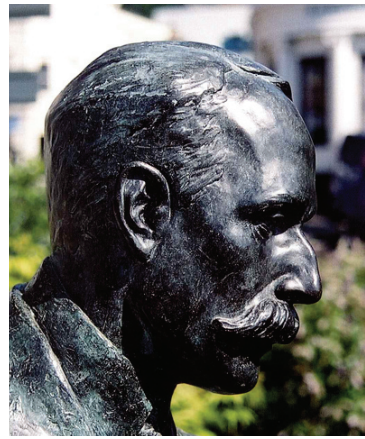


Vision 21 - The Malvern Hills Partnership Our Future. Together



*A sustainable community strategy for
Malvern Hills District
2006 - 2021*

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Introduction by Guy Weston , Chair of Vision 21 and Serena Croad, Leader of Malvern Hills District Council

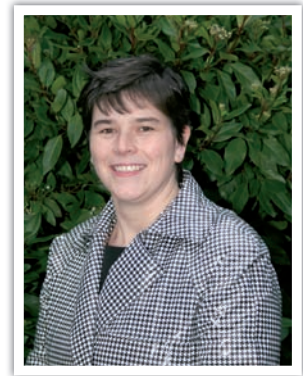
Our Future. Together defines the aspirations of the Malvern Hills Partnership (Vision 21) for the Malvern Hills District up until 2021, building on and remaining consistent with the Community strategy set for 2003 - 2006. It draws on the existing strengths and challenges facing the District, the current conditions that exist locally, regionally and nationally and on the views and desires of the residents and organisations within the District.

Our Vision for the future is of:

“A District with a mix of people of all ages, living in supportive communities, where people can travel without reliance on owning a car, where they can live in safety, free from crime and the fear of crime, where the rural character and beauty of the area is looked after, where they can enjoy a good standard of living and have secure, well paid and fulfilling jobs and can afford a home that suits their needs.”

In addition to reaffirming our Vision for the District the strategy explains our priorities and the cross cutting work that we will focus on.

In deciding the key priorities for the District, the Malvern Hills Partnership is aware that residents value the areas' outstanding beauty and the Partnership is conscious that alongside this, there has been great creativity and innovation which still continues. Our 'Story of the District' aims to draw a very broad picture of the District so that our priority work can be placed within this context.



The task is to build on this story to ensure that the District's communities continue to be vibrant and enduring. MHP has identified three priorities through which this can best be achieved. It is considered that these three areas compliment each other in the strategy for the future and will, by their nature, positively affect all other important issues.

These priorities are:

- **Protecting Our Environment and Tackling Climate Change**
- **Meeting local Housing needs**
- **Improving Economic Viability**

Although three priorities have been identified, there are other areas which are also central to the wellbeing of the people who live and work here. These are:

- Stronger Communities
- Improving Health and Wellbeing
- Meeting the Needs of Children and Young People
- Communities that are Safe and Feel Safe

A number of the issues arise from the key priorities and central themes in this Sustainable Community Strategy and these have been identified and included for consideration as part of the South Worcestershire Joint Core Strategy, which will form the basis of the Local Development Framework (a series of Planning policy documents).

The Malvern Hills Partnership recognises the sub regional role of the city of Worcester and the significant effect that this will have on development and the demand on infrastructure and services in Malvern Hills District. We will work hard to maximise the positive impact and to limit the negative aspects of any future large scale developments.

The broad strategic areas contained in *Our Future Together* have been and are being followed up with specific action plans in themed and priority areas. These are to be taken forward by local theme groups who will turn our aims into action and more importantly - results.

To add value as a strategic partnership, The Malvern Hills Partnership must be able to bring together people and organisations that can make a difference and then make sure they do!

We are confident that the commitments we have made in this document are right for the District today and will ensure that our future District remains a first class place to live work and visit.



Cllr Serena Croad
Leader
Malvern Hills District Council



Guy Weston
Chief Executive
Festival Housing Group



How this Strategy was developed

When the first Community Strategy was devised in 2002, extensive public consultation was carried out to identify the issues which people thought were most important for the District. Our approach was to use this information as the basis for this reviewed Strategy.

The Strategic Board also examined statistical data about the District from a wide range of sources, including data published by Government, various local organisations, the Primary Care Trust and Police, and local environmental data from bodies like British Gas and the World Wildlife Fund. Surveys carried out by Malvern Hills District Council and Worcestershire County Council on the views and concerns of local residents and their priorities for improvement were also examined.

Vision 21 also recognised the value of Parish Plans. Preparing these plans had involved significant consultation within parishes and they provided useful information about local issues. Vision 21 was able to identify the issues being raised in Parish Plans across the District and took these into account.

The Strategic Board then embarked on a lengthy visioning process to determine what issues were the key priorities for ensuring the future well being of the District.

The Strategic Board consulted all Vision 21 Partners on their views and a series of consultation meetings were held throughout the District. This consultation was also open to Parish and Town Councils and the public. As a result a draft short form Sustainable

Community Strategy, which set out the agreed key priorities and central themes for the District, was produced and was endorsed at Vision 21's annual Conference on 28th February 2007.

This document is the full Sustainable Community Strategy which develops those key priorities and themes, and explains how they will be achieved.



Actions by Malvern Hills Partnership and its partners

Details of the priorities and central themes and the actions being taken or proposed by the Malvern Hills Partnership and its partners are set out in this document.

- We will do all we can to influence and encourage its partners and other organisations to address these issues in their strategies and plans and ensure that they are aligned in their approach.
- We will be working to ensure that County wide strategies and the Local Area Agreement assist us in achieving our aims, and will also seek to positively influence new and emerging regional and national plans where ever possible.
- We will also work with local communities to support actions relating to these issues and to play their part in making improvements.
- We are conscious of the distinct geography of the area and the problems that ensue with cross boundary issues.
- We will work in conjunction with neighbours in Worcestershire, Shropshire, Herefordshire and Gloucestershire for the mutual benefit of the people who live and work here.



The Malvern Hills District - The Place and its People

Malvern Hills is located in the West Midlands on the outskirts of Worcestershire. It is one of the least densely populated districts in Worcestershire with a population of around 73, 900 residents sparsely covering an area of 577 km². The principal towns in the district are Malvern, Upton upon Severn and Tenbury Wells.

The area is largely rural with the Malvern Hills, designated an Area of Outstanding Natural Beauty, providing a spectacular centre point to the district. The hills boast unique panoramic views and attract over 1.5 million tourists every year. As well as the natural environment, Malvern Hills is also rich in heritage and the arts and the area offers a variety of attractions such as the Three Counties Show, the Upton Jazz Festival and the Mistletoe Festival in Tenbury.

Because and despite of its largely rural nature the Malvern Hills is presented with many issues and opportunities ranging from having some of the most nationally sparsely populated rural areas to growth, economic development and community issues related to a range of towns and urban areas which are essentially typical of urban areas elsewhere in the South Worcestershire the county and the region.

Demographics

The population of Malvern Hills has increased in recent years, with a 4.57% rise since 2001. Also, 2.4% of the population are from the black or minority ethnic (BME) community, rising to 5.9% with the inclusion of Gypsies and Travellers, which is significantly lower than other districts within the Worcestershire County.

Malvern Hills has an ageing population with



nearly 21% of Malvern Hills residents over 65, well above the regional average. On the whole, the younger age groups make up less of the population with those aged between 20-29 being the smallest. Migration from the district amongst the younger working groups is high.

The Regional Spatial Strategy will significantly impact on these figures.

The Economy & Enterprise

There are over 3,500 businesses in Malvern Hills and unemployment is, at 1.5%, significantly below the national and regional average. The area is home to the Malvern Hills Science Park and the

Enigma Business Park, both of which offer opportunities for employment and business premises. QinetiQ, Malvern's largest employer, is located in the Science Park and is a world leader in innovations, research and product development.

Malvern Hills also attracts independent businesses, with 88% of businesses falling into this category. Between 2005/06 the number of small business start-ups doubled, the highest rate of increase in the UK and the start up rate is still above average.

The average annual income for an adult in the area (£30,836 for full-time workers) is above the national average, but household income falls below the national average. Furthermore, Malvern Hills has a lower percentage of economically active residents at 67% than the rest of the region. Although there are less people working in a household in Malvern Hill, those that do work earn above the national average.

Education

Malvern Hills continues to perform highly in education, with the area having significantly higher levels of numeracy and literacy than average. The district also has nearly double the national average of residents (40%) qualified to NVQ Level 4 and above, with 25% having obtained a qualification at degree level or higher. Conversely the District also has an higher than average proportion of the population with no formal qualifications

Health Profile

The Malvern Hills health profile indicates that the general health of the population is significantly better than the national average, with life expectancy higher by about a year. In 2006 estimates suggested that residents tended to lead healthy lifestyles; with both smoking and alcohol

consumption significantly lower than average. Also above average, almost a third of adults manage to eat the recommended daily level of fruit and vegetables. The rates of deaths from circulatory diseases and cancers have steadily been falling and remain significantly lower than the national average. However, just over 20% of adults are obese, around the national average. .

Housing

There are over 30,000 homes in Malvern Hills, with 75% being owned outright, or with a mortgage, compared to the national average of 68.2%. However, the demand for housing far outstrips the supply, and the average house price is 5% above the national average. As a result, affordable housing is an important issue within Malvern Hills. A current major project in the area is the 'North Site' development, where 43% of new homes built will be classed as 'affordable'. (i.e. either socially rented or shared ownership).

Transport

As a result of the largely rural nature of the area transport links are vital to the economy to provide access to employment, housing, shops and other facilities. Parts of the district lack good road connections and access to public transport, which causes a majority of residents to remain reliant on the car as the only means of reliable/practical transport.

Crime Levels

On the whole, the crime levels for the district are significantly lower than the national average and are even decreasing. According to recent data, the Malvern Hills district is considered the fifth safest place to live in the country. An effective, multi-agency approach, to crime reduction is in place through the South Worcestershire Community Safety Partnership.

Malvern Hills is amongst the least deprived areas in the country. However, there are areas of disadvantage in some parts of the district, particularly in the Pickersleigh ward which scores highly on almost all indices of disadvantage and presents a big challenge to all agencies working in the Malvern Hills.

Our Leisure And Arts

The Malvern Hills are alive with the sound ...of well every form of visual and performance art organised by an even wider variety of groups and organisations.

In addition to the nationally recognised Malvern Theatres which is owned by the District Council, the District also offers the voluntary organised Upton Jazz, Blues and Folk festivals, has the largest take up of rural arts promotions in the County and sees Tenbury celebrate its cultural heritage through an Applefest and a Mistletoe Festival.

Our sports facilities are also recognised as first class facilities with the award winning Splash complex and two other facilities that have received almost 100% satisfaction ratings in a recent user survey.

Flooding

The district was badly affected by flooding in 2000 and 2007. In the summer floods of 2007 over 800 homes and a range of public amenities were affected. The impact of the flooding continued for a number of months but the community adopted a resilient nature as residents undertook repairs to property and refurbished households. Nonetheless, some 5 months later, over 150 households remained displaced as a result of the flooding.



Residents Priorities & Satisfaction

Satisfaction with the area as a place to live has steadily improved over the last three years, with most recent research showing a 92% satisfaction level by residents. In particular, residents' satisfaction with the following services has risen and remains within the top quartile.

- Sports & leisure facilities
- Parks and open spaces
- Street Cleanliness
- Recycling facilities

On the other hand, recent research shows that the issues that residents feel most need improving are:

- Activities for teenagers
- Public transport
- Affordable decent housing

The information above provides an important basis for developing service improvements to meet residents' needs, and has informed the development of the Sustainable Community Strategy.

Key Priorities And Central Themes

The next pages outline our broad aspiration for work on our priorities and the ‘themes’ that will make sure we work together to achieve our vision. We will be working to develop action plans that will ensure that the Malvern Hills Partnership adds value to the excellent work already being done by agencies and volunteers in our community.

Protecting our Environment and Tackling Climate Change

Lead Agency: Environment Agency
Private Sector/ Third Sector Champions:
Local Agenda 21

The District is known for its natural beauty, its open spaces and largely rural nature. It also has a number of attractive historic towns and many thriving communities. One of the reasons people want to live in, work in and visit the District is the quality of the environment. It is important therefore to look after our environment for future generations.

As well as local environmental concerns, such as unsuitable development, there are global issues such as climate change and the consumption of natural resources faster than they can be replenished.

Climate Change is now recognised as the most urgent and profound challenge to humankind and its future on earth – a challenge to which each and every one of us must be prepared to respond. While it is true that this global problem requires a global solution, our local and individual decisions and actions, combined with those of local and national government, are key to addressing climate change and the more sustainable use of resources.



We are committed to doing all we can to address the causes and consequences of climate change. It is our aim to:

- Reduce the carbon footprint of the District over the next four years and beyond
- Protect against flooding
- Decrease waste
- Increase recycling and recycling rates

Our approach will be to include actions of ‘mitigation’ (i.e. initiatives that aim to slow down global warming by reducing greenhouse gas emissions) and actions of ‘adaptation’ (i.e. initiatives that aim to prepare us better for a less predictable future with more extreme weather, greater

risk of flooding, drought, structural damage and disease etc.).

The Key elements of our approach will be to encourage, influence and facilitate actions which reduce our eco footprint-our collective contribution to global warming and use of resources. In the first instance we will seek to maximise the take up of Climate Change Pledge by organisations throughout the District.

In particular to:

Encourage individuals and organisations to take practical steps to tackle climate change and address its impact including:

- Working towards switching from carbon-based energy consumption in buildings and vehicles to renewable sources
- Minimising waste of energy and materials
- Helping to develop and implement sustainable transport policies through the Worcestershire Integrated Passenger Transport Strategy
- Agreeing and implementing Green Travel Plans throughout the District
- Providing exemplary standards of biodiversity and sustainability in all public and open space (e.g. parks, gardens and public places)
- Reducing the amount of waste sent to landfill by promoting and supporting waste minimisation and recycling in all households
- Reducing the amount of waste sent to landfill by promoting and supporting waste minimisation and recycling in the commercial sector
- Promoting and supporting the attainment of high standards of insulation and other energy conservation measures in the existing housing stock across the district

Support initiatives that tackle climate change and address its impact :

- Support projects that climate change-proof public services
- Promoting and encouraging local people to support their local businesses and to buy more locally-produced products to minimise travel and transportation
- Encouraging and supporting local business to develop their local markets

Encourage adoption of policies and practices that tackle climate change and address its impact :

- Ensuring that all new development in the district is sustainable in terms of location, design, use of building materials, drainage arrangements and construction methods
- Using pollution control policies and procedures to minimise climate change impacts across the district
- Ensuring that emergency procedures and equipment are kept up to date to meet the increased risks of climate change consequences
- Ensuring that all drainage and other water course that impact on flooding are functioning effectively
- Enforcing environmental health policies vigorously to respond to increased public health risks resulting from climate change (e.g. regarding waste, pests and insects)
- Lobbying regional and national bodies for higher climate change-proofing standards in planning policies and building regulations

The evidence for this priority is contained in the following:

Malvern Hills Ecological Footprint 2006 (World Wildlife Fund, 2006) Domestic Carbon Dioxide Emissions for Selected Cities (British Gas, 2006) Audit Commission Area Profile 2005 Results of Consultation on draft Sustainable Community Strategy

Meeting Local Housing Needs

Lead Agency:

Malvern Hills District Council

**Private Sector/Third Sector Champions:
Festival Housing**

Malvern Hills District is an attractive area where people want to live. There is a high level demand for housing and consequently house prices are high. It is important for the future of the District that people, particularly young people, can continue to live here and are not forced to leave for more affordable areas.

The South Worcestershire Joint Core Strategy include our aspirations for Housing for the future and seeks to develop a balanced housing market; i.e. one which creates and maintain decent 'lifetime homes' that are accessible and , affordable and communities that are sustainable.

It is CRITICAL that the Regional Spatial Strategy growth is closely integrated with investment in sustainable transport infrastructure.

The Housing Strategy, published by the District Council, but developed in partnership with key agencies contains the priorities for the District outlined below. The Malvern Hills Partnership will bring together the key organisations involved in the supply of affordable housing and housing services with the aim of :

- Meeting affordable housing requirements by maximising the amount of affordable housing options, including shared ownership, available to people throughout the District in rural and the more urban areas.
- Providing a sensitive service for homeless clients by decreasing the use of temporary accommodation, developing more bespoke solutions for those experiencing particular and acute housing problems (domestic violence, travellers, migrant workers and key workers,) and improving the time it takes to re-house homeless people and their families.
- Meeting housing, and supporting the particular needs of Black and Minority Ethnic communities
- Improving conditions within the private sector and making use of empty properties by ensuring 75% of all vulnerable households living in the privates sector are living in 'decent homes' by 2010 and by encouraging the sale and or letting of empty properties.
- Working within County wide Supporting People partnership (i.e. promoting quality of life and independence for vulnerable people)
- Delivering integrated services to older and more vulnerable people to enable them to live as independently as possible in their own homes.

Improving Economic Viability

**Lead Agency: Chamber of Commerce
Private Sector/Third Sector Champions:
Federation of Small Businesses /
Learning Skills Council**

The District economy is characterised by a small number of fairly large employers and a greater number of very small businesses. For the economy to thrive there needs to be a more diverse and secure business base which would absorb any change should, for example, a large business leave the area.

Given the largely rural nature of our local economy its future growth and success is closely linked to wider strategic transport considerations such as Rail Parkway stations which will be critical to the delivery of sustainable access to markets, opportunities, jobs and services.

As rural economies change we need to stimulate and support traditional activities and diversity which enhance the local environment. We would like to see this area, both rural and urban, become a flagship of innovative environmental technologies capitalising on its uniqueness.

Salaries of those working and living in the District tend to be lower than those who commute out of the District for work. We need to encourage more employment opportunities which demand the full range of skills and work towards a better infrastructure, which makes the whole District a good place to locate businesses.

In particular we will work on maximising the potential of the Central Technology Belt to attract High Technology Businesses that are good for the environment and provide

better 'quality' job opportunities. We will also focus on the visitor economy and where it is opportune, stimulate local and rural business activity whilst always being mindful of our climate change commitments and the economic challenges they will bring"

Over the next four years we will aim to

- Increase the number of new business start ups by 10% and the total number of VAT registered businesses in the District by 3%
- Increase the net spend in the visitor economy by £7 million per annum by working with partners and businesses to
- Raise skills levels in the District.

MHP's key actions to address the above Priority Issues:

- Support the retention and success of QinetiQ in Malvern.
- increase local procurement benefits for local companies
- Establish free monthly Business Clinics for District Businesses
- Secure occupancy of at least 75% of units at the MHSP to hi tech businesses.
- Assist the delivery of a funding package for Blackmore Business Park infrastructure
- Minimise the negative impacts of rural post office closures..
- Work to tackle worklessness in particular in our most challenging geographical areas.
- Provide visitor information and facilities that are recognised as being exemplar in the West Midlands
- Extend the tourism information network to include over 15 additional outlets

- Develop a website allowing online booking of accommodation and attractions leading to a 10% year on year increase in bookings
- Increase the amount of graded accommodation available in the District
- Help secure the completion of a new hotel in Malvern.
- Continue to improve our town centre environments
- Enhance the experience of visitors by building a 'Welcome Host' culture across all sectors.

Evidence Bases

The evidence for this priority can be found in the following:

- *Malvern Hills District Economic Strategy 2006*
- *Worcestershire County Economic Assessment 2004/05*
- *Audit Commission Area Profile 2005*

Stronger Communities

Lead Agency:

County Association of Local Councils

Private Sector/ Third Sector Champions:

Community Action

The district consists of many diverse communities of interest and of geography.

To improve the quality of life of everyone and ensure prosperity and opportunity are shared by all we need strong communities which recognise and value everyone's contribution.

We will continue to work with community and voluntary sectors and locally elected representative at parish and town level to support local democracy and activity, and to encourage and support volunteering.

In particular we will :

- Work to achieve fairness in opportunity across the district by addressing the needs of minorities, particularly new emerging communities, those we who are harder to reach and those in particular areas of disadvantage.
- Work towards a higher quality and efficiently integrated sustainable transport network; with improved walking and cycling links, better road links to the Worcestershire growth areas and better rail links through improved infrastructure.

- Continue to provide and develop leisure and cultural facilities and the opportunity to participate in and enjoy local events and activity.
- Aim to have every parish covered by a parish plan within the next four years
- Increase the number of volunteers working in and around our communities of geography and of interest.

Improving Health and Wellbeing

Lead Agency: Primary Care Trust Private Sector/Third Sector Champions:

The Malvern Hills Partnership will work together to tackle risks to good health that the NHS cannot address on its own. The District has areas of both urban and rural disadvantage where securing health for all has to be a priority.

Although the Malvern Hills area is rich in local resources that enable people to adopt healthier lifestyles, there is much to do to ensure that the majority of the population are routinely active enough to reduce their risks of (for example) obesity, heart disease and cancers. In 2007, Homelessness and road accidents were areas of particular and specific public health concern.

We are committed to supporting all local people to take and sustain positive actions for better health throughout their lives. In this most rural of Worcestershire's districts, we will connect up services in health and social care, housing, planning and community safety that maintain health and wellness. We will promote the development of care across all these sectors that is effective, evidence-based, and safe.

We will develop partnership approaches to health and activity and maximise the funding available to them by making the best use of lottery and other core funding opportunities.

We will facilitate the shared and innovative delivery of services within the District that maintain health and wellbeing through the use of shared premises, integrated staff teams, secondments and joint commissioning of services

We will work with the main agencies to ensure that the new Malvern Hospital meets the current and future health needs of the residents in our District.

Our main aims are to

- Increase life expectancy
- Reduce incidences of Coronary Heart Disease and Cancers by working closely with GP's and leisure providers and other schools to encourage healthy lifestyles and extend the range and reach of intervention services.
- Improve the quality of life of older people, particularly where they suffer from a limiting long term illness, by extending the availability of activity and exercise opportunities and improve local transport, welfare information and advice services.
- Reduce health inequalities by targeting and focussing efforts on areas that are more challenging, and designing services that enable easier access for those harder to reach or who have, historically, not been able to access health services and advice.

Meeting the Needs of Children & Young People

Lead Agency:

Malvern Hills District Council

Private Sector/ Third Sector Champions:

The Malvern Hills Partnership will support all agencies to ensure that young people and children are respected, valued, protected and appropriately provided for in their communities. Specific issues relating to children and young people in this District are set out in the District's Children and Young People's plan, drafted as the District Contribution to the county plan, in response to The Children's Act and Every Child Matters.

Various partners are involved in the Districts Children and Young People's Partnership. The District's Children and Young People's Plan will set out the details of actions which will be taken by partners. These actions will support the LAA targets in relation to Meeting the Needs of Children and Young People.

We will encourage and support actions that "Improve the access to and involvement in activities which meet the development needs of children and young people and enhance their contribution to the wider community" under the more specific objectives

- **Children and young people are healthy**
- **Children and young people stay safe**
- **Children and young people enjoy and achieve**
- **Children and young people make a positive contribution**
- **Children and young people benefit from Economic Wellbeing**

These form part of our themed action plan which includes a host of different actions and which aim to ensure that :

- More children and young people have healthy diets
- More children and young people take part in structured physical activity
- Fewer children and young people are bullied
- More young people, who are at risk of significant harm are recognised and protected as early as possible
- There is early intervention to support families from disadvantaged communities
- Fewer families experience domestic violence
- There is greater access by children, young people and their families to community resources
- There are a wide range of learning experiences available to give children and young people skills for life
- More young people feel respected and responsible within their communities
- Fewer young people enter the youth justice system and fewer young offenders re-offend
- More children, young people and families contribute to key decisions affecting their lives and are involved in the planning and monitoring of the delivery of services
- Increased proportion of young people aged 16-18 are in education, employment and training

Communities that are Safe and Feel Safe

Lead Agency: West Mercia Police
Private Sector/Third Sector Champions:
Malvern Hills District Council

Although Malvern Hills District is recognised as having a low crime rate and fear of crime is falling, there are neighbourhoods with disproportionate amounts of crime, anti social behaviour and disorder. Anti-social behaviour caused by adults and young people alike is an issue in some areas.

Various partners serve on the South Worcestershire Community Safety Partnership, which develops actions in support of this objective. The priorities for action in the Community Safety Strategy are:

- Reduce crime Provide reassurance
- Tackle anti-social behaviour and disorder
- Reduce the harm caused by drugs and alcohol

A number of partnership activities are underway in Malvern Hills, based on a core group of West Mercia Police, Malvern Hills District Council and Festival Housing. In addition to work underway we will

- Co-ordinate enforcement of anti-social behaviour legislation
- Continue to support the neighbourhood watch network across the district.
- Target shared resources to achieve a greater impact, for example jointly owned portable CCTV systems.
- Tackle the causes of crime through family support and 'hot-spot' analysis.
- Encourage residents to lead environmental improvement schemes—for example the Pickersleigh Community Garden scheme and the Five Oaks planning for real improvement scheme.

- Improve facilities and pilot summer schemes for children and young people as a diversion away from anti-social behaviour and vandalism.
- Develop co-ordinated activity, in particular communities that experience acute incidences of anti social behaviour e.g. Kempsey and Pickersleigh

How we will we know we are achieving

The Strategic Board will monitor the progress towards the objectives set out in the following ways:

- There will be regular reviews of partners' progress
- A particular check will be kept on progress on priority issues
- A three year review of issues will be carried out.

This Sustainable Community Strategy will also feed into the Worcestershire Sustainable Community Strategy and from the Worcestershire Strategy will be drawn future Local Area Agreements. As part of this agreement, significant monitoring of progress on achieving the agreement's outcomes will take place and the Malvern Hills Partnership will have access to this data in assessing the progress being made in this District.

We will periodically conduct a self appraisal of how it operates as a partnership and look for ways of improving its own performance and will convene regularly with the wider partnership and District residents.

Conclusions

The Community Strategy is about making a difference for local people.

It is based on a shared vision and shared sense of priorities for the Malvern Hills District and as such sets the overall strategic direction and long term vision for the economic, social and environmental well being of the area for the next five years and beyond.

Our Future. Together not only sets out these priorities but takes into account the natural and social heritage of our District and important local policies plans and agreements.

The Malvern Hills Partnership will take the lead in making sure our vision is translated into actions that will make the difference for our residents and communities.

To comment or for further information on this Strategy or the Malvern Hills Partnership please contact:

Fozia Yamin,
Performance and Policy Officer,
Malvern Hills District Council,
The Council House,
Avenue Road,
Malvern,
Worcs WR14 3AF

Tel: 01684 862263
Email: fozia.yamin@malvern hills.gov.uk

This document is also available on the internet at www.malvern hills.gov.uk . It can also be made available in a range of languages and other formats.

Appendix A

Appendix One

About The Malvern Hills Partnership

Vision 21 Malvern Hills Partnership comprises organisations from the public, private, voluntary and community sectors operating in Malvern Hills District (A full list of Partners is set out at the end of this document.)

The structure of the Partnership is as follows:

A Wider Partnership comprising a variety of organisations from the District. Whilst the wider Partnership may meet only at the Annual Conference it has a role in contributing to the Sustainable Community Strategy and any reviews and, when appropriate and time allows, to other issues on which the Malvern Hills Partnership is consulted e.g. The Local Transport Plan. Partners are expected to make a positive contribution to the work of the Malvern Hills Partnership.

The Strategic Board which comprises representatives of local authorities, private sector, voluntary and community sector and other public sector bodies. Other Partners may be co-opted onto Task and Finish Groups or the Strategic Board as needed to contribute to specific issues.

Task and Finish Groups which work on: projects where they can make a difference and add value; cross cutting issues; any issues not covered by the Local Area Agreement and County Theme Groups and consultations from other bodies where appropriate.

Lead Agencies and Champions for the Theme represent the Partnership on the County Theme Groups. The Champions are members of the Strategic Board.

Other Partnerships

A number of other partnerships are affiliated to the Malvern Hills Partnership and have a major role in achieving its aims. These include the Community Safety Partnership and the Malvern Hills District Transport Partnership.

Malvern Hills Partnership Partners and Contributors

Abberley & Malvern Hills Geopark	Malvern Hills Conservators
Advantage West Midlands	Malvern Hills District Council
Aerosystems International Ltd,	Malvern Hills District Older Persons' Forum
Age Concern, Malvern and District	Malvern Hills District Transport Partnership
Arts Council, West Midlands,	Malvern Hills Highways Partnership
Borrowers Toy Library	Malvern Hills Science Park
Bransford Webbs Plant Company	Malvern Instruments
County Association of Local Councils, Worcestershire	Malvern Theatres Trust Ltd
Chamber of Commerce, Hereford & Worcester	Natural England
Churches Together in Malvern	QinetiQ
Citizen's Advice Bureau (CAB)	Religious Society of Friends (Quakers)
Community Action, Malvern & District	Robson Ward Kitchens
Community First	Tenbury Area Partnership
Connexions – Herefordshire & Worcestershire	Three Counties Agricultural Society
English Braids	University of Worcester
Environment Agency (Midlands Region)	Upton Christian Council
Area of Outstanding Natural Beauty (AONB)	Waitrose
Federation of Small Businesses	Malvern Town Council
Festival Housing Group	West Mercia Constabulary
Government Office West Midlands	West Mercia Probation Service
Hereford & Worcester Earth Heritage Trust	Worcestershire Biodiversity Partnership
Hereford & Worcester Fire & Rescue Service	Worcestershire County Council
Hereford & Worcester Learning and Skills Council	Worcestershire Federation of Women's Insti- tutes
High Technology Specification Malvern Limited	Worcestershire Primary Care Trust
Jobcentre Plus Malvern	Worcestershire Wildlife Trust
Legal Services Commission	Young Farmers
Local Agenda 21 (Malvern)	Youth Service
Malvern Hills and Evesham College	Malvern Hills Conservators

Appendix Two

Links with the Worcestershire Sustainable Community Strategy and Local Area Agreement

Worcestershire also has a countywide Community Strategy. This will be reviewed in late 2007 by the Worcestershire Partnership. The Malvern Hills Sustainable Community Strategy will feed into the new Worcestershire Sustainable Community Strategy.

The Worcestershire Partnership is the local strategic partnership for Worcestershire, and comprises a number of key organisations in the County, from public, private and voluntary and community sectors, including the Malvern Hills Partnership. One of the roles of the Worcestershire Partnership is to negotiate and administer the Local Area Agreement (LAA) for the County.

The LAA is a funding agreement between a local area and the Government. The outcomes contained in the LAA are derived from the various Community Strategies in the County. It is likely that the amount of local public spending channelled through the LAA will increase in future years and it is therefore important that the Malvern Hills Partnership is able to influence and contribute to the Local Area Agreement.

The Local Area Agreement has a number of thematic blocks as follows:

- Communities that are Safe and Feel Safe
- A Better Environment for Today and Tomorrow

- Economic Success that is Shared by All
- Improving Health and Wellbeing
- Meeting the Needs of Children and Young People
- Stronger Communities

The key priorities and central themes of the Malvern Hills Sustainable Community Strategy tie in with these thematic blocks (Housing issues being part of the Stronger Communities block). County wide theme groups have been established to manage these thematic blocks, and the Malvern Hills Partnership intends to be represented on these groups to play its part in this work and look after the interests of the Malvern Hills District.

Appendix Three

Vision and Objectives for the South Worcestershire Joint Core Strategy.

Spatial Vision.

By 2026 we aim to make South Worcestershire a prosperous, vibrant, safe and creative place to live, work and visit with a high quality of life for all in thriving and sustainable urban and rural communities. The Central Technology Belt will have attracted high technology and innovative businesses, which will promote continued economic growth accessed by fast and efficient public transport with reduced dependence on the car. Development growth where everyone has access to decent affordable homes, jobs, health and community facilities, will have been accommodated in ways which reduce the carbon footprint as well as enhancing the areas natural beauty and quality of landscape, its biodiversity and cultural heritage. The market towns and villages will have maintained their focus for local services and be valued for their diversity and richness. At the heart of South Worcestershire will be the historic and University City of Worcester which will fulfil its sub regional role as a thriving retail, employment, educational, leisure and tourist centre. South Worcestershire residents will be inspired to actively contribute to the social economic and environmental well being of the area.

Objectives

Communities that are safe and feel safe.

- To Reduce crime and fear of crime in South Worcestershire by ensuring that community safety is a fundamental principle of all new development by promoting well designed places, spaces and buildings.

A Better Environment for today and tomorrow.

- To ensure that development is sustainable by reducing the consumption of natural resources through environmentally friendly construction and the use of renewable forms of energy, as well as considering flood risk, promoting greater levels of recycling, and reducing waste and pollution.
- To ensure that the urban built heritage, particularly within Worcester, Evesham, Malvern, Droitwich Spa, Pershore, Upton upon Severn, Broadway and Tenbury Wells is protected, and that new development protects and enhances assets of local urban design, cultural and conservation importance.
- To protect the varied character of the settlements of South Worcestershire by ensuring that the scale and location of development is in keeping with their size, character and function.
- To conserve, enhance and restore biodiversity, landscape character, air, soil and water quality and to reduce the risk of flooding.

Economic Success that is shared by all

- Work with the Central Technology Belt to protect and enhance the existing employment base by attracting new high technology and service sector businesses.
- Work with partners to strengthen the urban and rural economy by enabling local businesses to start, grow and diversify.
- To maintain and enhance the sub regional role of Worcester as a major retail, university and tourist centre whilst ensuring the continued viability and vitality of the main service centres of South Worcestershire.

Improving, health and wellbeing.

- To improve the health of South Worcestershire residents by improving access to informal and formal green spaces, encouraging participation in healthy activities and through improved access to health care provision.

Meeting the needs of all generations.

- To provide 'Lifetime homes' and a mix of housing types and tenures, which cater for a range of needs and aspirations, including those in need of affordable housing in order to establish sustainable communities.
- To Develop a Green Space strategy that will provide accessible opportunities for play, recreation and relaxation.
- To enable the creation of sustainable and inclusive communities.

Stronger Communities

- To ensure that enough land is made available in order to meet the housing and economic needs of South Worcestershire in the period to 2026 as defined by West Midlands Regional Spatial Strategy.
- To locate development where access to day to day needs for employment, shopping, education, health, recreation, and other services is available by public transport, walking and cycling thus reducing the need to travel, particularly by private car.
- To provide affordable, frequent and safe travel choices throughout South Worcestershire.

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Contact Us

Tel: 01684 862151

Minicom: 01684 862168

Typetalk: 18001 01684 862151

Fax: 01684 574906

Email: worcestershirehub.malvern hills.gov.uk

Address: The Council House, Avenue Road, Malvern, Worcs. WR14 3AF