



This is our Salford

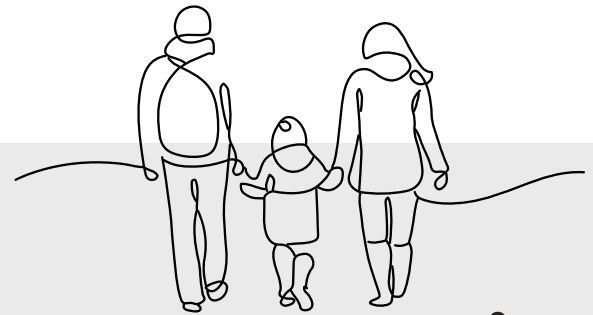
Corporate Plan 2024 to 2028



Salford City Council



Building a fairer, greener, healthier and more inclusive Salford for all



Contents

Introduction	3
Highlights from the past four years	5
Salford: a changing city	6
Our priorities	10
Good growth	11
A good home for all	13
Tackling poverty and inequality	15
Creating places where people want to live	17
A child friendly city	19
Responding to climate change	21
Healthy lives and quality of care	23
Delivering the plan	25

Introduction

There is something special happening in Salford.

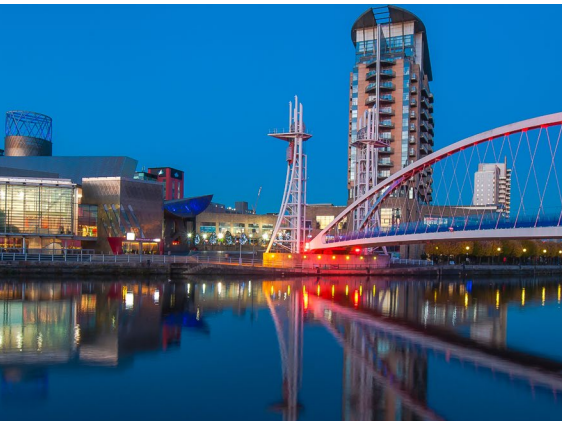
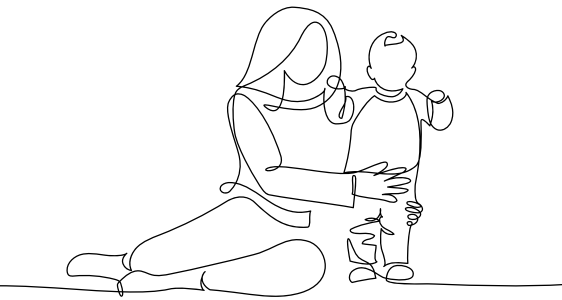
The city is changing and growing. A thriving mix of modern and historic, it is full of ambition, opportunity, and innovation – a place of natural beauty and diversity, with a proud cultural heritage.

It is no wonder Salford is one of the fastest growing places in the North of England.

In recent years, Salford has continued its remarkable story of transformation. With more well-paid jobs, new affordable and social homes, thriving local schools, award-winning green spaces, iconic infrastructure, cleaner transport, more integrated health and care and a vibrant cultural scene, there is much we can celebrate as a city.

Looking to the future, Salford City Council is determined to build on these successes and ensure more people and communities can benefit from the growing opportunities the city has to offer.

But like many places, the last decade has been incredibly challenging for the city council. Since 2010, £245 million has been cut from the council's budget by central government, at the same time as demand for high-cost services such as adult and children's social care, and homelessness prevention continues to rise.

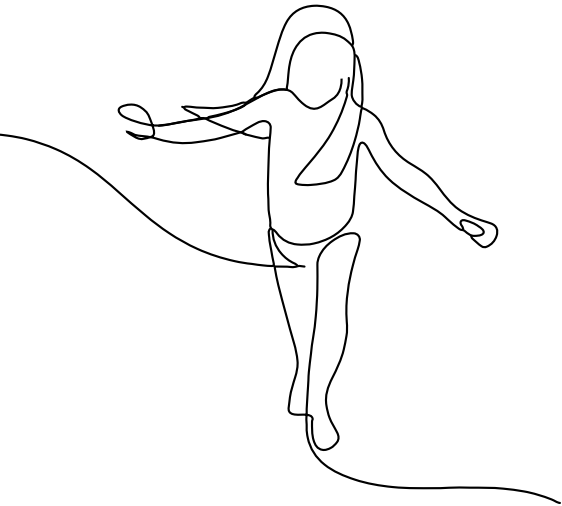


The high cost of living has also hit local people hard. It has widened poverty and inequalities in the city that continue to hold too many people back from reaching their full potential.

As a city council, we need to continue to find new and innovative ways of delivering services to meet these challenges. This means working even more closely with our local partners, including the NHS, communities, businesses, and the city's thriving community and voluntary sector, to do the very best that we can for everyone who lives and works here.

As Salford continues to grow and change, we must ensure that all areas of the city and our diverse communities see the benefits, and live healthier lives for longer.

This new four-year plan sets out how Salford City Council will play its part to continue to make Salford a fairer, greener, healthier and more inclusive place for all 278,000 people who call this great city home.





Opening of RHS Garden Bridgewater in 2021

– one of the largest visitor attractions in the North West.

Purchased Eccles Shopping Centre

and secured £4 million in levelling up funding to support the redevelopment of Eccles town centre.



Our Children's Services rated as Good

with Outstanding Leadership and Care Leaver Support.

94% of adult social care providers in the city **rated as Good** by the Care Quality Commission.

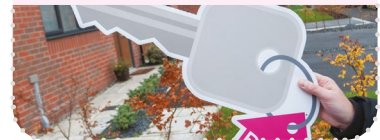
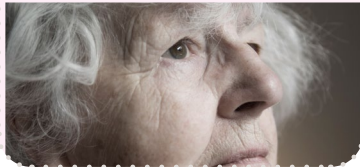


Salford awarded City of Sanctuary status

for being a safe and inclusive place for asylum seekers and refugees.

Our housing company Derive

completed 238 new affordable and social homes since 2020 and is now legally a registered provider.



Highlights from the past four years

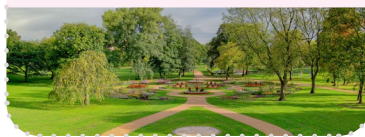


Agreed to purchase the Salford Community Stadium

outright, ushering in a new era for rugby in the city.

Nine Salford parks and open spaces awarded Green Flag status

— a mark of excellence that recognises the best green spaces in the country.



More free cultural events

such as We Invented the Weekend, attracting record crowds.

Building work starts on Salford's new **state-of-the-art Youth Zone**, set to open its doors in 2025.



Refurbishment of the historic Buile Hill Mansion, preserving its heritage for future generations.

Supported over 17,000 people to get online

through our award-winning Digital Everyone programme.



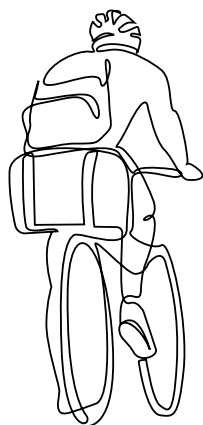
Salford: a changing city



Salford has changed significantly in the past ten years and now has one of the fastest growing populations in the North.

More people than ever are choosing the city as a place to live, work, invest, study and visit.

Over the next 20 years, this rapid growth is expected to continue and so it is important that we have a clear understanding of how the city is changing to help us effectively prioritise our services. This is particularly important as different areas of the city have changed in different ways.



Latest census figures (2021) show that **36,000** more people call Salford home compared to ten years ago – a remarkable increase of **15.4%**.

This is **more than double the national average (6.6%)** and no other area in northern England has increased its population by this amount.



Here are just some of the key changes the city has seen in the past **ten** years:

Salford's population continues to grow and become more ethnically and culturally diverse...



278,064

people now live in Salford and this is **expected to reach over 300,000 people by 2040.**

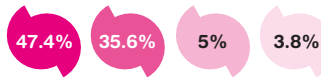
Population growth was fastest amongst younger adults aged 18 to 40 (26.5%) driven by migration from overseas and other parts of the UK.



The East of Salford (including Blackfriars and Salford Quays) has seen some of the biggest rises.



One in nine people in Salford speak a language other than English as their main language, with Polish, Portuguese, Arabic, Spanish, Romanian, Persian, Farsi and Yiddish being most common.



Christianity remains the most common religion (47.4%), followed by no religion (35.6%), Muslim (5%) and Jewish (3.8%).

A quarter of Salford's population is from a Black, Asian or Minority Ethnic background, up from 7.4% ten years ago.



A fifth of Salford's population meets the definition of disabled under the Equality Act.



One in five residents (57,000) were born outside the UK, with Poland, Nigeria, Romania and Portugal the most common countries. Broughton, Blackfriars and Trinity and Quays each have more than a third of residents born overseas.

**Salford's economy continues to grow,
creating **new opportunities** for local people...**



**Salford is home to
11,000 businesses**

— the fourth largest business base in GM. This is a rapid increase of 85% since 2010, supporting around 159,000 jobs.



20,344

new homes have been built in Salford in the past decade, including 3,201 classed as affordable homes.

**Salford has more
employers
paying the higher accredited
Real UK Living Wage**
(112), boosting the pay of over 3,000 local employees.

Employment in the city is expected to **grow by a further**

25,000 jobs
by 2040.



**More Salford people
are **employed in high skilled jobs****
(52%) compared to 2018 (38%).



**Salford has the
highest productivity in GM**

and is the only local authority in the region without a productivity gap with England.

90% of primary schools
are rated **good or
outstanding** in Salford
— a marked improvement from
74% ten years ago.

Despite these improvements, **persistent inequalities remain** across many of our communities.



Salford is the 18th most deprived local authority in England, with **22,651** (37.4%) children living in poverty compared to 29% nationally.

7.8%

(13,000) of people aged 16 and over still have no formal qualifications — higher than the national average (6.8%). This is equivalent to 1,800 more Salford residents.

6.1% (351) young people are Not in Education, Employment or Training

(NEET) and attainment at age 19 (A Level equivalent) is 15.3% behind the national average — one of the worst rates in the country.



Homelessness presentations in Salford has increased by **10% since 2018**, with far more families and children living in temporary accommodation.

Rising levels of economic inactivity

with one in nine working age people in Salford not in work and in receipt of unemployment benefits.

More residents report themselves to be in very good health (from 46% to 49.8%) but overall levels of health in Salford **remain below national average**, with inequality in life expectancy high among similar areas.

Our priorities

Our vision for Salford is for a fairer, greener, healthier and more inclusive city for all.

To get there, this Corporate Plan sets out seven interconnected priorities that will provide the focus of Salford City Council's work over the next four years.

The aim of this plan is not to capture everything we do as an organisation. Instead, it provides a framework, alongside the council's Medium-Term Financial Strategy, for how we will allocate our resources to deliver these priorities over the next four years.

To develop these priorities, we have listened to a wide range of feedback (including through the 'What Matters to You' survey) to better understand the most important issues for local people, businesses, voluntary and community organisations and our own workforce, which has been invaluable in shaping this plan.



In summary, this told us that:

- Two thirds (66%) of people in the city are satisfied with their local area as a place to live — but, we want this to be higher
- Well maintained public spaces, more affordable and social housing, and improving health and wellbeing were amongst the most important issues for local people, as was the need for improved public transport
- Many people also expressed a strong desire for more support for local businesses and high streets, the preservation of the city's cultural and heritage assets and better access to sporting facilities
- The desire for more inclusive services for vulnerable groups such as older and disabled people and those with special educational needs was also very important — recognising the true value of people

See the full results of the What Matters to You Survey at www.salford.gov.uk/your-council/have-your-say/what-matters-to-you/

Priority: Good growth

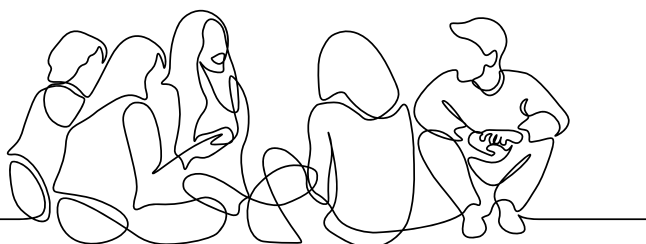


There is little doubt that Salford has transformed in recent years.

The city has become one of the fastest growing economies in the region and continues to attract significant investment.

In the past five years alone, the number of jobs in Salford has increased by 19% — more than four times the national average. Resident earnings have increased by 28%; the third highest rate in Greater Manchester and workers employed by Salford businesses now earn on average the second highest wages in the region.

While it's clear that Salford's impressive growth has brought many benefits, with more highly skilled and higher paid jobs than ever before, there is still room for improvement. For example, like many places, the growth in the number of businesses has yet to fully return to pre-pandemic levels, in part due to falling business start-up and survival rates, and rising costs.



Furthermore, the benefits of growth in the city is still not being felt evenly across our communities, meaning too many people still experience high levels of poverty and inequality; holding people back from reaching their full potential.

This is why in the coming years, the city council and our partners must do more to not only protect the progress that has been made, but ensure the city's economic development is better used to improve population health and reduce inequalities.

Further large-scale regeneration projects such as the expansion of MediaCityUK, the £2.5 billion transformation of Salford Crescent, Port Salford and the re-development of Salford's town centres, will bring more opportunities for local people.

So it is vital the council continues to take a leading role to create a more inclusive local economy by using our influence and spending power to work with local employers who are committed to giving something back to our communities. It also means ensuring local people have the skills that employers need and are better equipped to benefit from the new opportunities being created in the city.

Over the next four years we will:

Continue to attract inward investment that is aligned with our ambitions to build a more inclusive economy. This means working with trusted employers who are committed to recruiting locally, use local supply chains, provide decent pay and conditions, promote workplace health and take seriously their commitment to protecting the environment.

Deliver the city's employment and skills strategy alongside key partners to equip residents with the skills, training and qualifications needed to access and progress in high quality local jobs, and linking young and disadvantaged people to opportunities in local growth industries.

Support Salford's business community to engage in more inclusive recruitment and in-work practices to provide employment and progression opportunities for under-represented groups in the workplace, as well as leading by example in our own recruitment and workforce development practices.

Work with partners to **increase the number of Accredited Living Wage employers** based in the city by 10% and work towards the first-ever Living Wage High Street in Salford.

Work with the city's other anchor institutions to **ensure every pound spent in Salford is maximised** for local benefit, including a commitment to increase the amount of money the council spends with local SME's and social businesses to support the wider growth of the social economy in the city.

Continue to use funding from the government's UK Shared Prosperity Fund and Levelling Up Fund to **invest in a wide range of projects that support inclusive growth and local community priorities.**

Establish a new consultative body of key stakeholders to advise the council on its growth and regeneration plans to ensure they are as inclusive as possible and support the needs of underserved communities.

Launch a new Salford Business Support Scheme to provide aspiring local entrepreneurs with enhanced advice, guidance and training opportunities to foster the creation of new local businesses and jobs.

Continue to **invest in improving the city's key infrastructure to boost transport and digital connectivity** through a rolling programme of improvements to public transport, roads, public realm and access to high-speed broadband, as well as providing targeted support for those residents who are digitally excluded.

How we will measure success:

- **More investment** in the city bringing good quality, well paid jobs.
- **More new businesses** of all different types and sizes.
- **More local people accessing** training and getting into, and progressing, in good quality employment.
- **Reduced levels** of unemployment and economic inactivity
- **More local business** paying at least the Real UK Living Wage.
- **An increase in spend** with local suppliers.
- **More recruitment** from low-income areas and people with experience of care.
- **Reduced** number of digitally excluded residents.

Priority: A good home for all



Everyone in Salford deserves a decent and affordable place to call home.

A good home is the foundation that everyone needs for a healthy and fulfilled life, especially children and young people. It provides a sense of stability, security and dignity.

Over the past ten years, Salford has seen significant investment in a wide range of new homes to support the city's growing population. Working closely with social housing providers, private sector developers and through our own housing company Dérive Salford, the city has delivered over 20,000 new properties, including 3,201 new affordable homes.

While this housing boom is welcome, we know this is still a long way short of what is needed. The city continues to have a large housing waiting list, with almost 5,000 people waiting for a social home. As a result, many more people including families with children are presenting as homeless, which has increased by an average of 10% every year since 2018.

The national housing and homelessness crisis continues to have a significant impact on the city. From skyrocketing private rents and increases in 'no fault' evictions, to the lack of funding from government to provide new social housing, the challenges are severe which means the city council must continue to act.

This is why we will continue to prioritise increasing the supply of decent and genuinely affordable housing in the city, particularly for the hundreds of children and families currently living in temporary accommodation, as well as for older and vulnerable adults in our community.



Over the next four years we will:

Work with local housing providers to **significantly ramp up delivery of high quality, affordable and low carbon homes**, with a target to deliver an extra 350 homes per year. This will include a target of 600 more council homes delivered through the council's own development company Dérive by 2028.

Work with housing providers to look at ways to **make better use of council owned land to build more social and mixed tenure housing**, including supported living accommodation for older adults and adapting existing homes to prevent long term care.

Work closely with Homes England and GMCA to forge one of the most **ambitious strategic regeneration housing partnerships** in the UK to deliver a new generation of low carbon social housing that meets local needs.

Develop a single integrated housing function within the council to deliver better housing services for our residents and improve our ability to build new houses, while preventing homelessness and rough sleeping.

Work closely with private landlords and tenants to **minimise the risk of homelessness through providing the right support at the right time** that helps people avoid the need to live in temporary accommodation or on the streets.

Work with landlords to **drive up housing standards in the private rented sector** as part of Greater Manchester's Good Landlord Charter, and implement restrictions on Housing in Multiple Occupations (HMO) concentrations to ensure a more balanced and sustainable housing landscape.

Bring more long-term empty properties back into use through the use of new powers to charge up to a 100% premium on council tax if a residential property is left empty for one year, instead of two.

Ensure new housing and commercial developments meet net zero standards, while working with partners to improve the energy efficiency of existing homes through retrofitting.

How we will measure success:

- **More** new affordable and social rented homes built in the city.
- **Make** early contact with households at risk to prevent homelessness.
- **Making** households aware of the wider range of housing options available.
- **Increase** the supply of supported housing options in the city.

Priority: Tackling poverty and inequality



Salford is seen as a leader in placing poverty prevention and reduction at the heart of everything we do as a city.

Though our award-winning Tackling Poverty Strategy, we're immensely proud of all that we have achieved over the past few years to boost local household incomes. This has never been more important as we continue to grapple with the high cost of living that has impacted so many people across our communities.

Whether this is helping people in crisis pay for essentials such as food and heating, supporting households to manage debts and access benefits or providing families with free activities during the school holidays, the council has continued to invest in essential services that directly support the most vulnerable.

However, in a city where more than a third of children live in poverty, we know more needs to be done to ensure that everyone has the chance to live prosperous and fulfilling lives, and it is clear the council cannot do this alone.

We will continue to play an important leadership role in bringing partners together to listen and learn from those with first-hand experience of poverty and ensure those with the greatest need remain at the heart of everything we do. This means taking a whole city approach, including all sectors and organisations working together hand in hand to support people at the earliest possible opportunity.



Over the next four years we will:

Continue to **protect and invest in essential frontline and community-led services** that directly support people to maximise their household income, which has become such a lifeline for so many people in the city.

Work closely with Salford Poverty Truth Commission to continue to listen and learn from people with lived experience of poverty and ensure council services remain compassionate and responsive to local needs.

Work with partners to **ensure poverty prevention and reduction remains at the heart of everything we do** in the city – prioritising support, where possible, for those experiencing severe hardship.

Support more people into good quality work (and not just any work) by providing intensive and personalised support to address barriers to work and help those furthest from the labour market find suitable employment.

Work with partners to **increase the number of Accredited Real Living Wage employers based in Salford** to ensure more local people are paid fairly for the work that they do, on a wage they can reasonably live on.

Improve access to childcare for low income households through promotion of free early education and childcare places for two, three and four year olds, and ensuring Salford parents have the quality support they need, when they need it.

Ensure consideration of poverty and disadvantage remains a central part of council decision making, alongside wider equality impact considerations, and continue to campaign nationally for urgent introduction of anti-poverty policies.

Support Salford Credit Union to expand access to affordable credit and savings to those excluded from mainstream banking; ensuring more people can benefit from cheaper lending and a convenient way of saving regularly.

How we will measure success:

- **Fewer** households (and children) living in poverty.
- **An increase** in average household incomes.
- **Increased** benefit take-up for working age households and pensioners.
- **Fewer** households living in fuel poverty.
- **Amount** of additional income secured for people who have received welfare rights and debt advice.

Priority: Creating places where people want to live



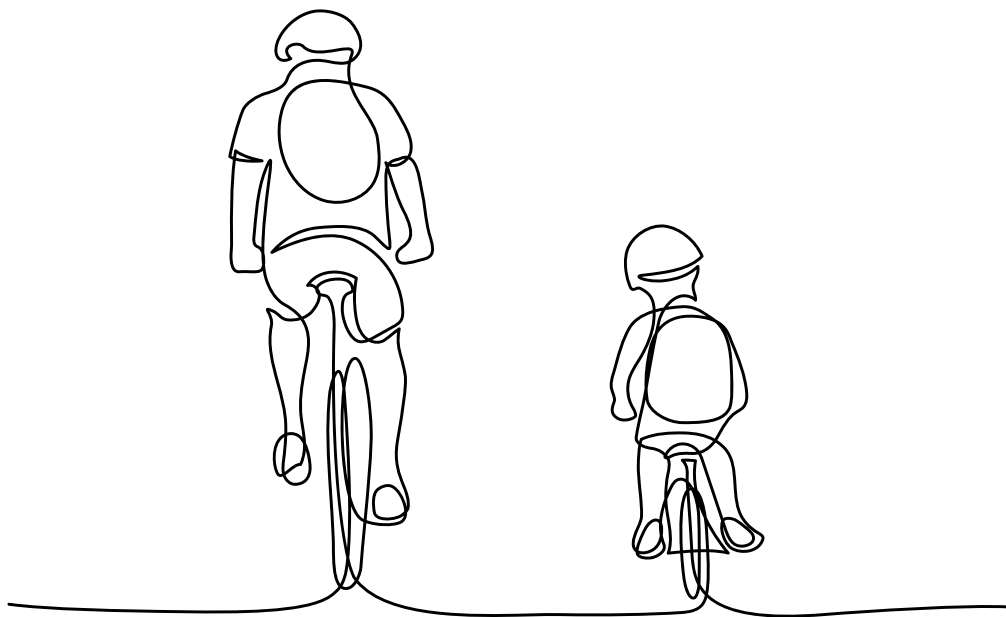
Salford is a city that prides itself on its rich cultural heritage and vibrant towns and neighbourhoods – each with their own unique identity.

Home to beautiful award-winning green spaces, diverse communities, excellent transport links, and world-class cultural, creative and sporting facilities such as The Lowry, MediaCityUK, RHS Garden Bridgewater and our publicly owned Community Stadium, the city truly has something to offer everyone.

Building on our local heritage assets and vibrant creativity, significant investment will continue to be made over the next few years to create quality local places and spaces where people want to live, work, invest and visit.

This means ensuring all our neighbourhoods and town centres are attractive, safe, healthy and accessible places for communities and small independent businesses to thrive.

It also means creating more opportunities for local people to participate in the decisions that affect their lives, both now and in the future.



Over the next four years we will:

Work with local communities to bring forward a **new long-term plan for the regeneration of Eccles town centre**, following the £5.4 million funding received from government and the council's purchase of Eccles Shopping Centre in 2022.

Continue to **improve the attractiveness and safety of local neighbourhoods** through reducing crime and anti-social behaviour, and investing in public realm, digital connectivity and transport improvements including lobbying to extend Metrolink to the Salford Community Stadium and extension of the eScooter trial beyond 2024.

Work with Salford Culture and Place Partnership to **deliver a high-quality creative and cultural offer** across the city, including free access to events and activities, alongside the launch of a new heritage commission to update and enhance our local list of heritage buildings.

Continue our commitment to **support Salford's armed forces community** including providing funding for a dedicated armed forces housing support officer and investment in events such as Armed Forces Week, remembrance parades and memorials to remember the huge sacrifices made by our armed forces community.

Enhance the lives and health of communities through **provision of world-class sporting and leisure opportunities** including developing new Sport, Leisure and Rugby Strategies for the city to maximise the health, cultural and economic benefits that sport brings to the city.

Continue to **invest in quality green infrastructure** including a commitment to ensure all neighbourhood areas have access to high quality and well-maintained play parks for local children to enjoy.

Increase opportunities for residents to play a more active role in their local area, through co-producing new ways for greater citizen involvement in designing local services and in council decision making.

Increase collaboration with the city's thriving voluntary, community, faith and social enterprise sector and networks to deliver shared goals including providing more opportunities for council staff to volunteer within the local community.

Combat fly-tipping through establishing a new crackdown team working closely with community litter groups along with the revaluation of bulk-waste charges to encourage responsible disposal.

How we will measure success:

- **Reduced** levels of crime and anti-social behaviour.
- **Levels** of cleanliness in local neighbourhoods.
- **Improved** resident and business satisfaction with local area.
- **More** local people participating in local cultural, heritage and sporting activities.

Priority: A child friendly city



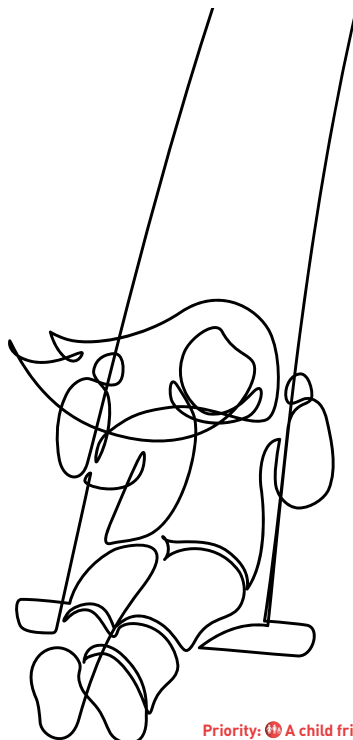
All children and young people in Salford deserve to have the best start in life.

Becoming a Child Friendly City means making Salford a great place for children and young people to grow up and feel safe, cared for, heard and have quality opportunities to learn, work and play.

We're incredibly proud that the council's services for children and families have been recognised by Ofsted for the significant improvements made in recent years, particularly in improving outcomes for the city's care leavers and the strong leadership shown across the wider Salford partnership.

By working towards becoming a Unicef Child Friendly City, we will take Salford on the next stage on our journey to champion the voices and rights of children and young people in the city.

Working together with partners including schools, colleges, NHS the university, voluntary and community groups, police and most importantly, children and young people themselves, we will continue to ensure the voices, needs and priorities of children are a central part of everything we do.



Over the next four years we will:

Ensure we **always consider the impact of our services on children and young people** including those with experience of care, as part of council decision making.

Develop new ways of integrating neighbourhood services to better support families and children who need help to identify their own strengths and achieve the best possible outcomes for themselves at the earliest possible opportunity.

Continue to **work closely with local schools to ensure all Salford children have access to the highest quality education.** This will include investing an additional £1.3 million into school improvement to raise attainment and ensure children leave school equipped for employment, training or further education.

Continue to **promote the voices of young people in shaping the services they use,** including developing more opportunities for children and young people to come together and socialise such as through the city's new state-of-the-art Youth Zone.

Work with partners including the police, health services, schools and criminal justice system to **prevent youth offending and re-offending** and ensure that all children and young people are protected and feel safe in their community.

Continue to **develop council staff and councillors in their role as a corporate parent** to ensure all children and young people being cared for by the council receive the best possible care and support.

Work in partnership with the National Literacy Trust and Dolly Parton Imagination Library to **raise literacy levels for children (and adults)** in the city including establishing a new Salford Literacy Hub and providing free books to all Salford children under five to nurture a love for reading.

Implement a city-wide attendance strategy working closely with families, schools and partners to promote and increase regular attendance at school.

How we will measure success:

- **Children** and young people having a positive experience of living in Salford.
- **Fewer** children in care with three or more placements in 12 months.
- **Remain** below the national average for children in care.
- **Improved** education attainment at KS2 and KS4.
- **Fewer** young people aged 16 to 19 who are not in education, employment or training (NEET).

Priority: Responding to climate change



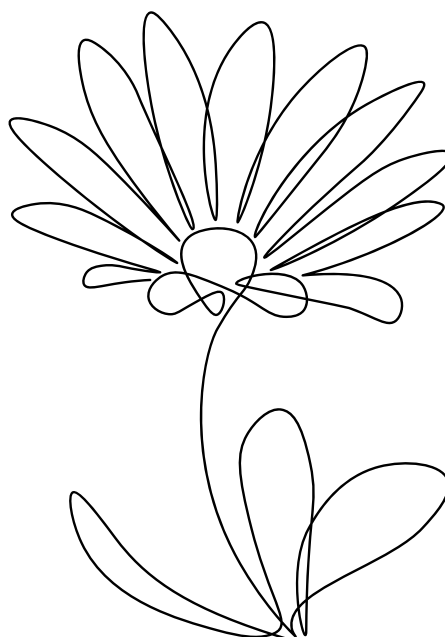
Salford is committed to becoming carbon neutral by 2038.

To meet this target, the council declared a climate emergency in 2019 in recognition of the need for more urgent action to combat climate breakdown and ensure the city is as resilient as possible to its impacts.

The council is already doing many things to help put the city on a path to reduce its carbon footprint. From solar farms and zero emission buses, to e-scooters, low carbon housing and even Europe's biggest living green wall. There is much the city is doing but it is clear there is still a long way to go.

Working closely with communities, businesses and partners through the city's Climate Action Board, the council will continue to take a leading role in ensuring Salford is as resilient and adaptive as possible to the effects of climate change.

Everyone has a key role to play and by taking practical steps now, we are acting in the best interests of current and future generations.



Over the next four years we will:

Continue to **remove carbon emissions from the city council's operations**. This includes de-carbonising council buildings through improved energy efficiency and low carbon technology, further investment in electric vehicles and reducing staff travel wherever possible.

Incorporate our **commitment to becoming carbon net zero** in all council decision making and through the goods and services we purchase.

Support Salford residents to live in ways that reduce their carbon footprint including promoting energy efficiency in the home, supporting the retrofit of local housing and working with TfGM to invest in cleaner and more sustainable modes of public transport, including more cycle and walking infrastructure.

Work with local businesses to ensure they play a full part in supporting Salford to becoming a net zero city. This will include the retrofitting of commercial premises, installation of new low carbon technologies and supporting the growth of sectors linked to green technology and services.

Prepare for the impacts of climate change and extreme heat through further **investment in sustainable drainage systems** to improve the city's flood defences, more green infrastructure and heat efficient homes.

Invest in the city's vital green spaces to support biodiversity including the planting of 8,000 new trees by 2028 through the creation of new woodlands and street trees, which would remove 1,300 tons of carbon over the next 30 years.

Raise awareness of green initiatives taking place across the city and **encourage residents to make greener choices through the Greener Salford campaign**.

Commit to **become a carbon literate organisation** and work towards achieving the Silver Award level of carbon literacy trained staff.

How we will measure success:

- **Reduction** in the council's and city's CO2 emissions.
- **Improved** air quality in the city.
- **Less** waste and more recycling in the city.
- **Increase** the number of trees planted in the city.
- **Increase** in number of homes retrofitted.

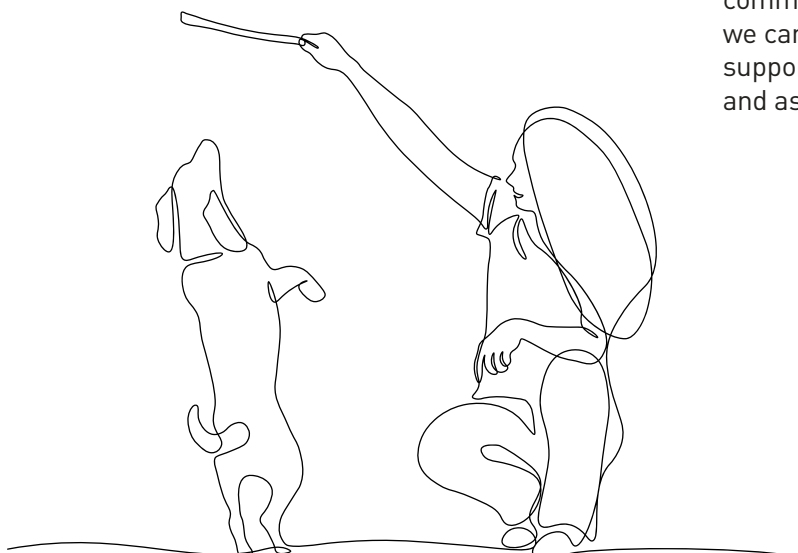
Priority: Healthy lives and quality care for all



We want everyone in Salford to live longer, healthier and happier lives.

While good progress has been made in recent years, particularly with the integration of health and social care services ushering in a new era of joined-up care in the city, the fact remains that too many people in Salford aren't living as long as the most well off in society and spend longer living with ill-health.

Residents living in the most affluent areas of Salford can expect to live for 11.2 years longer for males and 7.2 years longer for females, compared to those in the most deprived areas. This is while two in five children and one in three adults remain relatively inactive (less than 30 minutes activity a day on average), which is associated with a poorer sense of wellbeing.



Reducing health inequalities in Salford by promoting good physical and mental health and addressing many of the social determinants of health will be critical to support everyone to live healthy lives. Access to quality local jobs, housing and education, safe public spaces, clean air, opportunities for sport and physical activity, high-quality social care and positive relationships will all be essential towards delivering on this ambition.

Promoting good health is everyone's business. Not only the council and local health services, but businesses, voluntary and community organisations, communities and individuals themselves.

By building on the strengths and assets of local communities and recognising cultural differences, we can do more tackle the causes of ill-health and support more people to live in good health for longer, and as independently as possible.

Over the next four years we will:

Review all models of care in Salford and how people are receiving care, with a clear commitment to bringing Aspire back in-house within 12 months.

Strengthen our Marmot City approach to build on existing system-wide partnerships that focus on the wider social determinants of health such as access to decent homes, good jobs, high-quality education, and a sustainable environment.

Provide a choice of high-quality care and support options including more alternative care environments that support people to live as independently as possible and stay safe and healthy. This will include home care and adapting peoples home to support them to stay in the community they know and love.

Continue to **improve integrated neighbourhood working to deliver better health and care outcomes** in each neighbourhood area, appropriately recognising different cultures, local assets and needs.

Strengthen the role and impact of early help and ill-health prevention including the role of sport and physical activity, to support more people to adopt healthy lifestyles and behaviours.

Work with partners to **improve provision and access to mental health support services**, and strengthen support for young people at risk of emotional or mental health problems.

Promote and support the importance of carers in Salford and provide opportunities for them to look after their own health and wellbeing including young carers to learn and develop alongside their caring role.

Work towards implementing **Unison's Ethical Care Charter to support the improvement of home care services** and employment conditions of care workers. This will include maintaining the Real Living Wage for care workers in services directly commissioned by the council.

How we will measure success:

- **More** people living longer in good health and spending less time in care.
- **Reduce** the gap in life expectancy between the most and least deprived wards in the city.
- **More** adults supported to gain (or regain) as much independence as possible.
- **More** people having a positive experience of Salford care services.
- **Fewer** children and adults who are overweight or obese.
- **More** adults and children who are physically active.



Delivering our plan

Highly motivated, skilled and healthy workforce.

Our organisation is about people and the communities we serve. We call this the **Spirit of Salford**.



It represents our culture and social conscience, driven by our core values of **Pride, Passion, People, and Personal Responsibility**.

Our workforce live and breathe these values in everything they do and will be key in delivering the priorities outlined in this plan. To support this, we will implement an effective workforce strategy to attract and retain people with the right skills needed to deliver the high-quality and accessible services our residents come to expect.

As an employer, we will continue to lead by example in ensuring a healthy and inclusive workplace and in creating opportunities for local people including young people in the city, to access high-quality employment with the council.

We also pride ourselves on being **innovative and forward thinking**, and the following key principles will always underpin the way we work:

- We will be **collaborative and focused** on outcomes
- We will be data driven and **evidence-led**
- We will be **financially responsible** and always set a balanced budget
- We will focus on **prevention and early intervention**
- We will be **accountable and transparent**
- We will create an **inclusive and healthy workplace** for our staff
- We will **involve local people in decision making** and the design of local services as much as possible

Sound financial planning and transformation

The financial outlook for the council over the next four years remains tough – with a continuing lack of certainty over the future of local government funding, alongside growing demand for our services and rising costs.

Current forecasts show that the council will need to make a further **£21.6 million savings by 2026 to 2027**, putting even more pressure on the council's spending power and ability to deliver high quality public services.

This is why through the council's 'Innovate' transformation programme, we are already working hard to find new ways of delivering services more efficiently with less. Whether through better use of technology and data, improved integration of local services or maximising the value from every pound we spend with our third party suppliers.

Sound financial planning, good governance and sustainability will remain at the heart of our approach and our Medium-Term Financial Strategy (MTFS) will help ensure our revenue and capital resources are clearly aligned to deliver the priorities set out in this plan.



Working in partnership

The council has a strong history of effective collaboration with communities and partners to improve the lives of local people.

At a time where resources are already stretched, it is even more important that we build on our successful track record of partnership working to find new and better ways of delivering services together for the benefit of local people and planet.

Everyone has a crucial role to play and delivery of this plan will depend on even deeper collaboration with our local NHS, educational and housing providers, police, businesses (large and small) and local voluntary, community and faith organisations to build the capacity needed and make the most effective use of our collective resources.

Our approach will also make sure we are making effective use of data along with community insights from people with lived experience, to improve and transform services and achieve best value for money.

Commitment to equality, diversity and inclusion

The council is committed to making the city a welcoming, tolerant and thriving place to live, and an important foundation is ensuring everyone has the opportunity to fulfil their potential, whatever their background and life choices.

The population of Salford is changing and we recognise that treating everyone the same will not address levels of inequality. Everyone is different and it is vital that our services understand the unique experiences and strengths of our diverse communities and embed this understanding into how we deliver services and make informed decisions.

This is why our commitment to equality, diversity, and inclusion will remain central to delivering our priorities, both within our own workforce and across our communities.

Measuring performance

To monitor progress in delivering this plan and ensure the council is performing well, we will publish an annual performance report outlining what we been doing to make a difference to the lives of people living and working in the city.

This will be supported by a published set of key performance indicators that will ensure we can effectively monitor activity, which can genuinely influence the Corporate Plan priorities and directly linked to the responsibilities of the council.





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