

# OUR TRAFFORD, OUR FUTURE 2024-27





# Foreword by the Leader



A while ago, I completed the Greater Manchester Ringway, a circular walking trail that takes in all the boroughs of Greater Manchester. It's over 150 miles and takes in many of the beautiful scenery of the area, especially here in Trafford.

Good walking boots and clothes for all weathers were a necessity but the most vital thing I needed was a good map. How else would I know what my destination was? How else would I know how to get there? How else would I know which path to take when faced with a crossroads?

This Corporate Plan is just like a map. We all want to do what's best for our borough but, without a map, how do we know if we are heading in the right direction? Well, working with our partners, businesses and communities, we have developed a vision and plotted the destination of our borough for the next three years. Our priorities map out how we can achieve that vision. Underneath those priorities, we have set clear goals of how we will measure our success.

Along the way, I have no doubt there will be unexpected events that hinder our path. Our Corporate Plan will help us keep to the right path and be our guide.

This Corporate Plan succeeds our previous plan, which helped us deal with the Covid pandemic and its aftermath. Our new Corporate Plan comes in the midst of a funding crisis for local government. We are called to do even more with even less money, so making sure we stay on the right path is as vital as ever.

I have no doubt that, by working together we will make sure that Trafford is a borough where all our residents, businesses and communities thrive.

**Councillor Tom Ross**

**Leader of Trafford Council**



# Foreword by the Chief Executive



Our Corporate Plan sets out how we, as your Council, will serve you – our residents, businesses and communities.

Our current plan was launched in 2021. Much has changed locally, nationally and globally in the last three years so it's now time to update our Plan to ensure we are focussed on the new challenges and opportunities we face in Trafford.

This Corporate Plan is being launched in the 50th anniversary year of our borough.

Formed in 1974, Trafford has come a long way in those five decades. It's vital we look back to see where we have come from and to make sure we retain the heritage and spirit of Trafford while, at the same time, looking ahead to shape the future for our borough. I believe this Corporate Plan does that.

Our plan considers today's challenges, anticipates future ambitions and plans accordingly, with a clear vision and five core priorities at its heart. Our aim is to balance the needs of today's neighbourhoods and residents while making sure we are a borough that will deliver for our residents and businesses into the future.

Already, we are doing much. On the ground, Stretford's town centre is a hive of activity and excitement delivering our regeneration plans. We also have an exciting masterplan for Trafford Wharfside that will open up the Ship Canal waterfront and create thousands of new homes, business and globally recognised sporting opportunities.

There are also exciting plans for Carrington, Partington, Sale and Urmston amongst others, while Altrincham continues to thrive thanks to our successful partnerships.

I believe there is much to commend in this Corporate Plan. I look forward to working with you as we develop and deliver our plans for an even greater future for Trafford.

**Sara Todd**

**Chief Executive of Trafford Council**



# Our vision, outcomes and priorities

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 sustainable change to Trafford in line with these commitments.

Our new Corporate Plan reflects the ambition of Trafford's leadership and the values and aims of the Council, providing 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. It is particularly important given the impact of the cost-of-living crisis, devolution and invigorated partnership working that we expand our priorities to cover more areas and to further service our communities.

Our priorities are:

- > The best start for our children and young people
- > Healthy and independent lives for everyone
- > A thriving economy and homes for all
- > Address the climate crisis
- > Culture sport and heritage for everyone

**To achieve this we are focused on three outcomes:**

1. All our residents will have access to quality learning, training and jobs
2. All our communities will be happy, healthy and safe
3. All our businesses and town centres will be supported to recover and flourish in an inclusive way

**Our vision remains: Trafford – where all our residents, businesses and communities thrive.**

This focus on outcomes, rather than just on the services we provide, will help the Council and our partners work together towards shared goals, rather than as individual service providers.

To help us achieve these outcomes, instead of three priorities, we will focus on five key objectives; these priorities set out our ambitions for our people, place and communities and will deliver for Trafford until 2027.





# The best start for our children and young people



**We want our children and young people to receive the best possible education and get the support they need to achieve and thrive.**

We want our children to have the best start possible and understand the importance and lasting impact of the first 1001 days in a child's life. By working effectively with partners, we will continue to improve our Early Years education offer as well as provide family help for those who need additional support.

Many people come to Trafford because our early years setting, schools and colleges are the envy of Greater Manchester.

We want to make sure that our young people have access to the best start on their chosen path and that local businesses are able to capitalise on the talented, young workforce that is soon to take the next steps in their lives. We understand that this can only happen if the right help is provided at the right time to families. We will prioritise prevention by investing in family hubs and giving families early wraparound support to help them when they need us most.

We are committed to delivering the quality services our vulnerable children and families expect and deserve by ensuring our services are as good as they can be.

We need to promote good physical and mental wellbeing for our young people to prevent poor health and give them a healthy and active life. We will put children and the quality of their experience at the centre of what we do. We will work particularly with partners to support those with special educational needs and disabilities as we recognise our duty towards them.



This ambition must be extended to our Children in Care. We will continue to invest in services across the borough to support Children in Care and Care Experienced young people and adults, ensuring that they are at the forefront of our ambitions as a Local Authority.

Our continued delivery of in-house youth services will enable our young people to thrive and grow within the area they call home.

## We will

- Work with our local education and business partners to ensure our young people in Trafford have the best possible access to education, apprenticeship and employment opportunities.
- Encourage and promote good mental and physical health in children.
- Provide the right help at the right time for families.
- Work with our partners to support our children and young people who have Special Needs and Disabilities.
- Be ambitious for children by continuing to invest in services for Children and Young People and delivering in-house youth services.
- Work positively with our Children in Care, and our young people who have experienced care, to ensure we put them at the heart of what we do.
- Seek to hear children and young people so that they have a voice and influence.



# **Healthy and independent lives for everyone**

**We want our residents to live in good health, remaining independent in their own homes wherever this is possible.**

The strength of our community is one of Trafford's greatest assets and we will strive to make Trafford a place where residents of all ages can be as healthy and independent as possible.

In the post-pandemic world, we know that many residents are feeling the effects of the cost-of-living crisis and resulting intensified hardships and we have worked hard to embed community support. We will strive to ensure that our residents with the greatest need are served by the Council, particularly working to improve health and care services so people can remain at home for as long as possible. We will continue to establish further good practice at neighbourhood level, particularly in partnership with our voluntary sector.

The focus of this priority will enable us to develop coordinated responses to ensure that our residents can receive the right level of support at the right time. This means working effectively with health partners to deliver great services for our residents.



## **We will**

- Improve health and wellbeing to reduce the impact of poverty, concentrating on communities with the greatest need.
- Work with our partners to provide fair and accessible services to maximise our residents' physical and mental wellbeing.
- Work in partnership with communities and the voluntary sector to deliver our priorities.
- Make sure our residents and carers receive the right level of support at the right time.
- Safeguard our residents through the right, co-ordinated response.



# A thriving economy and homes for all



**We want Trafford residents to have great access to employment and to live in good quality housing. We want our businesses to thrive.**

Our borough is changing. We are seeing major regeneration in our town centres and beyond – and there is more to come. We want residents to feel the benefits of this change by creating an economically thriving borough driven by local, national, and international investment. By helping people to gain skills and improving access to employment we will ensure that all residents share in this growth.

Vital to the success of our borough is a skilled workforce that has access to job opportunities with a living wage. We are proud to be Real Living Wage Accredited and part of the Good Employment Charter. We want to create a local economy that is resilient with increased investment flowing into Trafford. This regeneration of our key locations and town centres will be parallel to our ambition to ensure accessibility for all through the improvement of our transport infrastructure.

We will support the delivery of new and affordable housing across the borough, making sure that those who grew up in Trafford can afford to stay and those experiencing homelessness can be supported back into housing.

## We will

- Help people to gain skills and improve access to employment, to improve household income.
- Enable an economy that works for all by supporting businesses, increasing investment, and improving our economic resilience.
- Deliver on our regeneration priorities in town centres and key locations.
- Work in partnership with agencies to prevent homelessness and to support those who are experiencing homelessness back into housing.
- Deliver new housing developments that are affordable, adaptable, sustainable, and low-energy use, while working with partners to increase the energy efficiency in our homes.
- Ensure accessibility for all by improving our highways, streetlighting and footpaths.







# Address the climate crisis

## **We want to play our part in reducing our carbon footprint and address the impact of climate change in Trafford.**

The climate crisis requires local action and partnership working to solve. Trafford Council has already shown leadership in reducing its carbon footprint. We will continue to work with partners to decarbonise Trafford Park industrial estate, while also increasing what we re-use, repurpose and recycle. We are committed to further expanding EV charging infrastructure across Trafford to support our residents to make green choices.

Over the last three years, Trafford has needed to become accustomed to climate change impacts within the borough. We want to protect our most vulnerable residents from further impact caused by the damaging effects of increased rainfall, increased temperatures and extreme weather.

We will promote the Walking, Wheeling, and Cycling strategy and give our residents access to green spaces where they can relax through social, active and leisure activities.



## **We will**

- Show leadership by reducing Trafford council's carbon footprint and increasing the amount we re-use, repurpose and recycle, as well as encouraging partners to do the same.
- Adapt to climate change impacts, to increase local resilience and protect residents.
- Ensure our green spaces are biodiverse and provide opportunities for residents to be social and active.
- Work with businesses to reduce carbon output by decarbonising Trafford Park industrial estate and promoting it as an area of good employment.
- Expand electric vehicle charging infrastructure across Trafford.
- Promote active and public travel by delivering our Walking, Wheeling and Cycling Strategy ensuring Trafford's streets are safer and accessible.





# Culture, sport and heritage for everyone

## **We want to promote our fantastic cultural and sporting heritage, developing opportunities for all.**

Trafford's culture and heritage is rich and diverse from Imperial War Museum North, Emirates Old Trafford Cricket Ground and Manchester United Football Stadium to Dunham Massey Estate, Trans Pennine Way, Waterside Arts Centre and Longford Park.

Over the next few years, we aim to cherish this heritage by expanding access to culture across the borough. Our new Cultural Strategy should enable the borough to bid for the Town of Culture award, attract further investment into the area, and encourage residents to get involved in local culture.

We are continuing to invest in Trafford's leisure centres so that all residents have the opportunity for accessible and enjoyable physical activity as we encourage people to move more every day. We will also work with businesses and communities to come together and build on our sporting heritage.

## **We will**

- Expand access to culture and creativity, embed the new Cultural Strategy and attract further investment in arts and culture.
- Invest in Trafford's leisure centres and deliver new programmes in Partington.
- Provide accessible, effective and sustainable physical activity and sport opportunities for our communities.
- Ensure that Trafford's rich and diverse heritage is enjoyed by residents and visitors.
- Expand and enhance the long-standing sporting heritage of Trafford to maximise future opportunities for businesses and communities.





# Our approach

**The key to the successful delivery of the vision, outcomes and priorities in the Corporate Plan is the way we work and the approach we take. 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.
- Working together to help develop a strong, dynamic and diverse voluntary sector as a key partner in the borough and actively encourage volunteering.

# Performance

**Our Corporate Plan aims to ensure all parts of the Council contribute to a shared vision for the borough and it is key that we measure how well we are performing against this vision.**

**To help with this, we have identified a range of activities and actions that we intend to carry out over the coming months. The data and feedback from these actions will show how we are delivering on each of our five new priorities. Some of the success criteria may include:**

- Better outcomes for children with more children being school ready at the age of five.
- Develop and implement early family help model across Trafford to ensure families receive the right help at the right time.
- Reduction in hospital readmission rates and more people living well at home for longer.
- Improved satisfaction levels in Adult Social Care.
- More businesses supported through the Business Relationship Programme.
- More energy efficient homes and buildings across the borough.
- More people undertaking journeys under 1 mile by foot or wheeled equipment.
- Increase the number of active residents year on year.
- Development of a Cultural Transformational Hub and Cultural Creative Leaders Group.









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COUNCIL

[www.trafford.gov.uk](http://www.trafford.gov.uk)