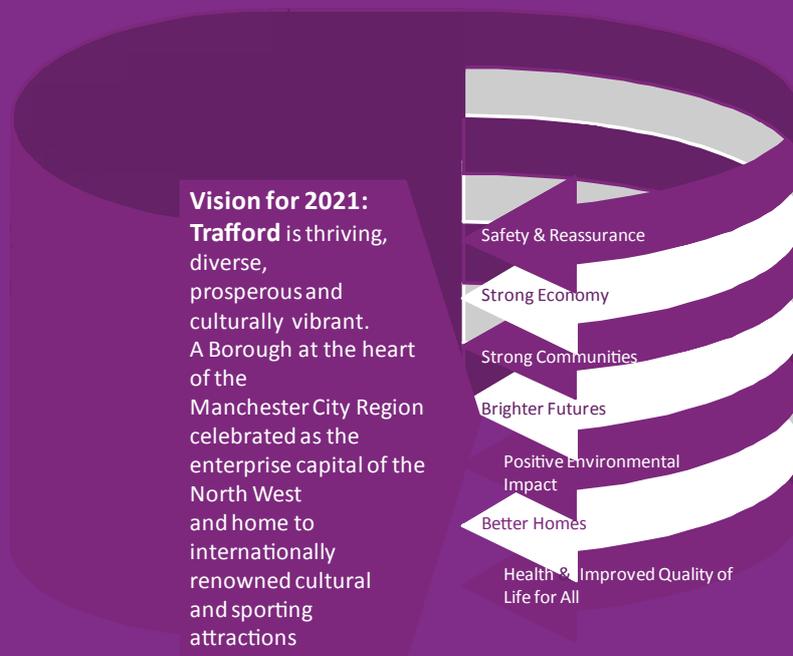


Trafford Vision 2021 : a blueprint



the 1990s, the number of people in the UK who are employed in the public sector has increased from 10.5 million to 12.5 million, and the number of people in the public sector who are employed in health care has increased from 1.5 million to 2.5 million (Department of Health 2000).

There are a number of reasons for this increase in the number of people employed in the public sector. One reason is that the public sector has become a more important part of the economy. Another reason is that the public sector has become a more attractive place to work. A third reason is that the public sector has become a more important part of society.

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Foreword

It is with great pleasure that I introduce the Trafford Partnership's Sustainable Community Strategy 'Trafford Vision 2021: a blueprint' which sets out what we, the Trafford Partnership, will deliver to improve the lives of Trafford residents by the year 2021. Everything in this document is based on what you as local people, business and partners told us is important for Trafford.

The Trafford Partnership is the Borough's Local Strategic Partnership, a body that brings together more than 100 organisations in Trafford from the public, private, voluntary and community sectors. All of these organisations are committed to working together to improve the quality of life for Trafford residents.

This version of the 'Trafford Vision 2021: a blueprint' is now a clearer document that better reflects the needs and priorities identified by local people, business and partners. We hope you like the new approach. A full history on the evolution of the 'Trafford Vision 2021' can be found in the back of this document.



A handwritten signature in white ink that reads "Angie Robinson". The signature is written in a cursive style and is underlined with a long, horizontal stroke.

Angie Robinson,
Chair of the Trafford Partnership and
Chief Executive of the Greater Manchester
Chamber of Commerce

Vision

Trafford's Vision for 2021

Vision

Trafford is thriving, diverse, prosperous and culturally vibrant. A Borough at the heart of the Manchester City Region celebrated as the enterprise capital of the North West and home to internationally renowned cultural and sporting attractions.

By 2021:

All Trafford's people and communities will enjoy the highest quality of life in a safe, clean, attractive, healthy and sustainable environment with excellent education and first-class services.

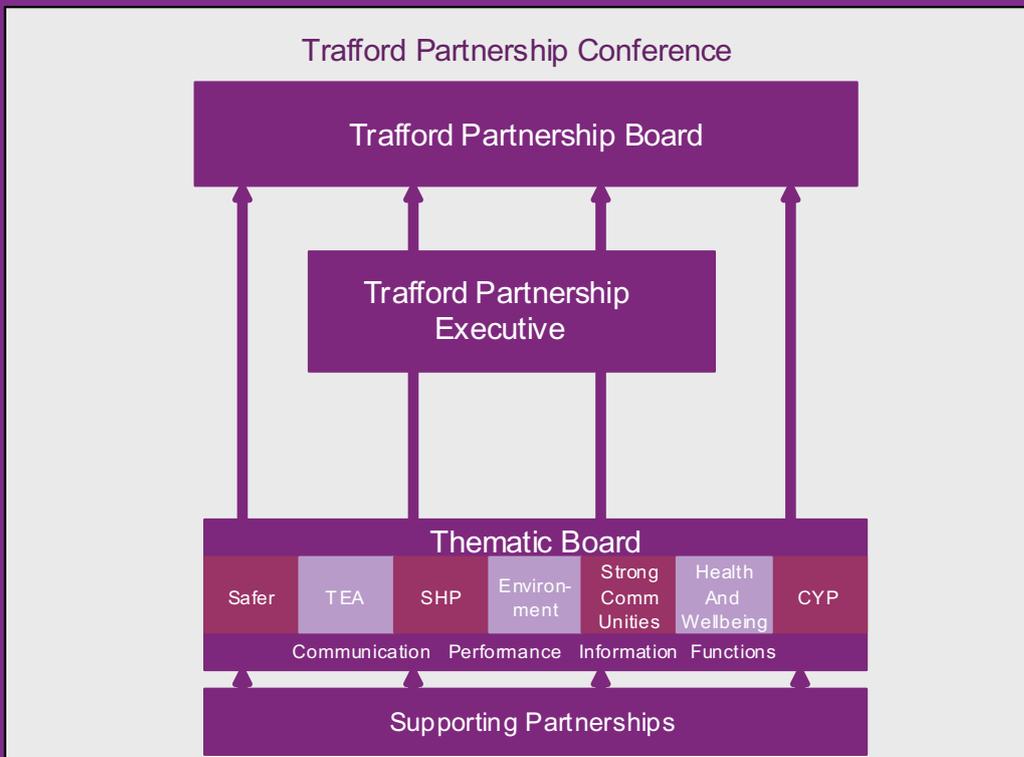
Trafford businesses will be provided with all the tools and support to be able to continually and successfully compete for skills and investment on an international basis.

As a destination, Trafford will consolidate and build upon the reputation of its renowned world-class attractions (Manchester United, Lancashire County Cricket Club, Imperial War Museum North and the Trafford Centre) providing a breathtaking mix of cultural, sporting, heritage and natural attractions together with vibrant town and shopping centres.

Who we are

The Trafford Partnership is the Borough's Local Strategic Partnership, it brings together more than 100 organisations including Trafford Council, Greater Manchester Police, Greater Manchester Fire & Rescue Service, Trafford Primary Care Trust, Trafford Housing Trust, the Greater Manchester Chamber of Commerce, Voluntary Community Action Trafford and many others including Trafford businesses and voluntary and community groups. All of these organisations are committed to working together to help improve the lives of Trafford residents.

The Trafford Partnership has a number of different layers that are tasked with carrying out the work of the Trafford Partnership and delivering this document 'Trafford Vision 2021: a blueprint'.



Trafford Partnership Board - The Board has around 30 members from across the Partnership and sets the overall direction and priorities of the Trafford Partnership.

Trafford Partnership Executive - On behalf of the Board, the Executive steers the delivery of this document 'Trafford Vision 2021: a blueprint' and a document called the Local Area Agreement. The Executive has 12 members including the Chairs of the Seven Thematic Partnerships (see below).

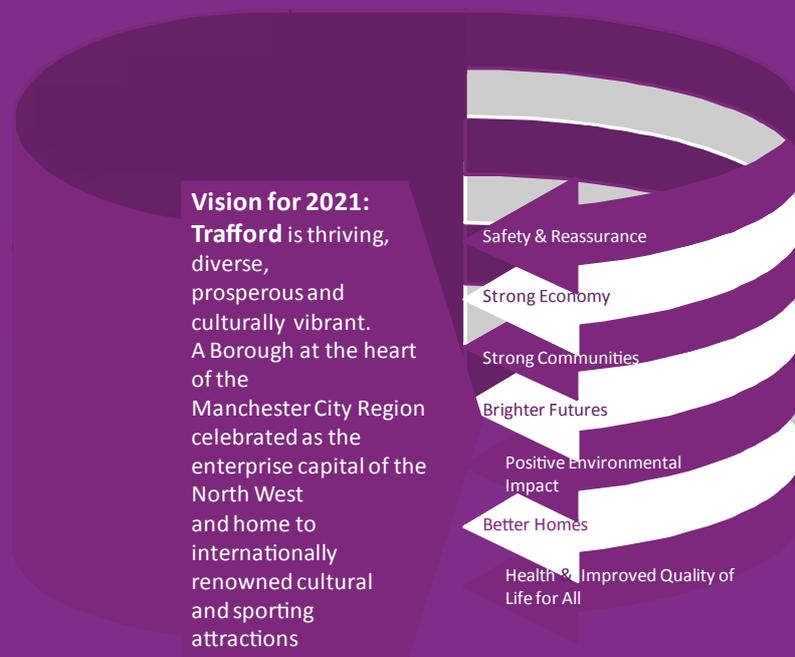
Thematic Partnerships Board - Is responsible for coordinating working across thematic partnerships.

Thematic Partnerships - There are 7 Thematic Partnerships, each focused on delivering one of the Trafford Partnerships 7 Key Objectives outlined in this document. These are the Safer Trafford; Trafford Economic Alliance; Strategic Housing; Environment; Strong Communities; Health and Wellbeing and the Children and Young People's Partnerships.

For more information on the Trafford Partnership please visit our website <http://www.traffordpartnership.org>

What you told us: The 7 Key Objectives

In 2007 we carried out the Trafford Partnership's first ever survey of residents: together with a consultation with local people, business and partners. You provided us with valuable information on what you saw as the biggest areas we needed to work on to deliver the Vision 2021 for Trafford. These areas are captured through the 7 Key Objectives shown below. We will direct our work as the Trafford Partnership to deliver these 7 Key Objectives. However, this is not to say that this is all we will do: we will also work on other areas that help to improve the quality of life for residents of Trafford.



Our commitment to reducing inequalities

One overriding principle that runs through these 7 Key Objectives is our commitment as a Partnership to reducing inequality. Overall residents enjoy a good quality of life in Trafford but this masks some stark inequality that exists between our most and least deprived communities. This is most stark in the area of life expectancy, where men in the least deprived areas can expect to live ten years longer than men in the most deprived areas, and for women the difference is six years. The evidence shows that inequality exists in all of the 7 Key Objective areas and a focus of the Trafford Partnership is on reducing this inequality.

Safety and Reassurance

Vision

By 2021 Trafford will be an exceptionally safe place to live, where crime continually reduces and fear of crime is not a constraint to daily life and investment. Trafford will continue to be the safest area to live in Greater Manchester.



Priority Outcome SR1

Lower levels of crime in all areas and especially in the areas of:-

- Anti-social behaviour;
- Drug and alcohol related crimes;
- Serious acquisitive crimes such as domestic burglary, robbery and motor vehicle theft and
- Crimes motivated by hate and intolerance

Priority Outcome SR2

Less fear of crime with more people feeling safe and reassured both at home and in the neighbourhood



Priority Outcome SR3

Nowhere in Trafford is identified in the most deprived 5% of neighbourhoods and fewer in the most deprived 20% in crime and disorder deprivation

More information on how this Key Objective will be delivered can be found in:-

Together We Will...Tackle Crime in Trafford, 2009-12

The Safer Trafford Partnership is the lead partnership on the delivery of the Safety and Reassurance Key Objective and its priority outcomes.

For more information on the Safer Trafford Partnership please e-mail safer@trafford.gov.uk



Strong Economy

Vision

By 2021 Trafford will have a high performing economy that makes a significant contribution to the Manchester City Region.

Business: Trafford will continue to attract and retain internationally competitive businesses, will have a strong local business base and have positioned itself as the enterprise capital of the North West.

Place: Trafford will provide a high quality, sustainable and competitive environment for investment with plans for Metrolink expansion secured.

People: Trafford will have a well skilled and adaptable workforce which meets the changing needs of the employers. Residents will participate in and benefit from the success of the local economy and the Manchester City Region economy.



Business Priority Outcome SE1

More new business start ups and better survival rates than anywhere in Greater Manchester

Business Priority Outcome SE2

More jobs and wealth created locally, particularly in the growth sectors



Place Priority Outcome SE3

A balanced mix of residential, retail, commercial, leisure and food and drink uses in the five town centres of Altrincham, Partington, Sale, Stretford and Urmston

Strong Economy



Place Priority Outcome SE4

Increased high quality industrial and commercial premises, especially in Trafford Park

Place Priority Outcome SE5

Plenty of high quality businesses in well served locations for new and expanding businesses and major relocations



Place Priority Outcome SE6

Expansion of the Metrolink secured

Place Priority Outcome SE7

Less carbon emissions from businesses (per capita)



People Priority Outcome SE8

Raised education and skills levels for all by the age of 19

People Priority Outcome SE9

More local young people in work, training, education and apprenticeships



Strong Economy



People Priority Outcome SE10

More people in work, particularly in our more disadvantaged communities

People Priority Outcome SE11

More people qualified to NVQ level 3 in the skill areas that meet the demands of employers



People Priority Outcome SE12

Increased language skills and knowledge

People Priority Outcome SE13

Nowhere in Trafford is identified in the most deprived 5% of neighbourhoods and fewer in the most deprived 20% in employment deprivation



More information on how this Key Objective will be delivered can be found in:-
The Economic Development Plan, 2010-13

The Trafford Economic Alliance is the lead partnership on the delivery of the Strong Economy Key Objective and its priority outcomes.

For more information on the Trafford Economic Alliance please e-mail strongeconomy@trafford.gov.uk



Strong Communities

Vision

By 2021 Trafford will be the most harmonious place to live in Greater Manchester, where people from different backgrounds get on well together and feel that they belong to their neighbourhood. The majority of residents will be satisfied with services and feel that they can influence decisions in their locality. The borough will have a thriving voluntary and community sector, where more people of all ages and backgrounds come together to help support their local communities.



Priority Outcome SC1

More people of all ages and backgrounds volunteer

Priority Outcome SC2

Trafford has a thriving community and voluntary sector



Priority Outcome SC3

Increased overall satisfaction with services in all communities

Priority Outcome SC4

More people from all groups and neighbourhoods feel able to influence decisions in their area



Strong Communities



Priority Outcome SC5

People from different backgrounds get on well together

Priority Outcome SC6

People feel a sense of belonging and involvement in their neighbourhood



Priority Outcome SC7

Nowhere in Trafford is identified in the most deprived 5% of neighbourhoods and fewer in the most deprived 20% in overall deprivation



More information on how this Key Objective will be delivered can be found in:-
Together We Will...Tackle Crime in Trafford, 2009-12
Trafford Cultural Strategy
The Fifty Plus Strategy, 2010-13

The Strong Communities Partnership will be the lead partnership on the delivery of this Key Objective and its priority outcomes.

For more information on the Strong Communities Partnership please e-mail strongcommunities@trafford.gov.uk



Brighter Futures

Vision

By 2021 our aim is that all children and young people are safe and can achieve their potential and are not disadvantaged by physical, emotional, social or economic barriers. They will be supported by excellent schools and services. Families will be engaged in determining the level of service and support they require.



Priority Outcome BF1

More local young people in work, training, education and apprenticeships

People Priority Outcome BF2

Improved education and skills attainment for young people, particularly for those who are vulnerable and underachieve



People Priority Outcome BF3

Less childhood obesity and more children and young people participating in physical activity and sport

Priority Outcome BF4

Reduced conception rates in under 18's

Brighter Futures



Priority Outcome BF5

Children are safeguarded and protected from harm

Priority Outcome BF6

Ensure children's emotional wellbeing



Priority Outcome BF7

Nowhere in Trafford is identified in the most deprived 5% of neighbourhoods and fewer in the most deprived 20% in education deprivation

More information on how this Key Objective will be delivered can be found in:-

Every Child Matters, 2009-12

Safeguarding Children Plan, 2009-12

The Children and Young People's Partnership is the lead partnership on the delivery of the Brighter Futures Key Objective and its priority outcomes.

For more information on the Children and Young People's Partnership please e-mail brighterfutures@trafford.gov.uk



Positive Environmental Impact

Vision

By 2021 Trafford will have high quality public spaces, countryside and streetscape that are accessible, well managed, attractive and well used. Fewer resources will be consumed as more residents, businesses and organisations reduce, reuse and recycle. Our impact on the climate will be reduced as less carbon is used in the transport, domestic and business sectors.



Priority Outcome PE1

Public spaces, countryside and streetscape that are easily accessible to all, attractive and well managed for residents and wildlife and well used by residents

Priority Outcome PE2

More recycling and composting by households



Priority Outcome PE3

More people using accessible public transport, walking and cycling

Priority Outcome PE4

Better maintained highways



Positive Environmental Impact



Priority Outcome PE5

More energy saving environmentally friendly homes

Priority Outcome PE6

Less carbon emissions from businesses (per capita)



Priority Outcome PE7

More businesses and organisations with environmental action plans

Priority Outcome PE8

Nowhere in Trafford is identified in the most deprived 5% of neighbourhoods and fewer in the most deprived 20% in living environment deprivation



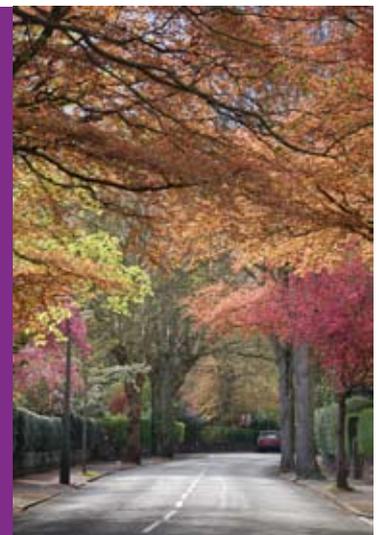
More information on how this Key Objective will be delivered can be found in:-

The Greenspace Strategy, 2009-14

Sustainable Trafford, 2009-12

The Environment Partnership is the lead partnership on the delivery of the Positive Environmental Impact Key Objective and its priority outcomes.

For more information on the Environment Partnership please e-mail positiveenvironment@trafford.gov.uk



Better Homes

Vision

By 2021 there will be better housing choice with more new and affordable homes. Homes will be more sustainable as more homes are built on previously developed land and are better designed and environmentally friendly. A wider range of high quality support services will be in place to support people such as the elderly and vulnerable to stay in their houses for longer and maintain independent living.



Priority Outcome BH1

More new homes

Priority Outcome BH2

More affordable homes



Priority Outcome BH3

An increase in better designed and environmentally friendly homes

Priority Outcome BH4

More homes built on previously developed land



Better Homes



Priority Outcome BH5

More vulnerable and older people are able to stay in their houses and be independent for longer

Priority Outcome BH6

Nowhere in Trafford is identified in the most deprived 5% of neighbourhoods and fewer in the most deprived 20% in barriers to housing services



More information on how this Key Objective will be delivered can be found in:-
Trafford Housing Strategy, 2009-12

The Strategic Housing Partnership is the lead partnership on the delivery of the Better Housing Key Objective and its priority outcomes.

For more information on the Strategic Housing Partnership please e-mail betterhomes@trafford.gov.uk



Health and Improved Quality of Life for All

Vision

By 2021 life expectancy in Trafford will be significantly above the national average and the gaps between the neighbourhoods with the worst and best health will be considerably reduced. Residents will be healthy, active and have an improved quality of life with more participating in physical activity, sport and culture.



Priority Outcome HQ1

Increased life expectancy with fewer deaths in all ages and through all causes

Priority Outcome HQ2

Life expectancy is narrowed between our highest and lowest income wards by 25%



Priority Outcome HQ3

More children have a healthier start in life with less smoking during pregnancy, more breastfeeding and less childhood obesity

Priority Outcome HQ4

A reduction in under 18 conception rate and fewer sexually transmitted infections in the under 25's



Priority Outcome HQ5

An reduction in mental ill health and incapacity

Health and Improved Quality of Life for All



Priority Outcome HQ6

Nowhere in Trafford is identified in the most deprived 5% of neighbourhoods and fewer in the most deprived 20% for health and disability deprivation

Priority Outcome HQ7

More older and vulnerable people achieve independent living



Priority Outcome HQ8

More people of all ages and groups participate in physical activity, sport and cultural activity

Priority Outcome HQ9

More groups offer and provide sporting and cultural opportunities for all ages and groups



More information on how this Key Objective will be delivered can be found in:-

**The Joint Primary Care Trust and Trafford Council Health & Wellbeing Strategy: Improving Quality of Life for All
Trafford Joint Strategic Needs Assessment, 2009-12
Trafford Cultural Strategy**

The Health and Wellbeing Partnership is the lead partnership on the delivery of the Health and Improved Quality of Life for All Key Objective and its priority outcomes.

More information on the Health and Wellbeing Partnership please e-mail healthqol@trafford.gov.uk healthqol@trafford.gov.uk



How we will deliver the Vision

Trafford Vision 2021: A Blueprint

This is the plan of plans for Trafford, sitting above all others. It is also referred to as the Sustainable Community Strategy. It sets out what the Trafford Partnership will deliver in the long term, by the year 2021. It is based on 7 Key Objectives that were identified by residents as being important.

The Local Area Agreement

This is a delivery plan for the 'Trafford Vision 2021: a blueprint'. It translates the high level vision document into specific targets to secure improvement that local people want to see. It is a three year agreement with priorities and targets agreed between all the main partners and central government.

The Core Strategy

This is the physical planning aspect of the 'Trafford Vision 2021: a blueprint'. It provides the planning framework for residential, business, retail, leisure, community, cultural and tourism development in Trafford.

Thematic Partnership Strategies and Action Plans

The 'Trafford Vision 2021: a blueprint' is also delivered through a series of more detailed strategies and action plans aligned to each of the 7 thematic partnerships. These plans are also detailed at the end of each of the 7 Key Objective sections in this document so you can find out more about how the 7 Key Objectives are delivered.

Individual Organisations Strategies and Plans

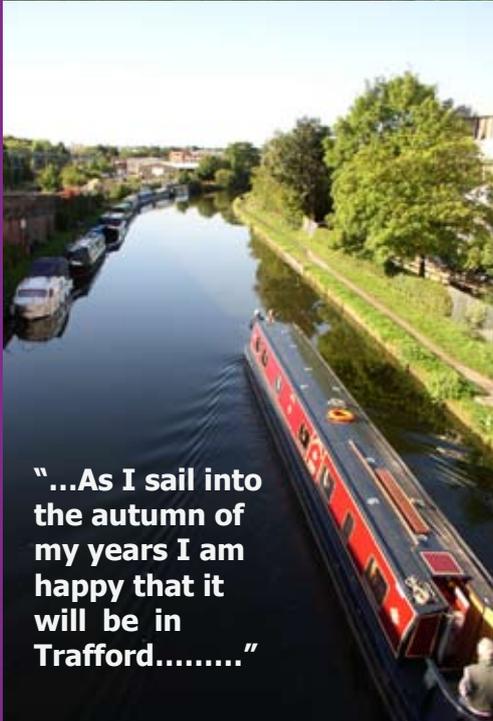
To connect the Vision 2021 and the Local Area Agreement with delivery, partners reflect the Vision 2021 in all of their strategic and operational plans.

What the Vision means to some of you

Trafford Partnership's VISION 2021



".....I hope that by working together we can make it happen."



"...As I sail into the autumn of my years I am happy that it will be in Trafford....."

Trafford is thriving, diverse, prosperous and culturally vibrant. A Borough at the heart of the Manchester City Region celebrated as the enterprise capital of the North West and home to internationally renowned cultural and sporting attractions.

By 2021:

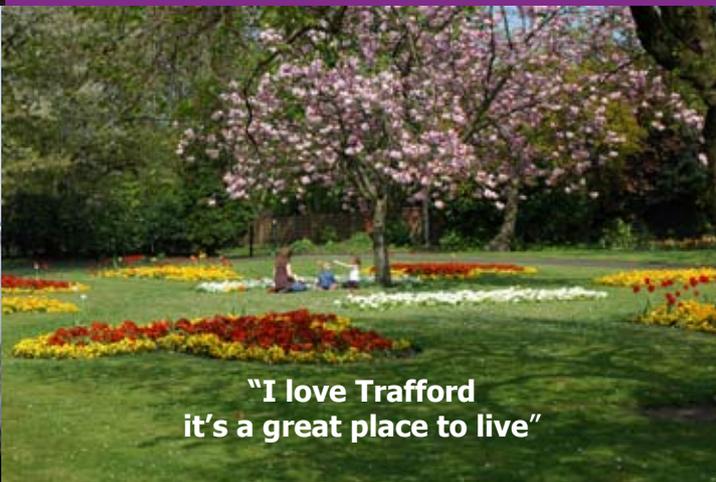
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As a destination, Trafford will consolidate and build upon the reputation of its renowned world-class attractions (Manchester United, Lancashire County Cricket Club, Imperial War Museum North and the Trafford Centre) providing a breathtaking mix of cultural, sporting, heritage and natural attractions together with vibrant town and shopping centres.



"...why wait until 2021?"



"I love Trafford it's a great place to live"

A history of the Vision

The 'Trafford Vision 2021: a blueprint' needs to be updated regularly to ensure that it is in line with what local people, business and partners say. This section provides a brief history of how document has evolved into what it is today.

The 'Trafford Vision 2021: a blueprint' was first launched in 2006. The strategy was a good starting point in laying down what the Trafford Partnership needed to deliver. However, it was felt that more needed to be done to ensure the strategy reflected local needs.

In light of this the Trafford Partnership undertook an extensive 15 week consultation with local people, business and partners in 2007 including neighbourhood forums; equalities partnerships; town centre partnerships; the Council Executive; topic based partnerships and more. We also held events and conducted on-line web as well as postal consultations.

Over 1,500 comments were received and there was strong support for both the vision and the Trafford Partnership commitments. The 'Trafford Vision 2021: a blueprint' was updated to reflect the comments received and a new version was published in 2008. It also established a list of Key Objectives that the Partnership should aim to deliver.

Although the updated 2008 refreshed 'Trafford Vision 2021: a blueprint' reflected what was important to residents, business and partners the feedback since has been that the document needed to be clearer on exactly what the partnership will deliver.

Therefore, in 2010 the Trafford Partnership restructured the 'Trafford Vision 2021: a blueprint' into its current format around the 7 Key Objectives highlighted in the 2007 consultation and streamlined the document to make it more outcome focused and readable for residents.

If you need help to understand this information, please ask someone to phone 912-2000 [email:trafford.direct@trafford.gov.uk] to let us know how we can best provide this information.

إذا كنت في حاجة إلى مساعدة لفهم هذه المعلومة الرجاء طلب من شخص الاتصال برقم الهاتف:
[trafford.direct@trafford.gov.uk] لاجبارنا عن كيفية تقديم هذه المعلومة بأحسن طريقة.
912-2000

ARABIC

如果您需要帮助才能看懂这份资料，可以请人致电：912-2000
或往这个地址 发电子邮件：trafford.direct@trafford.gov.uk, 告诉我们如何更好地给您 提供这些信息。

CHINESE

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2000 [ઈ મેલ:trafford.direct@trafford.gov.uk] નંબર પર ફોન કરો.

GUJARATI

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MIRPURI

Jesli potrzebujesz pomocy aby zrozumiec ta informacje, popros kogos,
aby zadzwonil pod numer 912-2000 [email: trafford.direct@trafford.gov.uk]
aby nas poinformowal, w jaki sposób najlepiej mozemy ci ja przekazac.

POLISH

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PUNJABI

اگر آپ کو یہ معلومات سمجھنے میں مدد کی ضرورت ہے تو براہ مہربانی کسی سے کہیے کہ وہ ہمیں 912 2000 پر ٹیلیفون کرے
[میل: trafford.direct@trafford.gov.uk] تاکہ ہمیں معلوم ہو سکے کہ آپ کو یہ معلومات فراہم کرنے کا بہترین طریقہ کیا ہے۔

URDU



Notes

Notes



For further information:

Email: communitystrategy@trafford.gov.uk

Tel: (0161) 912 4923

Regeneration, Economic Development, Policy & Partnerships
Trafford Metropolitan Borough Council
Trafford Town Hall
Talbot Road
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Greater Manchester
M32 0YT

