

# Be Inspired.

## Economic Strategy for the Malvern Hills

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## **Be Inspired – An Introduction**

The Malvern Hills has long been associated with inspiration.

It is well known that Edward Elgar, George Bernard Shaw, Bernard Lovell and others found their inspiration in the hills and surrounding countryside. Innovators like the Victorians who developed the water cures, more recently the Morgan family and their unique, hand crafted cars and latterly the ongoing work of the scientists at QinetiQ who have been responsible for some of the 20<sup>th</sup> Century's most useful new technology.

With one of the highest number of small to medium enterprises of any of the six Worcestershire districts, Malvern Hills is home to an inspirational and entrepreneurial spirit. Fine examples are dotted throughout the District from the Cottage in the Wood Hotel in Malvern Wells to Wondawheelz at Tenbury Wells, Malvern Instruments on Enigma Business Park to Top Barn Farm in Holt.

The economic strategy recognises this spirit and the achievements of many of our businesses and draws on that heritage to inspire future generations of people in whatever field they seek to make their mark.

**Be Inspired** defines the aspirations for the economy of Malvern Hills District up to 2011. It outlines the vision for the Malvern Hills District economy and how the work undertaken to support economic development in the area contributes to all relevant central, regional and local government initiatives whilst recognising the distinctive requirements of the Malvern Hills environment and community.

This draws firstly on the existing strengths and weaknesses of the area, the current conditions that exist in local, regional and sub regional economy, secondly on the trends within that economy and thirdly on the views and aspirations of the residents and businesses of the District. These are identified through the Vision 21 community strategy, the new Local Plan, the MHDC annual business survey, listening to business visits and the annual economic forum.

We believe that the strategy and actions are right for the District as it stands now and to ensure that in the future the Malverns remain a place for excellence, quality, innovation and creativity in business and in work.

**Leader - Malvern Hills District Council**

## **Be Inspired - The Strategic Context**

### **Regional and Sub Regional Strategies**

#### **Regional Economic Strategy**

The regional context is set by the regional development agency, *Advantage West Midlands*, which produces the Regional Economic Strategy, entitled 'Delivering Advantage: The West Midlands Economic Strategy and Action Plan 2004 - 2010'. This sets out the vision for the economy, and the framework for economic development and regeneration activity, in the West Midlands.

AWM's Vision for 2010 is that :

"The West Midlands is recognised as a world class region in which to invest, work, learn, visit and live and the most successful in creating wealth to benefit all of its people"

The Strategy is delivered via four key objectives or 'pillars' which are:

- Developing a diverse and dynamic business base
- Promoting a learning and skilful region
- Creating conditions for growth, and
- Regenerating communities

Parts of the District also lie within the Rural Regeneration Zone, predominately in the North of the District but also some in the Malvern area. The areas designated are based on their relative opportunities and needs and include rurally isolated villages and Towns with a dependence on agriculture and an ageing population through to areas covering the Malvern Hills Science Park, Enigma Business Park and Three Counties Showground in Malvern. The RRZ is used by AWM to target resources and coordinate regeneration activity across the wider Zone area that spreads into Herefordshire and Shropshire.

Malvern is also the anchor point for the Central Technology Belt (CTB) based primarily around the existence of QinetiQ in the town and its international significance as a research and development centre and subsequently through the development of Malvern Hills Science Park. The CTB's aim is to diversify the regions business base, support enterprise and innovation and grow more technology based and high value added businesses.

#### **Worcestershire Economic Strategy**

The Worcestershire Economic Strategy is closely aligned to Regional key strategic priorities and particularly seeks to provide a link between regional delivery mechanisms such as the Central Technology Belt, the Rural Regeneration Zone, Business Clusters and the Framework for Regional Employment and Skills Action (FRESA) with sub regional economic development activity. The Worcestershire Economic Strategy also provides the context for the delivery of the Economy Theme Block of the Worcestershire Local Area Agreement. The LAA is a three year agreement between central government and Worcestershire on set priority outcomes aimed at improving the quality of life in the area delivered in partnership and by more flexible use of resources.

## **Local Strategies**

### **Vision 21 – Malvern Hills Community Strategy**

In 2001 the Partnership conducted in depth consultation with the community to seek their views on the issues that were important to them. As a result the Partnership developed a 10 year vision for the District that all partner organisations could focus on:

“The long term vision is for a District that has a mix of people of all ages who live in supportive communities, where people can get about without being dependent on the car, where people 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 people enjoy a good standard of living and have secure, well paid and fulfilling jobs and can afford a home that suits their needs.”

The Partnership are committed to pursuing a number of key objectives and of particular relevance to the strategy are secure and fulfilling jobs, a good range of shops and services, opportunities for lifelong learning and personal development and an effective transport system that offers choice.

### **Council’s Purpose, Vision and Objectives**

The elected members and employees of Malvern Hills District Council share a common vision for the District and work together to deliver the Council’s objectives and priorities. Our Comprehensive Performance Assessment highlighted the need for us to be clear about what we want to achieve in the next 5 – 10 years and to clarify the links between our Vision, Objectives and Priorities. A review has been undertaken and, following consultation with members, employees and partners, the Councils Vision and Objectives have been revised as follows

#### **The Council’s Vision**

‘A district which has first class services and facilities, is clean, safe, healthy and prosperous, and has vibrant and active communities.’

#### **Key Objectives**

- Clean and green
- Affordable housing
- Safe, healthy and active
- Prosperity shared by all
- A connected district
- First class services and facilities

#### **The Council’s Priorities for Improvement**

Within these objectives, the Council sets priorities for improvement, which also represent its contribution to the Community Strategy. Although these priorities have recently been reviewed and will remain unchanged for 2005/06 they will be subject to annual review based on community consultation and therefore some of these may be amended or replaced.

### 1. Recycling

To promote and support a strategy of waste minimisation through the development of recycling services and the reduction and reuse of materials currently going to landfill.

### 2. Affordable Housing

Within a balanced housing market to increase the availability of affordable housing in the District.

### 3. Community Health and Well-being

To provide sports and recreational facilities, promote healthy life styles and support local high quality health care provision in the District

### 4. Town Centre Enhancement

To strengthen Great Malvern as the first choice for local people, and build its reputation as a desirable place to visit by nurturing its niche shopping and ambience and exploiting its unique history and location for the benefit of Malvern's people, businesses and its visitors

### 5. Street Scene/Cleanliness

To improve the cleanliness of our streets, parks and public amenities.

### 6. Local Transport

To promote accessibility to and the improvement of local transport.

The Economic Development Strategy has a central role to play in achieving improvements to our Town Centres and around improving local transport but will also impact upon delivery of all the other priorities in the future.

## **Local Plan/Local Development Framework**

As the local planning authority the Council also develops and implements the Local Plan that guides long term development decisions and sets the spatial strategy for the District. This provides a framework for the direction and sustainability of future development in the District.

It is the role of the local plan to:

- Set out detailed policies and proposals for development and the use of land;
- Allocate specific sites for development;
- Set out the criteria against which planning applications are assessed;
- Address a wide range of community and environmental issues; and;
- Provide opportunities for community consultation and participation.

The new local Plan represents a major opportunity to address both pressures and opportunities experienced within the Malvern Hills District and provides a powerful delivery vehicle for wider community aspirations as expressed through the Community Strategy. The Local Plan therefore has a vital role with regard to the allocation and retention of employment land and premises, supporting the vitality of our towns and villages, diversification of the rural economy, development of sustainable tourism and overall assisting in the realisation of our economic vision for the District.

The draft Local Plan 1996-2011 has been the subject of a Public local inquiry held in Summer 2005. The Inspectors Report, which will be binding on the District Council, is expected to be formally adopted by July 2006. The Planning system is also under review

through the implementation of the Planning and Compulsory Purchase Act 2004 and there is now a need to produce a Local Development Framework. Once adopted the Local Plan will form part of the Malvern Hills Local Development Framework.

Monitoring is also an integral part of the Plan making process. Local authorities are required to ensure that local plans remain relevant and responsive to changing circumstances. The completion of the Local Plan to adoption forms part of the Local Development Scheme (LDS) which includes the preparation of a series of Local Development Documents (LDDs) as part of the Local Development Framework (LDF). It is now a Government requirement to produce an annual monitoring report (AMR) which also forms part of the Local Development Scheme. The purpose of the AMR is to report progress on the LDF against the timetable and milestones set out in the Local Development Scheme (LDS) and to assess the extent to which Local Development Documents and their policies are being implemented. In addition to the AMR an regular Employment Land Review is required which will assist in the providing evidence on employment land supply and use in the District when developing future land use policies.

The Annual Monitoring Report December 2005 includes a number of Core Output Indicators and Local Indicators which directly relate to various key objectives and Indicative Activities set out in the Economic Development Strategy and the overall implementation of the Strategy. It is therefore important in achieving the objectives of both the Local Plan and the Economic Development Strategy that priority is given to monitoring these Core and Local indicators

Statistical information on the District relevant to this strategy is attached at Appendix 1.

## Be Inspired – Spatial Context

The Council's Local Plan sets the spatial strategy for the District which include a number of key components which are carried forward through the policies of the Local Plan. This section of the strategy seeks to outline the broad principles that will guide strategic decisions, and provide the rationale to target and direct projects, programmes and investment priorities on a spatial basis. The components particularly relevant to this strategy are

- Establish Malvern as the main urban area and as the focus for strategic requirements for housing, employment and related development using brownfield sites first.
- Meeting local needs for housing, employment, community facilities and services in the countryside in sustainable rural settlements.
- Provide a focus for rural renaissance through the Rural Regeneration Zone.
- Address opportunities associated with the Central Technology Belt at Malvern.
- Protect the open countryside and the character, settings and identities of the district's settlements.
- Promote a hierarchy of retail locations, which serves wider needs in the recognised Town Centres of Great Malvern, Tenbury and Upton and local needs within district / local centres and sustainable rural settlements.
- Promote the role of Tenbury and Upton as the focus for retail, commercial and service facilities to serve the rural areas.
- Acknowledge the role of Worcester as a strategic centre but prevent the spread of inappropriate development into the open countryside and coalescence with adjacent rural settlements.
- Identify, protect and enhance those areas and features, which contribute to the quality of life and high environmental character of the district and historical/cultural heritage.
- Locate development where there are opportunities to reduce the need to travel and maximise access to public transport, such as locations accessible to Malvern's rail interchanges and where regular and frequent bus services also serve recognised settlements.

## Be Inspired – The Economic Context and Challenges

The Malvern Hills District has substantial natural and built, historical and cultural assets. This offers a mix of services and facilities and promotes a high quality of life for residents, visitors and investors in the area.

The District also has a diverse and flexible business base with high levels of entrepreneurial activity, good business survival rates and good basic skills levels to build upon. The District now has a strong base in the high value added and knowledge based economy with a number of businesses such as QinetiQ (and those based at Malvern Hills Science Park (MHSP)). There is considerable potential for this expertise to be shared more widely and this has been recognised regionally with QinetiQ and MHSP forming the southernmost anchor of the Central Technology Belt. The knowledge and expertise at these establishments will be used to develop the knowledge base of not only the wider District but also the County and Region.

The key growth sectors for the Malvern Hills District are:

- Knowledge Based industries
- Creative Industries
- High value added/High Tech Manufacturing
- Tourism

However, the principal barrier to economic development relates to the ability of existing businesses to recruit and retain staff in the District. The low unemployment rate of the District is positive in demonstrating that economically active residents are able to access employment. Paradoxically, employers in the District have expressed concerns that they find it difficult to recruit and retain staff due to the small labour pool. We also have a higher than average older population and this naturally means the labour pool is smaller and businesses will have a wider recruitment catchment area.

The skilled young people in the District are also being lost as they seek a greater range of higher education opportunities, jobs and through the lack of affordable housing, which can be an acute issue in rural areas. The District does have marginally lower than average wage rates but the gap with neighbouring areas is narrowing and could assist in retaining and attracting a skilled workforce to the District.

Road, rail and public transport infrastructure to the District is weak, particularly in the rural parts of the District, in terms of accommodating major investment and development. The District must ensure that appropriate infrastructure investment is made to ensure the long term competitiveness and retention of its employer base is sustained. It is also vital that we work to ensure the provision of affordable and appropriate housing in both rural and urban areas of the District caters for all sections of the communities workforce.

In line with the diverse nature of the District's businesses there is a need to ensure an appropriate and diverse supply of employment sites is available within the District. It is essential that the District can accommodate the demand for additional employment land arising from existing local businesses growth. This will need to be balanced against the increasing impact of Worcester's future growth as one of the West Midlands sub regional foci for housing and employment growth. The strategy must preserve the competitiveness of the District existing businesses whilst allowing for future growth in the identified key sectors of knowledge based, high value added, creative and tourism businesses.

The task is to address these issues over the life of the strategy, retaining a high level of support for indigenous businesses and particularly those in growth sectors within the District.

**Be inspired** takes as its starting point the past successes of the District Council and its partners in maintaining and improving the economic fabric and activity of the District.

In many ways those successes could give rise to a certain complacency given low unemployment and high satisfaction with the quality of life in the District. This would be a fundamental mistake. In the modern global economy it will be hard work just to maintain the benefits of the District's natural and people environment. Resting on our laurels is not an option for any of us.

This strategy builds on those success and the Districts assets and focuses our attention on the challenges that lie ahead. It is ambitious in some areas of work although with commitment, support and resources it is realistic and achievable.

## Be Inspired - Our Strategic Vision

***“By 2011 the District will be acknowledged by all as a place where knowledge based, high technology manufacturing, tourism and creative businesses are prosperous and innovative, the workforce are skilled, flexible and ambitious and the District Centres are vibrant, sustainable and diverse”***

In developing the Vision and Strategy for the District we are fortunate as the District already has a number of significant assets which, effectively supported could further strengthen and diversify the economy and its prosperity. The Vision is therefore based on unlocking the potential in the area and through partnership and coordination delivering positive change to the District.

Overall the approach to achieve the vision will be based around the following:

**Build on our strengths.** We will seek to maximise opportunities in our growth sectors of tourism, creative industries, knowledge based and hi tech manufacturing industries and encourage the diversification of our agricultural sector and existing indigenous businesses.

**Work with others to succeed.** We will strengthen existing partnerships develop new ones where they will make a difference and seek out and encourage opportunities for joint initiatives with partners in our key areas of work.

**Promote enterprise as a solution.** We will continue to encourage stability and growth in our business sector and actively promote enterprise as solution to meeting individual needs and collective problems.

**Promote Quality and Excellence.** We will encourage and recognise ventures and initiatives that promote and produce excellence and quality in business and work practices.

**Break down the Barriers.** We will work to break down the barriers that exist to earn and learn for all communities in the District be they communities of interest or geographic communities. Improving access to the workplace for all and improving transport choice will be paramount.

## **Be Inspired - Our five strategic themes and interventions**

In order to achieve this vision we have developed a range of five strategic themes and allied interventions which will be the basis for the actions of the Economic Development Team at Malvern Hills District Council and other key local partners over the next 5 years.

**The five key themes are:**

- 1. Workspace development**
  
- 2. Communications and Infrastructure development**
  
- 3. Business and Community Enterprise**
  
- 4. Skills and Knowledge Development**
  
- 5. Marketing and Information**

## 1. Workspace development

This theme relates to encouraging sustainable development and promoting the availability and diversity of high quality commercial land and workspace across the District. It is a priority of indigenous businesses to have adequate premises for their needs but will also be vital in retaining and attracting businesses in our growth sectors.

The key objectives will be

1. To improve the **quality of the land and workspace provision** across the District particularly in relation to key growth sectors.
2. To support the continued **growth of Malvern Hills Science Park** and the establishment of the Malvern Science and Technology Park concept with QinetiQ in line with CTB objectives.
3. To develop comprehensive **redevelopment schemes for key sites** in Great Malvern Town Centre that will support the continued vitality of the Town Centre.
4. To ensure comprehensive information is available to inform **relocation and investment decisions** in the District.
5. To ensure that **key employment locations are competitive** by improving the quality of their offer.
6. To support development proposals that **enable appropriate rural diversification** in key growth sectors.

Indicative Activity will include:

- Supporting the development of Phase 3 of the Malvern Hills Science Park to support technology and knowledge transfer from QinetiQ
- Identifying priorities and ensuring the identification and allocation of employment sites and policies appropriate to the needs of the local economy through full involvement in the development of the Local Development Framework
- Working with partners to explore the redevelopment and economic regeneration potential of non-operational council property across the District
- Working with partners to release land for development at Tenbury Wells Business Park.
- Maintaining Town Centre Partnerships and complimentary action plans for the three District Centres of Great Malvern, Upton-on-Severn and Tenbury Wells.
- Maintaining and developing an effective property enquiry service covering all commercial premises across the District and offering support, information and advice to all interested parties.

## 2. Communication and infrastructure

This theme focuses on encouraging the sustainable development of the District's communication networks to meet the business needs of 21st century, in particular it's virtual and transport networks. This is the most common issue raised when consulting with businesses in the District.

The key objectives will be

1. Ensure that the District has **100% of its telephone exchanges ADSL (Broadband) enabled.**
2. Ensure the appropriate development and accessibility to **employment land allocations** in the Local Plan for the benefit of local businesses
3. Lobby for investment in key transport corridors and development of **coordinated transport solutions**
4. Investigate **the development of virtual workspace** and enterprise village scheme for the District linking into the Central Technology Belt.
5. Support **rural regeneration and diversification** through encouragement for appropriate development particularly in key growth sectors
6. Address traffic flow issues in the District Towns through **additional traffic management** measures

Indicative Activity will include:

- Contribution to the development of strategic transport solutions for the District including improved access to the motorway and rail networks through the Local Transport Plan.
- Identifying need for Broadband access in the District by working with key partners to undertake a mapping and demand analysis with particular emphasis on improving connectivity in rural areas of the District.
- Supporting and promoting Broadband campaigns in rural areas of the District
- Ensuring the successful and efficient implementation of transport projects under the Malvern Matters Rural Bus Challenge programme such as the Malvern work shuttle, Workwise, etc.
- Through the Malvern Hills District Transport Partnership delivering support and advice to all sectors of the community to develop local transport projects.

### 3. Business and Community Enterprise

This theme is based on encouraging innovation, growth, competitiveness and sustainability of all businesses in the District and building capacity amongst particular communities.

The key objectives will be

1. To ensure a **high level support** for key growth sectors in the District
2. To build upon existing efforts to deliver **tailored support to rural diversification**
3. To improve the competitiveness and ensure the **retention of our existing indigenous businesses**
4. To support the development of **community capacity building** and Social Enterprise programmes
5. To sustain the high level of **new businesses created in the District**, particularly those in Rural areas and those contributing to the offer of our District Centres.
6. Develop Tourism networks to develop and **promote the visitor economy** of the District
7. Encourage the continued '**spin out**' of **knowledge based businesses** to the District

Indicative Activity will include:

- Supporting and enhancing existing and emerging tourism networks and developing the visitor economy in the District.
- Exploring potential to incorporate business visits and open days into an Open for Business Week linking to Malvern Business Day.
- Assisting in the delivery of the Regional Technology Exchange Services project enabling access to funding and high technology facilities and equipment.
- Delivering the MHDC Community Projects Grant Scheme giving access to small grants to Community and Voluntary sector groups in the District.
- Working with Business Link to offer access to bespoke advice and support for all businesses in the District.
- Convening an annual Malvern Business Day including an economic forum to contribute to the Economic strategy and identify emerging priorities for the area.
- Supporting the local community in identifying their own needs and support them in addressing these through activity such as Parish Planning and the introduction of a Parish Planning protocol for MHDC.
- Actively representing the interests of the District in lobbying for funding support from regional, national and European sources.

## Skills and Knowledge development

This themes focus is on maximising the opportunities for all members of the community to achieve their full academic, vocational, creative and personal potential.

The key objectives will be

1. To enhance the **provision of community based training and learning** across the District by making better use of community facilities and existing learning facilities. This needs to be developed in conjunction with improved transport and childcare provision.
2. Promote opportunities and integration of **skills development in the workplace**. This will include supporting training needs analysis and then acquiring support from local and sub regional providers.
3. Promote links with research establishments and regional HE providers to ensure that **access to learning and appropriate opportunities** for training in our key growth sectors.
4. Ensure that **advice, support and guidance** is available to local people who are considering establishing their own enterprises.
5. Encourage the **promotion and awareness of Enterprise** and self employment as a career option for young people in the District.

Indicative Activity will include:

- Developing specific activity to support the retention and development of the Districts' young people and work to identify opportunities to retain them for the benefit of the local economy
- Working with key partners and training providers to offer targeted training and apprenticeship support to the local workforce and employers through projects such as the Enigma Business Park Learning Zone.
- In conjunction with key partners look to develop opportunities and support for young entrepreneurs in the District and introduce Business Start up and Entrepreneur skills training provision in Malvern, Upton and Tenbury Wells.
- Investigating development of beneficial links between University College Worcester and employers in the District through the Contact programme and encourage HE level learning provision locally.
- Supporting the development of MHDC as a leader in learning and development and seek to set an example to other organisations in the District.
- Seeking to address barriers to employment for the economically inactive in the area and in particular encourage network support for women in business.
- Developing closer links with local schools and colleges to help introduce young people to the variety of industry in the area and establish closer links between schools and local employers including through Young Enterprise and The Chase Technology Management Group.

#### 4. Promotion and Information

This theme focuses on promotion of the District as a location that encourages and enables quality and excellence whether working, living or visiting and also that is appropriately informed.

The key objectives will be:

1. To promote the '**Be Inspired**' brand and logo for the District
2. **Coordinate the design** and style of all visitor information for the District
3. To develop **comprehensive and coordinated access to information** on all economic development, regeneration, tourism and transport activity in the District
4. To ensure **relevant information** for the needs of decision makers in key growth sector businesses is available and up to date.
5. To deliver timely and appropriate **information on business support initiatives** to the businesses of the District

Indicative Activity will include:

- Promotion of Economic Development Services to the Business Community through events, PR, Marketing Materials and web.
- Support 'the Malverns Experience' group and implement the marketing strategy including development of the branding
- Promote the creativity and success of businesses in the District through the 'Platinum Awards for Business and Community Excellence'
- Develop in partnership a Tourism Strategy and Action Plan for the Malverns.
- Produce and enhance The Malvern Visitor /Accommodation guide and other comprehensive visitor information for across the District
- Support the development of an interactive stand alone website for the Malverns for tourism, business, community and transport information and investigate installing 'info kiosks' across the District
- Develop a regular 'e-bulletin' alongside the existing quarterly economic bulletin to promote the latest ED news, info and achievements
- Work with other partners in Worcestershire to promote the District as a location for business

## **Be Inspired - How will we know we're achieving?**

In order to monitor the headline impact of our work, assess the impacts of our interventions and compare cost effectiveness we will introduce a range of performance indicators to help monitor and drive improvement in the Malvern Hills economy.

The indicators include both contextual and performance indicators. The contextual indicators such as employment and business confidence are influenced by national and global trends but are important for understanding the baseline position of the area. The performance indicators try to measure more directly the impact and cost effectiveness of particular interventions. We will look to assess the implementation of this strategy and its impact by using the indicators and baselines for the following areas:

### **Employment**

The aim of this indicator is to monitor our objective of increasing employment of local people and reducing unemployment.

### **Unemployment**

This is to monitor progress in tackling unemployment, focusing on those on incapacity benefits.

### **Earnings**

This indicator will assist in monitoring increased opportunities for quality employment. Although quality of employment of wider than pay, particularly for individual, average earnings does give a valuable indicator of the quality of local jobs.

### **Economic activity**

This can be measured through comparison of GDP at a local level and indicates the increasing prosperity of the area through strengthening the local economy.

### **Local jobs**

Monitoring local jobs by sector will assist in monitoring the strengthening and diversification of the local economy.

### **Business growth**

Monitoring number of new start-ups and changes over time will assist in monitoring the healthiness of the economy through business formation and survival.

### **Workforce skills**

Monitoring basic skills levels of the local workforce will assist in monitoring the quality of employment available in the area as matched to the current skill levels of employees.

### **Business confidence**

Assessment of satisfaction of local businesses with the local area as a place to do business based on survey of local employers and will assist in understanding how investor confidence is both driving and reflecting economic regeneration.

### **Town centre revitalisation – usage & activity**

Measures of pedestrian activity and user satisfaction with the town centre will assess whether town centre revitalisation schemes have been successful in encouraging more people to visit a town centre. The health of a town centre can also be monitored by understanding the demand for shop space in the Town Centre from various users.

**Business investment**

Measurement of enquiries received into the area and the subsequent level of conversion will help assess the costs and effectiveness of inward investment in strengthening the local economy and attracting jobs to the area.

**Tourism**

Monitoring the local authority's tourism interventions and assessing impact on number of visitors, nights and average spend.

**Community enterprise and the social economy**

This will provide some assessment of the importance of the social economy and the effectiveness of supporting community enterprise and other of the social economy.

## **Be Inspired – Promoting what we do**

We will ensure that businesses and community's individuals are informed about progress on key strategic objectives and actions, highlight opportunities that exist for them in the District and consult them about how best to help them develop and grow. We will keep the community informed and consulted on the implementation of this strategy using some of the following methods:

- Develop a regular 'e-bulletin' alongside the existing quarterly economic bulletin to promote the latest ED news, info and achievements
- Actively engage in consultation with key organisations in the community through the Vision 21 community partnership
- Undertake an annual programme of 'Listening to Business' visits to businesses across the District and a range of sectors.
- Convene an economic forum to lead on economic and commercial development of the District including identifying emerging priorities for the area.
- Distribute and update the Districts annual business survey, analyse results to identify emerging needs and feedback to the community.
- Contribute to the compilation and completion of the Councils' Annual Monitoring Report as part of the development of the Local Development Framework (LDF)
- Support consultation and involvement of business community on the emerging Local Plan especially regarding the employment and town centre policies

## Appendix 1 – Statistical Profile

- **Workforce**

According to the 2003 Annual Business Inquiry, Malvern Hills has 11.6% of the County's employees and 14.9% of workplaces. The average number of employees per workplace in Malvern Hills remains less than other districts. However ABI data shows that for the last 3 years, Malvern's share of the workforce has been increasing.

62.9% of those aged between 16 and 74 in the Malvern Hills are working compared with 66% in Worcestershire. (Source: Census 2001)

- **Demographics**

### Malvern Hills District age breakdown:

<u>Age Range</u>	<u>Total</u>	<u>Percentage</u>	<u>Worcs. Total</u>	<u>Percentage</u>
<b>0 - 4</b>	3389	4.70	30328	5.59
<b>5 -9</b>	4049	5.61	33229	6.13
<b>10 - 14</b>	4740	6.57	35183	6.49
<b>15 - 19</b>	4620	6.40	31963	5.90
<b>20 - 24</b>	2757	3.82	27293	5.03
<b>25 - 29</b>	3017	4.18	31111	5.74
<b>30 - 44</b>	14012	19.41	119697	22.08
<b>45 - 59</b>	16122	22.34	115618	21.33
<b>60 - 64</b>	4421	6.13	28561	5.27
<b>65 - 74</b>	7560	10.47	46843	8.64
<b>75 - 84</b>	5412	7.50	31451	5.80
<b>85 - 89</b>	1382	1.91	7306	1.35
<b>90 and over</b>	693	0.96	3524	0.65
<b>Totals</b>	72172	100	542107	100

Source: 2001 Census

Malvern Hills has a population which tends to be older than for that of the County with higher percentages of residents in each of the ranges aged 45 and above. Between ages 20 and 44, there is 27.41% of total residents in Malvern Hills compared with 32.85% in the whole of Worcestershire.

- **Qualifications**

Of those aged between 16 and 74, 25.1% of the residents of Malvern Hills have a qualification at degree level or higher. This compares with 19% in Worcestershire and 20% in the UK. 24.9% have no qualification in the district compared with 29% in both the county and UK. (Source: 2001 Census)

- **Structure of Employment**

Employment by occupation shows there are 6,055 people(18.1%) who are managers / senior officials, 4,969 (14.9%) professionals, 4,132 (12.3%) associate professionals and technical occupations, 3,805 (11.4%) administrative and secretarial workers, and 4,509 (13.5%) skilled trades etc working in the Malvern Hills. (Source: 2001 Census)

As at 2001 (Source: Annual Business Inquiry - 2002) there were 25,470 jobs in the District which is the lowest of the 6 districts in the County. This is nearly 10,000 jobs fewer than the next lowest (Bromsgrove). Wychavon has the highest with 45,702.

The District currently has 3390 VAT registered businesses (Source NOMIS, National Statistics, 2004)

Broad Sector Group	Industry Group	Malvern Hills	Worcs.
<b>Agriculture and fishing</b>	Agriculture	3.9	2.1
	Mining etc.	0.1	0.1
	Utilities	0.6	0.8
	<b>Sub Total</b>	<b>4.6</b>	<b>3.0</b>
<b>Manufacturing</b>	Manufacturing	14.8	20.2
	<b>Sub Total</b>	<b>14.8</b>	<b>20.2</b>
<b>Construction</b>	Construction	6.4	6.3
	<b>Sub Total</b>	<b>6.4</b>	<b>6.3</b>
<b>Distribution, Transport etc</b>	Retail, Distribution and Hotels etc.	21.3	22.7
	Transport and Communications	4.3	5.2
	<b>Sub Total</b>	<b>25.6</b>	<b>27.9</b>
<b>Business and Other Services</b>	Banking, Real Estate and Business Services	17.5	15.4
	<b>Sub Total</b>	<b>17.5</b>	<b>15.4</b>
<b>Non Marketed Services</b>	Health and Education Services	20.5	18.1
	Public Admin. And Defence	5.9	4.9
	<b>Sub Total</b>	<b>26.4</b>	<b>23</b>
<b>Other</b>	Other	4.7	4.2
	<b>Sub Total</b>	<b>4.7</b>	<b>4.2</b>

Source: Census 2001

Over 1 in 4 employees in Malvern Hills are employed in Non Marketed Services compared with just 23% in Worcestershire. This can be partly explained by the fact that QinetiQ lies within this category and employs some 2,500 people.

There is a significant difference in the proportion of employees working in the agricultural sector in the District at 3.9% compared to the County at just 2%. There is also an under representation within the manufacturing sector which employs only 14.8% of employees in the district but 20.2% county wide.

- **Housing Costs**

Area	2004 Average Semi-Detached House Price (£)
<b>Malvern Hills</b>	<b>186,131</b>
Bromsgrove	175,267
Redditch	140,137
Worcester	154,117
Wychavon	176,267
Wyre Forest	142,859
Worcestershire	160,967

Source: HM Land Registry, 2005

As can be seen, Malvern Hills District has the highest average house out of all 6 districts in Worcestershire. It is over £25,000 higher than the Worcestershire average as a whole.

- **Earnings**

The mean income for the Malvern Hills district was £32,431 in 2005 (Source: CACI Paycheck Data, 2005). This figure is the third highest of the 6 districts in Worcestershire and similar to the average income for Worcestershire as a whole.

Area	Mean Income for 2005 (%)
Bromsgrove	36,906
<b>Malvern Hills</b>	<b>32,431</b>
Redditch	31,529
Worcester	30,662
Wychavon	34,824
Wyre Forest	29,666
Worcestershire	32,699

The figure for the West Midlands is significantly lower at £27,434.

- **Unemployment**

As at March 2006, there were 510 registered unemployed people in the Malvern Hills District. This compares with 437 for the same time last year. Unemployment rates are traditionally cyclical and these figures show a rise of 16% on the figure 12 months ago. The rate is 1.2% of the working age population resident in the District and is the lowest rate of the six Local Authority Districts in Worcestershire and obviously lower than the 2.1% average for the County. (Source ONS 2006).

- **Size of Business by Employees**

No. of Emps	M Hills	Broms	Redditch	W City	Wych	Wyre Forest	Worcs.
1-10	<b>87.6</b>	87.8	79.8	79.7	85.9	83.7	84.3
11-24	<b>7.1</b>	6.3	9.9	10.8	8.0	8.8	8.4
25-49	<b>3.0</b>	3.7	5.2	4.3	3.5	4.8	4.0
50-99	<b>1.4</b>	1.2	2.8	2.8	1.5	2.1	1.9
100-199	<b>0.6</b>	0.7	1.4	1.1	0.7	0.7	0.8
200-499	<b>0.3</b>	0.3	0.7	0.9	0.3	0.4	0.3
500+	<b>0.1</b>	0.1	0.2	0.3	0.1	0	0.5

Figures are expressed as percentages

Malvern Hills has one of the highest percentages of businesses employing between 1 to 10 people of all the districts in Worcestershire. Just 2.4% of businesses employ 50 employees or higher which is lower than the County figure of 3.5%.

- **Employment Locations**

The latest available figures regarding location of employment for Malvern Hills District residents is contained within the 1991 Census and this suggested that some 12,720 residents or 43% of the Districts workforce work outside the District. This compares with 44% in Wychavon and 38% in Redditch.

The data for those travelling into the District to work from outside suggest that 5,120 people travel into the area for employment. Overall a significantly higher number of people travel outside the District to work than travel in which suggests that income is being generated outside the District but will be spent locally

- **Deprivation**

The Malvern Hills District is not an acutely deprived district overall, based on the Index of Multiple Deprivation (IMD) 2004. In lack of deprivation, the District ranks within the top third of districts in England and the best places to live. The overall rank (Multiple Index) is derived from a combination of contributing index factors. In the IMD 2004, areas are ranked in terms of seven indices, the area ranked at 1 (one) is the most deprived and that ranked at 32,482 is the least deprived.

“Barriers to housing and access to services” is one of the seven socio-economic contributors (at 9.3% of the Multiple Index) to deprivation in the District. The remoter rural wards of Teme Valley (ranked 158 out of 32,482) and Lindridge (ranked 231 out of 32,482) are in the top 1% nationally most deprived in terms of “Barriers to housing and access to services” and Tenbury and Longdon score within the top 2% nationally most deprived. The factors constituting this particular deprivation index depend upon road distances to GP premises, supermarkets, primary schools and Post Offices and the affordability of homes.

In the other six indices of deprivation “Living Environment” (9.3%), “Employment” (22.5%), “Income” (22.5%), “Crime” (9.3%), “Education” (13.5%) and “Health” (13.5%), the rural wards compare well, mostly very favourably, with the more urban areas within the District. (The English Indices of Deprivation 2004: Detailed analysis for Worcestershire by Worcestershire County Council)

There are wide variations in deprivation (or absence of deprivation) across the wards in the District. Some urban wards score the highest in terms of the overall deprivation measure.

The most deprived area in the district is in Pickersleigh ward and it is ranked within the 20% most deprived areas in England (overall ranked 5351 out of 32482). In overall terms, parts of Chase ward, Link ward and Upton and Hanley ward also score as being similarly deprived areas within the district. In respect to the district average, all of these wards score relative high deprivation in terms of employment, income, crime, education and health and relatively low deprivation in terms of housing and access to services. (Source IMD2004).

Overall, the least deprived part of the district is an area in Dyson Perrins ward, ranked at 29024 out of 32482 areas in England. (Source IMD2004).

- **Visitor Economy**

Around 1.8 million visitors came to the Malvern Hills District in 2005, comprising around 1.5 million day visitors and 0.3 million overnight visitors. Tourism plays an important part in the local economy with well over 100,000 people visiting the Districts Tourism Information Centres each year.

The total expenditure of visitors in the District is estimated at over £65 million and this is estimated to be made up of £28m spend by overnight visitors and £37m by day visitors.

There are also just under 2,000 people employed in the Tourism sector living in the Malvern Hills District. (Source HETB 2005)