

Appendix 2 – Inclusive Economy Delivery Plan 2022/23 (Qtr4) – 2024/25

| Issue/Theme | Actions | Timescale - YR1 2022/23 | Timescale - YR2 2023/24 | Timescale - YR3 2024/25 | Corporate Plan Priority | Project KPIs / Corporate Plan KPIs |
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| Business Support | Re-instate Business Relationship Programme to develop relationships with key employers, understanding key challenges and identifying opportunities for employment and growth. Results of activity to be used to define further interventions going forward | Identify target companies, programme for delivery and monitoring of results. Meet with a minimum of 2 major or growing companies per year | Implement delivery of programme. Meet with a minimum of 10 major or growing companies per year | Implement delivery of programme. Meet with a minimum of 15 major or growing companies per year | Supporting people out of Poverty | Minimum of 27 meetings take place with key employers/ growing companies. Understand business needs, issues, opportunities and broker support either from other Council departments or key business support bodies. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |
| Business Support | Support the development of the local supply chain by facilitating engagement between local companies to generate business development opportunities | Identify most appropriate mechanism for local business engagement and develop activity plan. Annual business networking event held or supported | Implementation of activity plan. Annual business networking event held or supported | Implementation of activity plan. Annual business networking event held or supported | Supporting people out of Poverty | Event held or supported each year with an aim of attracting 30 businesses per year from 23/24 to keep spend as local as possible for the benefit of Trafford's businesses and communities. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |

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| Business Support | Develop and deliver sector specific campaigns to promote the assistance available to support the growth of key sectors e.g. manufacturing | Identify key sectors for campaign development and scope campaign activity | Deliver 1 sector campaign | Deliver 1 sector campaign | Supporting people out of Poverty | Delivery of sector campaigns takes place each year aimed at helping specific sectors grow and develop and increase employment opportunities in Trafford. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |
| Business Support | Develop plan to promote Trafford as a business location, providing information and resources which can be accessed by companies and stakeholders unfamiliar with the borough | Develop plan to promote Trafford as a business location | Implement Year 1 actions | Implement Year 2 actions | Supporting people out of Poverty | Attract investment and increase the number of businesses located in Trafford and increase employment opportunities for local residents. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |
| Business Support | Review the Invest in Trafford website and content as part of a comprehensive digital engagement strategy including business support and inward investment. Develop and deliver website redevelopment action plan | Review undertaken by March 2023. Commence commissioning of rebuild of website based on review of content | Launch website and continually update | Review and amend content | Supporting people out of Poverty | Attract investment and increase the number of businesses located in Trafford and increase employment opportunities for local residents. Website is updated monthly, Social media posts generated, business enquiries increased as a result of website improvements. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |

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| Town Centres - Regeneration- Shared Prosperity Fund | Develop, launch and manage a retail property refurbishment grant scheme to attract additional investment in Trafford town centres. The grant scheme will focus on refurbishing retail space in line with UKSPF outputs and reduce town centre vacancy rates | Develop the scheme, including aims, goals, processes, budgets | Deliver grant scheme | Deliver grant scheme | Supporting people out of Poverty | Buildings refurbished, new businesses attracted, job opportunities and aesthetics improved, Town Centres foot fall increases. Grant scheme fully committed by end of scheme term which leads to greater use of Town Centres, increasing footfall, dwell time and spend and an overall improvement of users' satisfaction. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |
| Town Centres - Regeneration- Shared Prosperity Fund | Delivery of small capital regeneration/improvement schemes in town centres, as, for example, identified in the Sale Public Realm & Movement Strategy; and other centres | Develop project plan and procurement process | Deliver improvement scheme | Deliver improvement scheme | Supporting people out of poverty | Public realm improvements and increasing business confidence/investment, Town Centres foot fall increases, dwell time and spend. Investment scheme fully committed by the end of the UKSPF scheme term by March 2025 which leads to greater use of Town Centres and an overall improvement of users' satisfaction. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |

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| Town Centres - Regeneration- Shared Prosperity Fund | Marketing & PR campaign promoting Trafford's town centres, building on the Explore Trafford work delivered by the Welcome Back Fund | Develop the approach to commissioning the delivery of a town centres marketing campaign | Delivery of a town centres marketing campaign | Delivery of town centres marketing campaign | Supporting people out of poverty | Marketing scheme delivered successfully with consultation carried out on its effectiveness demonstrating a higher degree of satisfaction with town centres and increased footfall, dwell time and spend. Linked KPI: Improve overall employment rate |
| Town Centres - Regeneration- Shared Prosperity Fund | Implement town centre analytics to monitor performance and to provide evidence of outputs for UKSPF projects | Develop the approach to commissioning the provision of town centre analytics | Monitor town centre performance data | Monitor town centre performance data | Supporting people out of poverty | Town centre analytics in place and generating useful data in support of UKSPF funding agreement, data monitored every quarter |
| Town Centres - Regeneration- Shared Prosperity Fund | Implement night time economy audit and produce action plan. Commission study to assess Trafford's town centre night time economy and develop an action plan to safely grow the night time economy. Subsequently deliver the action plan within the resources available | Develop the approach to commissioning the night time economy audit and action plan | Deliver action plan | Deliver action plan | Supporting people out of poverty | Night time economy audit commissioned. Action plan developed and completed on time to agreed timescale. Supporting local businesses, making town centres safer, increasing footfall and spend in the evenings. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |

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| Town Centres - Regeneration | Deliver and monitor the Future High Streets Fund to support the regeneration of Stretford with a focus on Public Realm and highway improvements | Design update consultation carried out for Kingsway and tender process for construction works completed | Contractor starts on site and delivers improvements to Barton Road junction, Kingsway, Chester Road, Edge Lane & Lacy Street. Ensure scheme is monitored and Milestones are met | Contractor continues to deliver improvements to Barton Road junction, Kingsway, Chester Road, Edge Lane & Lacy Street. Ensure scheme is monitored and Milestones are met | Supporting people out of Poverty | Schemes are completed on time - public realm construction end date December 2024. Improving/increasing active travel, improving the business and shopping environment, attracting investment, increasing footfall, dwell time and spend, improving the overall environment of the area. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |
| Town Centres - Regeneration | Deliver the programme of public realm improvements in Altrincham | Public Realm works commence on Regent Road, George Street and Market Street | Public Realm works completed | | Supporting people out of Poverty | Schemes are completed on time leading to improving/increasing active travel, improving the business and shopping environment, attracting investment, increasing footfall, dwell time and spend, improving the overall environment of the area, higher satisfaction ratings. Linked KPI: Improve overall employment rate |

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| Employment and Skills | Work with GMCA and partners to develop a project list for year 3 UKSPF Skills and People intervention which will go live in 2024/25 | Engagement with GMCA | Develop plan | UKSPF Skills and People Project list to be submitted and implemented if funding agreed | Supporting people out of Poverty | To be agreed as part of the Skills and People Intervention Plan which supports communities to upskill and find better paid employment. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |
| Employment and Skills | Work with GMCA to expand the Good Employment Charter as initial way to drive development of a real Living Wage City Region; encourage inclusivity and diversity in company leadership; and ensure employers have mental health and wellbeing support in place, pay the real living wage and offer secure and flexible workplace | Promote feature on good employer charter in Business Bulletin/social media | Hold an annual event/ promote feature on good employer charter in business bulletin | Hold an annual event/ promote feature On good employer charter in business bulletin | Supporting people out of Poverty | Annual event held or supported to promote Good Employment Charter. Feature Good Employment Charter in business bulletin / Increased number of employers take up Good Employer Charter membership which in turn will lead to better pay and conditions for Trafford's workforce. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |

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| Employment and Skills | Establish and deliver an employment and skills calendar of events | Preparation of an approach for an Annual job fair and annual careers/ apprenticeship fair | Annual job fair and Annual careers/ apprenticeship fair held | Annual job fair and Annual careers/ apprenticeship fair held | Supporting people out of Poverty | Annual job fairs and annual careers/apprenticeship fairs held supporting people into new employment opportunities, reducing poverty. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |
| Employment and Skills | Develop an employment programme and focus on those areas of the borough which are in the greatest need e.g. Partington | Compilation of development opportunities. Bring together social value commitments from major developments. Develop marketing and engagement plan for key stakeholders | Projects to be developed in Partington | Projects to be developed in other areas | Supporting people out of Poverty | Increasing numbers of local residents into work or training, reducing poverty. Increased take up of digital devices and people with digital skills. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |
| Employment and Skills | Supporting employers particularly in key sectors to take on apprentices utilising Trafford Council Apprenticeship Levy gifting funds and the GM apprenticeship levy matchmaking service | Development of an approach to support Trafford businesses to upskill and recruit new apprentices | Support Trafford businesses to upskill and recruit 10 new apprentices per year | Support Trafford businesses to upskill and recruit 10 new apprentices per year | Supporting people out of Poverty | 20 new apprentices supported. Improve overall. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |

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| Employment and Skills | Develop a digital learning hub to Increase the amount of people who are digitally upskilled in Trafford and recruit and train local residents to become digital volunteer champions | Feasibility Study into development of digital community learning hub / Identify and support priority groups who are digitally excluded e.g. older people, women, BAME groups | One new digital community learning hub set up / Identify and support priority groups who are digitally excluded e.g. older people, women, BAME groups / 50 volunteers recruited and trained | One new digital community learning hub set up / Identify and support priority groups who are digitally excluded e.g. older people, women, BAME groups / 50 volunteers recruited and trained | Supporting people out of Poverty | Two new digital community learning hubs established. 100 volunteers recruited and trained which will assist Trafford residents to access vital online services and gain skills for future employment opportunities. Linked KPIs: Improve employees paid at/above the real living wage. Improve overall employment rate. Improve residents' digital access via device lending scheme |
| Employment and Skills | Work with partners, including Enterprising You/Business Growth Hub, to provide access or signpost to support. Develop the business start-up network to provide networking and support for new start-ups. Targeted support for identified priority groups e.g. Trafford Hong Kongers, women, over 50's, BAME owned businesses | Commence development of business advice section for the Invest in Trafford to guide those who are self-employed | Review and update content/ 10 Start-up networks held or supported | Review and update content / 10 Start-up networks held or supported | Supporting people out of Poverty | 20 start-up network sessions held or supported. Support growth, investment and employment opportunities for Trafford residents. Linked KPIs: Improve employees paid at/above the real living wage. Improve overall employment rate |

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| Employment and Skills | Work with GM ESOL Advice Service, Trafford College and other learning providers to develop, promote and coordinate ESOL provision using AEB and alternative funding for those residents unable to access AEB e.g. Hong Kong BNO holders | 50 residents access ESOL provision through AEB in Trafford / 100 people access ESOL through alternative funding | 300 residents access ESOL provision through AEB in Trafford / 300 people access ESOL through alternative funding | 300 residents access ESOL provision through AEB in Trafford / 300 people access ESOL through alternative funding | Supporting people out of Poverty | 1350 residents access ESOL provision in Trafford, increase skills and employment opportunities. Linked KPIs: Improve overall employment rate. Improve employees paid at/above the real living wage |
| Communities, Social Value and VCFSE Support | Social Value - Deliver on key elements of the Social Value Action Plan in line with the Social Value Charter | Commence recruitment of Social Value Co-ordinator (subject to securing external funding). Promotion of Social Value Charter takes place through various communications channels throughout the term of the Plan. Social Value seminar either held or promoted annually | Deliver and update Social Value Action Plan. Pilot SV Brokerage Event to provide opportunity of matching SV offers from businesses to Community Groups. Social Value seminar either held or promoted annually. | Deliver and update Social Value Action Plan. Set up process to showcase what's been achieved and provide case studies/examples of good practice. Produce annual report. Social Value seminar either held or promoted annually | Supporting people out of Poverty | Social Value Co-ordinator in post, social value interventions for local communities are identified with businesses providing help and assistance to Trafford communities where they are most needed. Action Plan is monitored and delivered. Social Value seminars either held or promoted annually. Linked KPI: Added SV as a % of contract value |

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| Communities, Social Value and VCFSE Support | Raise awareness of the role of volunteers and the VCFSE sector and identify opportunities to promote/celebrate the contribution made by the sector | Agree an approach and deliver actions arising | Deliver actions arising | Deliver actions arising | Supporting people out of Poverty | Role of volunteers and the VCFSE sector is promoted and associated action plan activity is updated and delivered which assists local Trafford organisations and upskills those that volunteer |
| Communities, Social Value and VCFSE Support | Review the Inclusive Economy and Communities Team's offer to the VCFSE community identifying opportunities to support resilience and growth in the sector in line with the Trafford VCFSE strategy | Review completed | Deliver actions arising | Deliver actions arising | Supporting people out of Poverty | Opportunities to ensure the resilience of the VCFSE sector are identified, signposted and actions from the review are completed. Support the promotion of volunteering as a pathway to employment within Trafford |

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| Communities, Social Value and VCFSE Support | Identify specific community priorities through working with Trafford's Community Hubs and wider communities to address identified needs through Social Value interventions | Community needs analysis undertaken and matched, where appropriate to Social Value opportunities | Quarterly community needs analysis undertaken and matched, where appropriate to Social Value opportunities | Quarterly community needs analysis undertaken and matched, where appropriate to Social Value opportunities | Supporting people out of Poverty | Social Value offers and community needs are effectively brokered to ensure maximum benefit for Trafford's communities |
| Climate Change/Green Economy | Complete Greening Trafford Park and Low Carbon Park studies and identify opportunities for delivery of findings | Studies are completed and findings communicated | Development of an approach to address findings of the studies to include investigation of resources to deliver any agreed action plans | Delivery of actions contained within the studies if adequate resources are in place | Addressing our climate crisis, Addressing our climate crisis | The two studies will be complete by March 2023. Actions arising from the Trafford Park studies are addressed where resources are identified over the course of the Plan. Ensure links made to Climate Change Delivery Plan. Attract investment, support business growth, increase employment opportunities for local residents, improve the overall environment of the area. Linked KPIs: Reduce borough wide CO2 emissions (kilotonnes). Reduce vehicle miles travelled on roads in Trafford (millions). Increase number of electric charging points per 100,000 population |

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| Climate Change/Green Economy | Promotion of the Carbon Neutral Action Plan across the business community, particularly in relation to stakeholder engagement including promotional campaigns. | Feature promotions of the Carbon Neutral Action Plan highlighted in the Business Bulletin. Ensure that ongoing work within the Carbon Neutral Action Plan is embedded, where appropriate in relevant thematic partnerships such as the TEES Group. | Feature promotions of the Carbon Neutral Action Plan highlighted in the Business Bulletin every quarter. | Feature promotions of the Carbon Neutral Action Plan highlighted in the Business Bulletin every quarter. | Addressing our climate crisis, | A total of nine bespoke promotions will be developed over the course of the Plan. TEES Action Plan to make specific reference in its activities to the Carbon neutral Action Plan. Linked KPIs: Reduce borough wide CO2 emissions (kilotonnes). Reduce vehicle miles travelled on roads in Trafford (millions). Increase number of electric charging points per 100,000 population |
| Climate Change/Green Economy | Actively encourage sign up to the Growth Hub's Green Business Pledge. | Encourage sign up to the Green Pledge through highlighting benefits in the Business Bulletin every quarter. | Encourage sign up to the Green Pledge through highlighting benefits in the Business Bulletin every quarter. | Encourage sign up to the Green Pledge through highlighting benefits in the Business Bulletin every quarter. | Addressing our climate crisis, | Include promotion within at least nine Business Bulletins. Linked KPIs: Reduce borough wide CO2 emissions (kilotonnes). Reduce vehicle miles travelled on roads in Trafford (millions). Increase number of electric charging points per 100,000 population |

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| Development Framework | Develop a Development Framework for Trafford Wharfside setting out indicative land use to include improvements to open spaces and the mix of residential and commercial space to provide developers with clear expectations for future development | Complete Development Framework | Communicate findings of Development Framework. Determine use of Development Framework in policy context linked to production of Trafford Local Plan | Development Framework is in pace and used to guide development for the Trafford Wharfside area | Supporting people out of Poverty | Overarching Development Framework vision developed by March 2023. Ensure Development Framework is complementary to the Places for Everyone Plan and Local Plan and has close alignment to the emerging Design Code. Attract investment, increase employment and housing growth, improve the overall environment and create a 'sense of place', increase footfall, dwell time and spend, improve public transport and active travel. Linked KPI: Reduce borough wide CO2 emissions (kilotonnes) |