities and cuts down on our carbon footprint. This then creates a ripple effect with local workers having better financial stability and available income to enjoy businesses in their area such as shops and restaurants ensuring the proceeds of business supports communities.
	Maintain percentage of council tax collected	Quarterly	**2018/19**	**2019/20**	**2020/21**	Council tax is a tax on domestic properties. It is collected by local councils, and it helps to pay for services which councils provide, such as education, refuse collection and streetlighting. Council Tax is charged on all domestic properties, whether they are rented or owned, and whether they are lived in or not. High collection rates help support service delivery.
			98.1%	97.8%	97.2%	
	Maintain percentage of major planning applications processed within timescales	Quarterly	**2018/19**	**2019/20**	**2020/21**	Percentage of planning applications processed within 13 weeks or agreed time for major developments. **Source name:** Ministry of Housing, Communities & Local Government
			100%	100%	100%	
	Maintain percentage of highway safety inspections carried	Quarterly	**2018/19**	**2019/20**	**2020/21**	The One Trafford Partnership has an agreed programme of safety inspections of all roads in the Borough, either monthly, quarterly or
			97.0%	98.7%	100%	

			2018/19	2019/20	2020/21	
	out in full compliance with agreed programme					annually, based on the national classification of roads. Highways inspectors carry out approximately 700 inspections per month in accordance with this programme.
	Improve adopted streets and paths scored at grade B or higher (road tidiness)	Quarterly		2019/20 88.0%	2020/21 93.8%	Street cleanliness is monitored against guidelines set out by Keep Britain Tidy, for litter and detritus (dust, mud, soil, grit, gravel, stones, rotted leaf and vegetable residues, and fragments of twigs, glass, plastic, etc.). Inspectors carry out 75 randomly selected surveys per month, and grade streets between A (clean) and D (heavy deposits). Grade B is an acceptable level of cleanliness at which all streets should be maintained.
	Improve the number of apprenticeships in the Council	Quarterly		April 2017-March 2021 274	2020/21 71	The Apprenticeship Levy came into force on 6 April 2017 and was introduced by the Government in order to address the shortage of skilled workers in the UK, by increasing the number of apprenticeship opportunities offered by employers. The Target requires public sector employers to employ an average of 2.3% of their organisation's headcount as new apprentice starts each year between 1 April 2017 and 31 March 2021.
	Reduce sickness absence from previous year	Quarterly		Q4 2019/20 3.85%	Q4 2020/21 3.56%	This metric is the percentage of time lost to sickness absence over the 12 month period. It is based on taking the total hours of recorded sickness absence and dividing this into the total available or working hours and multiplying by 100. *We previously used the old Local Authority

						BVPI12 indicator of average full time equivalent days lost to sickness and so this is detailed for 2018/19. However we moved to percentage of time lost in 2019/20 as this is more widely used. It is also easier to calculate based on different working patterns.
	Reduce the % of turnover in the 12 months period		2018/19 12.49%	2019/20 10.21%	2020/21 10.50%	This metric is the percentage of turnover over the 12 month period. It is based on taking the total number of leavers and dividing this into the average total number of post holders and multiplying by 100. The average total number of post holders is calculated by taking the number of post holders at both the beginning and end of the period, adding them together and dividing by 2. This includes leavers for all reasons.
	Maintain rate of admissions to permanent residential nursing in over 65+	Quarterly	2018/19 539.5	2019/20 684.8 (962 in ASCOF)	2020/21 543	Older people whose long-term support needs are best met by admission to residential and nursing care homes relative to the population size. Avoiding permanent placements in residential and nursing care homes is a good measure of delaying dependency, and the inclusion of this measure in the framework supports local health and social care services to work together to reduce avoidable admissions. Research suggests that, where possible, people prefer to stay in their own home rather than move into residential care. However, it is acknowledged that for some client groups that admission to residential or nursing care homes can represent an improvement in their situation.

						Source: Measures from the Adult Social Care Outcomes Framework, England. https://digital.nhs.uk/
	Maintain older people still at home 91 days after discharge from hospital into reablement services	Quarterly	2018/19 93%	2019/20 91.6%	2020/21 88.9%	The proportion of older people aged 65 and over discharged from hospital to their own home or to a residential or nursing care home or extra care housing for rehabilitation, with a clear intention that they will move on/back to their own home (including a place in extra care housing or an adult placement scheme setting), who are at home or in extra care housing or an adult placement scheme setting 91 days after the date of their discharge from hospital.

There is strong evidence that reablement services lead to improved outcomes and value for money across the health and social care sectors. Reablement seeks to support people and maximise their level of independence, in order to minimise their need for ongoing support and dependence on public services. This measures the benefit to individuals from reablement, intermediate care and rehabilitation following a hospital episode, by determining whether an individual remains living at home 91 days following discharge – the key outcome for many people using reablement services. It captures the joint work of social services, health staff and services commissioned by joint teams, as well as adult social care reablement.

Source: Measures from the Adult Social Care Outcomes Framework, England. |

						https://digital.nhs.uk/
	Improve the proportion of clients receiving community based services with direct payments	Quarterly	2018/19 26.8%	2019/20 28%	2020/21 24.9%	The number of adults, older people and carers receiving Direct Payments as at 31st March as a percentage of all clients receiving community based services.

Research has indicated that personal budgets impact positively on wellbeing, increasing choice and control, reducing cost implications and improving outcomes. Studies have shown that direct payments increase satisfaction with services and are the purest form of personalisation. The Care Act places personal budgets on a statutory footing as part of the care and support plan.

Source: Measures from the Adult Social Care Outcomes Framework, England. https://digital.nhs.uk/ |
| | Maintain Children in Need rate | Quarterly | 2018/19

291 | 2019/20

251 | 2020/21

258 | The rate of Children in Need as at the 31st March reflects the number of open episodes of need across Children's Social Care, from Referrals through to Aftercare. Trafford's child in need rate is already low in comparison to other authorities and comparator groups. |
| | Maintain Children In Care rate | Quarterly | 2018/19

74 | 2019/20

67 | 2020/21

69 | Children looked after rate, per 10,000 children aged under 18 - This is the number of children looked after as at 31st March, expressed as a rate per 10,000 children aged 0-18. The term 'looked after' includes all children being looked after by a local authority; those subject to a care order under section 31 of the Children Act 1989; |

						and those looked after on a voluntary basis through an agreement with their parents under section 20 of that Act. Data is collected through the SSDA903 return. The rate of Looked After Children in Trafford is relatively high compared to most of the Authorities in the Statistical Neighbour group and when viewed against many other indicators. The average rate for the group was 56.8, so Trafford has amongst the higher rates seen in the Statistical Neighbour group. In National terms, the rate was 67: the same as Trafford. In regional terms, Trafford has a low rate of Looked After Children, the average for the region being almost 100.
	Improve Education Health Care (EHC) timeliness	Quarterly	2018/19 60.4%	2019/20 81.2%	2020/21 78.3%	The Education Health and Care (EHC) planning and assessment process should take no more than 20 weeks from the date of the request until the plan is issued, unless certain conditions occur. An education, health and care (EHC) plan is for children and young people aged up to 25 who need more support than is available through special educational needs support. EHC plans identify educational, health and social needs and set out the additional support to meet those needs. This measure considers all new EHC plans, including 'exceptions'. Trafford has made significant improvement since 2017/18 (14%). National is 49%, Statistical Neighbours, 55%.

			2018/19	2019/20	2020/21	Whilst there is data for Assessment 8 (A8) for the last two years (2021 yet to be published) it is not comparable with what came before due to being centre / teacher assessed outcomes. Neither will they be comparable to what follows. Next year will be see a half-way house in terms of outcomes, before assessment methods and thresholds return to 'normal' in 2023.
Maintain Trafford's Educational Attainment Performance			KS4, A8: 56.1	KS4, A8: 59.2	KS4, A8:	
			KS4, P8:			
			KS5: 3+ A grades: 22.5%	KS5: 3+ A grades: 34.2%	KS5: 3+ A grades:	Progress 8 (P8) data has not been calculated for 2020 nor 2021. Similarly, KS5 data is not comparable for previous or future. Outturns for 3+Agrades is essentially doubled across the country in 2020:
			Average Point Score per entry: 39.6	Average Point Score per entry: 44	Average Point Score per entry	22.5% in England. Trafford ranked 3rd. APS also saw significant increase from previous outturns similar to that seen in Trafford: England, 34 to 39.5. Trafford ranked 2nd in country.
			KS2, % pupils achieving expected standards in Reading, Writing and Maths (RWM): 77%			No KS2 data for 2020 or 2021