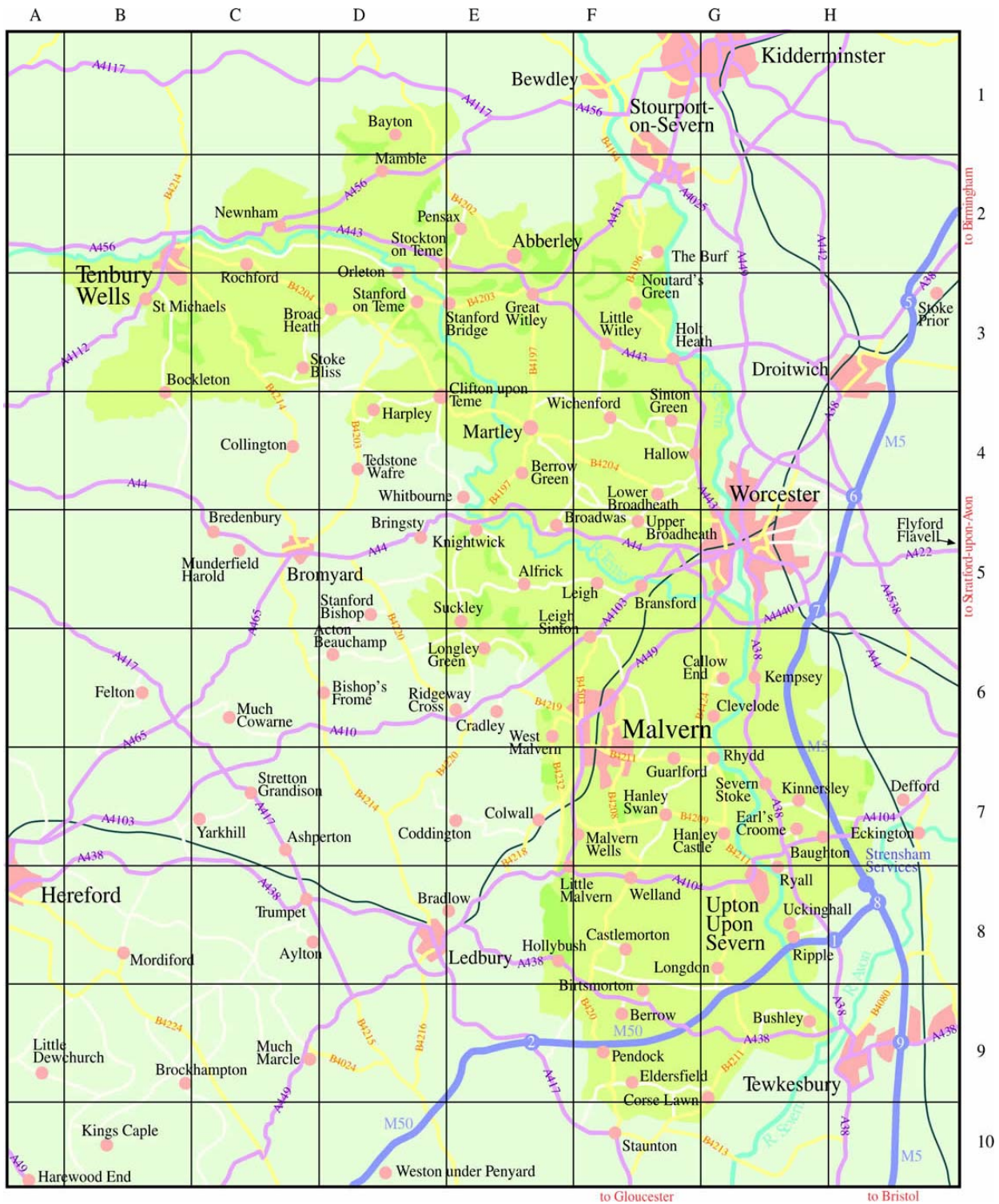


Malvern Hills District Community Strategy 2003 - 2006



THE MALVERN HILLS DISTRICT



NOTE: Map does not show all settlements and is for illustrative purposes only, depicting wider links and main communications routes.

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**MALVERN HILLS DISTRICT
COMMUNITY STRATEGY
2003 - 2006**

November 2002

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PREFACE

Development and delivery of a Community Strategy is obviously a long-term process. It involves both:

- clarifying what the local community values and needs and
- co-ordinating all the organisations and individuals who together can fulfil these needs and aspirations.

This first Community Strategy for Malvern Hills District is an important milestone down this long journey - but it is not the end of the journey. It contains the conclusions from the first round of dialogue within the community. It highlights some of the things that can and will be done to move the district forward. It also describes some of the difficult decisions where a shared understanding and agreement has yet to be developed. It is therefore already much more than just a wish list of aspirations, though it cannot yet be described as a fully developed strategy for creating the kind of district which its people want.

The next step will be to establish the processes whereby partners can:

- jointly address these unresolved issues.
- agree how to strike the optimum balance between conflicting interests, such as those arising from the needs for housing, jobs, transport and the environment.
- ensure that such 'partnership aspirations' do actually get embodied into the plans and actions of all the individual partners. This will obviously tend to create new pressures for those organisations which are unused to taking such issues into account.

It will clearly not be a straightforward task. The good news is that the work undertaken so far has created the best possible foundations for this difficult next step.

This particular document describes the current status of the Malvern Hills District Community Strategy. It is available to anyone who wishes to understand all the details of this strategy. It is however written primarily as a reference document for those who are most heavily involved in its long-term delivery and therefore contains more information than the average resident of the district is likely to want. A considerably shorter version is available for all residents of the district who just want to understand the basic strategy.

Because this document is intended to be used mainly by those who provide services in the district it refers throughout to such providers as 'we' and to those who receive these services, i.e. the rest of the community, as 'you'. This is, in no way, intended to imply that the strategy applies only to a group of service providers working together without the active support of the community they serve. The reverse is true - the only way this strategy can be delivered is by all parties, 'we' and 'you', working together as one.

The document comes in two parts. The first part describes the long-term vision for the future of the district and the main issues which will be given priority during the next few years. In normal circumstances this part of the document would have a shelf life of about three years. Thereafter, as the scene changes, priorities may need to be reviewed, i.e. even though the vision itself will still be valid long after this. This is why the document is headed 'Malvern Hills District Community Strategy 2003-2006. (However in the special case of this initial version of the community strategy it is just possible that the act of displaying issues for the first time may bring forth new ideas, fears or other thoughts which would justify significant alterations in a much shorter time scale.)

The second part of the document describes the actions that are already in hand and those that are planned for the forthcoming year which have a direct impact on these priority issues. This part is therefore a live status report on progress towards achievement of the long-term strategy and will be reviewed annually.

PART 1

1. INTRODUCTION

1.1 This is the first Community Strategy for the Malvern Hills District. It has been developed by the **Vision 21 Malvern Hills Partnership** - a partnership of local organisations from the public, voluntary and private sectors, who are committed to working together to improve the quality of life in the district. (For details of the membership of the Partnership please see inside back cover).

1.2 This document sets out

- the background to the production of the Community Strategy;
- the members of the Vision 21 Malvern Hills Partnership;
- the long-term vision for the district and the main challenges we will face in getting there;
- the consultation process leading to identification of the key priorities for the district and
- for each of the identified priorities, what we intend to do about them.

1.3 This Strategy identifies just those areas where a district-wide approach is needed to improve the quality of life for people in Malvern Hills. Many of the themes identified in it are also reflected in the Worcestershire Partnership Community Strategy (see section 2 for more information).

1.4 We recently asked local people about what is important to them, what they liked about the District now and how they would like things to be in the future.

1.5 Based on what local people told us this Strategy outlines:

- the issues that matter most to them
- what they would like improved
- what we intend to do about them
- key targets for the next 3 years

1.6 The people who live and work in the Malvern Hills District have thus determined the priorities for the district. The **Vision 21 Malvern Hills Partnership** has developed the associated actions and targets. We will review the Strategy and report back each year on the progress that has been made against these priorities and targets. We will consult on these issues through the area Community Forums which are being established.

1.7 At the district level the Malvern Hills Community Strategy is the overarching strategy, into which all other plans and strategies will in future have to fit. In order to deliver this overall strategy existing plans in specific areas of activity may need to be adjusted although they will still be delivered by the same group or partnership as previously. Plans and partnerships this affects will certainly include the Local Plan, the Community Safety Strategy, the Health Improvement and Modernisation Plan, the Worcestershire Local Transport Plan and Malvern Hills Local Transport Strategy, and District and County Council plans. The Vision 21 Malvern Hills Partnership expects that other organisations having a part to play in improving the quality of life in the Malvern Hills District should take the Malvern Hills Community Strategy into account when developing their own plans and strategies.

1.8 In delivering the Malvern Hills Community Strategy the major public service providers aim to utilise the potential offered by technology to meet citizens needs from all sections of the community for joined up access to and improved quality of services within and between public and private service organisations. We are committed to providing joined-up services through a "One Stop Service" via a number of access channels such as Web Portal (PC), contact centre (telephone), service centre (face-to-face and telephone), and local centres (face-to-face or kiosk). Partners will seek to improve customer service delivery by providing joined up services, including sharing data within and between partner organisations where appropriate, subject to the requirements of the Data Protection Act 1998. Also In preparing and delivering the Community

Strategy, the Partnership will aim to eliminate discrimination and promote equality of opportunity. This will involve working against the barriers that cause disadvantage, and working to identify and remove the discriminatory barriers that prevent equal access for all people to services and employment.

1.9 As you will know, our work on developing this Strategy has been based around 12 key Quality of Life issues. However you will not find 12 action areas in this document, only 10. This is because the section on "An effective transport system that offers choice" also covers "Road and rail links to the rest of the country". And the section on "Protection of the countryside and the character of towns and villages" also covers "Cleanliness and quietness where it matters to you".

1.10 It has not been possible to cover everything in the few pages of this document, only to highlight some of the major actions and targets. If you would like any further information on this Community Strategy or you have any suggestions on how it may be improved in the future, please contact:

email: vision21@malvern hills.gov.uk

our web site: <http://www.vision21.malvern hills.gov.uk>

or either of the following:

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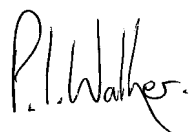
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Paul Walker, Chairman of Vision 21 Malvern Hills Partnership

2. THE WORCESTERSHIRE PARTNERSHIP COMMUNITY STRATEGY

2.1 It is only by working together, pooling and sharing ideas, resources and solutions that we can meet local needs and aspirations. As a county with three-tiers of local government, community strategies will be developing at county and district level. Parish and Town Councils, many of whom are developing local parish plans, will also have an important part to play. The Malvern Hills District Community Strategy has been developed alongside the Worcestershire Partnership Community Strategy with some of the same people involved in both strategies. The two strategies complement and support each other. Care has also been taken to ensure that both strategies give priority to those issues which Central Government has identified as those they would like to see tackled in all communities.

2.2 The idea is not that we all work on everything, but that we identify how and where issues are most appropriately tackled.

2.3 The County Strategy for Worcestershire builds on the Worcestershire Partnership's Foundation Community Strategy published in September 2001. It is an aspirational document that sets out the vision for Worcestershire over the next 10 years. The document addresses six key themes:

- Communities that are healthy, and support vulnerable people
- Communities that are safe, and feel safe
- Learning for everyone, at every age
- Economic success that is shared by all
- A better environment – for today and for our children
- Connecting Worcestershire

2.4 For more information on the County Strategy contact: Diane Tilley, Head of Policy and Review, Worcestershire County Council, County Hall, Spetchley Road, Worcester WR5 2NP. Tel: 01905 766134, Fax 01905 766109, e-mail dtalley@worcestershire.gov.uk.

2.5 During 2003 the Vision 21 Malvern Hills Partnership will continue to work with the Worcestershire Partnership to ensure an integrated and co-ordinated approach to improving the quality of life in Malvern Hills District.

3. THE LONG TERM VISION FOR THE DISTRICT

3.1 “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.”

3.2 The first Community Strategy will work toward this Vision by placing the principles of sustainability at the heart of the Strategy so that:

- there are suitable homes and jobs
- jobs, salaries and the availability and cost of housing are in line with each other
- high skill / high paying employers are attracted and kept
- there is a highly skilled workforce, a good communications infrastructure and appropriate and sustainable levels of development land
- there is an effective transport system that offers choice
- there are safe communities with low crime, and so that
- the environment, countryside and the character of our towns and villages are conserved and enhanced
- there are vibrant shopping areas with character

3.3 These are the issues we have been told we need to address. To achieve the above this Strategy sets out what the Partnership is currently doing and is going to do, key targets to be achieved by the end of 2005 and key actions for 2003 in relation to the quality of life issues.

3.4 This may seem a fairly straightforward process. But in reality it isn't going to be at all simple, and there will be many challenges which will have to be met during the years ahead if the long term Vision for the District is to be realised. Some of the key challenges are outlined below:

1. We are lucky enough to live in a very pleasant area – people see the district as somewhere attractive to live and are keen to move here, often in retirement. This is causing, for example, the average age of the district's population here to rise faster, and the proportion of young people to fall faster, than elsewhere in the country. This trend will increase as the district improves further and as the electronic age makes it easier for all sorts of people to work from home. These factors consequently create high levels of demand for homes, and therefore have an impact on prices. Restrictions to avoid urban sprawl on releasing land for new house building can push prices up even further. This means average incomes here will have to rise faster than the national average to enable young people and families to work here and stay here. For salaries to be high new employment opportunities will need to be created in the district and it will probably be necessary to allocate some land for particular employment types. And employers will need to be confident that they can find a skilled workforce locally, so training and education becomes even more important. This will have to be carefully balanced against the overriding aspiration to maintain the existing character and environment and local distinctiveness of the district.

This aspiration is entirely consistent with the regional strategy for economic development and with the Worcestershire County Community Strategy. But it is up to the Malvern Hills community to develop and deliver most of the details of how this can be achieved in practice.

2. This area is already one of the safest in the country, and hence it is likely to be difficult to secure the resources to make it even safer. This objective will therefore only be achieved by local endeavour, and the only resources available will be the normal share of national resources in areas like the police and probation service plus whatever is provided locally. The Malvern Hills Community Safety Partnership, an alliance of all the local agencies involved in crime and disorder issues, will need to take the leadership role in galvanising local action, but they will need the support and involvement of many more people and organisations in the local community.
3. The growth of traffic and reliance on the private car is a national problem, for which there are under-utilised national resources available (such as funding for Employers' Travel Plans and Rural Transport Grant). There is therefore an opportunity, which may only be short-lived, for a district like Malvern Hills to grasp some of these resources to test out whether it can make an impact on this problem. However the provision of good public transport arrangements is only one element of the problem; others include minimising the amount of commuting in and out of the district and siting shops and leisure facilities as near as possible to where people live.
4. The district includes some of the nation's finest landscape and draws much of its character from its rural and agricultural background, in addition to its historic market towns and the outstanding natural feature of the Malvern Hills, designated as an Area of Outstanding Natural Beauty. Maintaining the character and environment of the district is likely to be the biggest single challenge in the years to come. Recognising the chief importance of this objective is the most essential step in achieving it, but even so there will inevitably need to be some compromises and trade-offs with the other aspirations contained within the Vision. Understanding and sharing views on exactly what is absolutely essential, what is critical and what is just important in this context is therefore the other important step in delivering this objective. This will need to be the subject of continuing dialogue throughout the district. This makes it essential that the Vision and its achievement are discussed regularly, frankly and fully and by the whole of the Malvern Hills community.

4. THE CONSULTATION PROCESS

4.1 Over the last year the *Vision 21 Malvern Hills Partnership* has consulted individuals, groups and organisations to identify the highest priority Quality of Life issues people thought would need to be part of the district-wide action plan.

4.2 We did this by:

- Meeting with particular groups in the community - the Voluntary Sector, Businesses and Farmers
- Sending a postal questionnaire to every household in the district
- Holding a series of community meetings across the district
- Sending a 'Vision Vehicle' out around the district to meet and talk to local people
- Going into schools to get the views of young people
- Carrying out on-street interviews
- Sending a leaflet summarising the feedback results to every household in the district

4.3 We received a wide range of views but at the same time there was also significant agreement about the potential of the district and what it should look like in the future. The conclusions we have been able to draw are:

1. That people's top five areas for improvement are:

- A proper public transport system
- A safe community with low crime
- Secure and fulfilling jobs
- Protection of the environment, countryside and the character of towns and villages
- Housing to suit everyone's needs

2. That people also want to keep a mix of people of all ages in the district, and make it easier for younger people and their families to stay in or settle in the district

4.4 If you would like more information on the consultation process please contact:

Stephen Leese, Assistant Chief Executive, Malvern Hills District Council, The Council House, Avenue Road, Malvern, Worcestershire WR14 3AF Tel: 01684 862261 Fax: 01684 862398 email: stephen.leese@malvern hills.gov.uk

4.5 Details of the various issues can also be found on our web site (<http://www.vision21.malvern hills.gov.uk>). The actions we will take in response to the feedback we have received are outlined in Section 6.

5. NATIONAL AND LOCAL SHARED PRIORITIES AND QUALITY OF LIFE INDICATORS

SHARED PRIORITIES

5.1 A list of shared priorities has been agreed between central Government and the Local Government Association through the Central Local Partnership. This will help central and local government focus their efforts in key areas where joint working is necessary to deliver improvements. The Vision 21 Malvern Hills Partnership has kept these shared priorities, shown below, in mind throughout the development of this Community Strategy.

- **raising standards across our schools by helping all schools** match the excellence of the best, sustaining improvement in primary schools, transforming secondary schools and ensuring that the school workforce has the capacity to support this;
- **improving the quality of life:**
 - **of children, young people and families at risk** by tackling child poverty, maximising the life chances of children in care or in need and strengthening protection for children at risk of abuse;
 - **of older people** by enabling them to live as independent lives as possible and avoid unnecessary periods in hospital;
- **promoting healthier communities and narrowing health inequalities** by targeting key local services – such as health, education, housing, crime and accident prevention – to match need; and the encouragement of healthy lifestyles;
- **creating safer and stronger communities** by working with the police and other local agencies to reduce crime and anti-social behaviour, strengthen community cohesion and tackle drug abuse;
- **transforming our local environment** by improving the quality, cleanliness and safety of our public space;
- **meeting local transport needs more effectively** by improving bus services and other forms of local transport and securing better access to jobs and services, particularly for those most in need;
- **promoting the economic vitality of localities** by supporting business improvement, providing positive conditions for growth and employment, improving adult skills, helping the hardest to reach into work, and extending quality and choice in the housing market.

5.2 During 2003 further work will be undertaken to ensure that the above shared priorities are fully reflected in this Strategy.

QUALITY OF LIFE INDICATORS

5.3 The Audit Commission, working with local authorities and various national and voluntary organisations, has developed a set of *Quality of Life* indicators that addresses various 'green', social and economic issues and includes a range of sustainable development issues. These are proposed for use by local authorities and their partners in helping in the development and monitoring of their community strategies.

5.4 Some initial consideration has been given to which of the indicators are relevant to and how they may be used in this first Community Strategy document. However it is intended that the whole issue of progress and performance monitoring will be considered in far greater detail in the coming year. The full list of the final good practice set of *Quality of Life* indicators is set out at Appendix 1.

6. LOCAL PEOPLE'S PRIORITIES

6.1 In the pages that follow we outline key actions we will take to respond to these issues.

A. AN EFFECTIVE TRANSPORT SYSTEM THAT OFFERS CHOICE

What the Partnership has been told so far

1 Through consultation we have established that a priority is to see improved levels of affordable passenger transport services, offering a higher level of quality, operating reliably and more frequently. Overall there was a desire to see local transport solutions that are tailored to meeting local needs. More cycle routes and facilities were also requested.

2 These measures would help offer real choice to lifestyles that are increasingly based around the car.

3 Employers want to see services that will more closely meet shift patterns and provide direct links between where people live and work. They requested, in particular, safe and well-lit footpaths, safe cycle travel and a good network of cycle paths, frequent & reliable buses and trains, and good, well-maintained road links. The health sector wants to see more convenient links to hospitals, but also better local transport to ensure good access to GPs and clinics. Several Parish Councils concerned about economic and community development also saw good transport provision as a key to success.

4 Community Safety partners proposed safe and adequate transport for late night socialising.

The Challenges facing us

5 In the longer term we need to ensure that new developments, such as housing, employment, retail, tourism and leisure, and community development projects are placed in locations that reduce the need to travel. The challenge is to balance this need against the commercial pressures for large, central facilities and the environmental need to limit the amount of new building in the district.

6 More immediately, we need to provide safer walking routes, where the distances between home and destination are short, so that walking is an attractive choice. Where distances are beyond walking we need to consider the cycle links, and facilities for parking, showers, storage of helmets and such. We need to assist public transport operators to provide clean, reliable and affordable services. Where the commercial operator cannot provide a transport service, we need both to support communities in bidding for the grants that are available for innovative solutions and to assist in their delivery. Clearly the main challenge is going to be finding the resources to deliver these improvements.

What are we going to do in the future?

7 We will:

- Prepare an action plan encompassing all our transport initiatives, and seeking funding through a range of opportunities. Depending on the success of these bids we will implement various measures to deliver an effective transport system for all of Malvern Hills communities, hopefully including demand responsive bus services to link rural areas to the urban areas.
- Work with the main bus operator to improve services they provide.
- Use the £600,000 flooding funding just announced for the Malvern Hills District (£500,000 at the Fox Inn at Bransford, £100,000 at Holt Heath) to raise the road levels slightly.

What the Community needs to do if this Strategy is to be delivered effectively

- 8** The community can play an active part in transport issues in the following areas:
- Parishes to undertake 'needs analysis' i.e. to identify transport needs using the Countryside Agency's Parish Transport Grants of up to £10,000 per parish, possibly joining forces with other parishes.
 - Residents Associations to lobby for 'Home Zone' type measures such as the one currently being piloted in Malvern.
 - Employers and employees to influence the transport opportunities to the workplace as for example QinetiQ have recently done. Opportunities exist via Employers Travel Plans, which can attract funding from the County Council or national funds.
 - Parents, school governors, teachers and pupils to prepare School Travel Plans and attract funding for cycle parking, walking and cycle paths, safer crossing points and other measures from the County Council.
 - Individuals, groups or organisations to take greater responsibility for approaching the County Council with proposals for the improved walking, cycling or public transport measures that they seek.

How we'll know if we've been successful

- 9** We will only know if we have been successful in delivering this part of the Community Strategy if we set realistic and measurable targets and do actually monitor progress towards them. The chosen targets are:
- 15% reduction in car travel to schools within 5 years of a School Travel Plan being adopted.
 - Ensure over 80% of rural households are within a 10-minute walk of an hourly or better bus service by 2010.
 - Increase bus patronage by 10% by 2010 (2000 as base year).
 - Have 80% of schoolchildren in the county covered by a School Travel Plan by 2006.
 - Have 100% of new major employment, retail or leisure developments progress a Travel Plan as part of any planning application.
 - Increase walking and cycling to work by 20% and 100% respectively within 5 years for each employer implementing an Employers Travel Plan.

B. A SAFE COMMUNITY WITH NO CRIME

What the Partnership has been told so far

1 Through consultation we have established that a safe community with low levels of crime and disorder is a major priority for residents. Crime and disorder in the District is perceived to be high; people don't feel as safe as they would like, and it is clear that reassurance about the low levels of reported incidents is not effective. Partners from the NHS have told us that in some areas, these fears are having a detrimental affect on the health of residents and their families, whilst some business partners told us that CCTV and more police could reduce anti-social behaviour and crime. Young people wanted more things to do, to help prevent petty vandalism through boredom. Some Town and Parish Councils felt that bye laws to prohibit the drinking of alcohol in the street would help reduce disorder in the towns and parishes and help prevent underage drinking.

2 People told us that in preference to almost anything else, they would like to see an increased number of highly visible police patrols **“on the streets”**. This was one of the top priorities across all wards and demographic groups, but recognising that it might not be possible, alternatives such as neighbourhood street wardens, park keepers and security patrols were well supported. People also told us that they would like to see an expansion of the Neighbourhood Watch scheme. We were also told that stricter enforcement of vehicles speeding through estate roads would make people feel safer.

The Challenges facing us

3 Although the Malvern Hills District as a whole has a very low crime rate, there are some neighbourhoods within the urban areas that suffer a disproportionate amount of the district's total crime. This means that we have to do two things. Firstly, we need to reassure the majority of those residents, visitors and businesses who have no actual experience of crime and disorder that the district is a safe place in which to live, work and visit. Secondly, we need to make sure that those communities blighted by crime are targeted with sufficient resources to reduce and prevent further offences and that those who **do** become victims will have their problems dealt with swiftly and those responsible punished. The challenge is either to do this with the existing resources or to persuade you that you need to pay more for these better services.

What are we going to do in the future?

4 Working through the Malvern Hills Community Safety Partnership we will:

- Give greater support to those members of the community who are taking a lead in schemes such as Neighbourhood and Business Watch and other effective community schemes. This is important because in the short term most of the desired improvements will need to be achieved on a local self-help basis, (i.e. the Malvern Hills District is unlikely to be given a greater proportion of the available police officers).
- Nevertheless continue to seek government funding to provide additional Police officers for the District and additional support for those police officers that we do have. For example park keepers, neighbourhood and parish wardens and targeted security patrols can all make a valuable contribution.
- Take full advantage of grants such as the Home Office's 'Community Against Drugs', to help us tackle crimes committed by those dependant on illegal drugs, and support those voluntary agencies and individuals seeking grants such as Victim Support and Age Concern.
- Utilise improvements in technology to create a greater and quicker flow of information from members of the Community and Police, particularly to reduce antisocial behaviour and property crimes.
- Consult and listen to young people on issues that are important to them such as their concerns on the availability of drugs.
- Fully exploit the opportunities presented by working in partnership with agencies such as the Youth Offending Team who care for victims and provide reparation schemes for offenders.
- Address road safety in both the medium and long term, through the Malvern Hills District Highways Partnership. This body's membership includes the District and County Councils and West Mercia Constabulary and through targeting and the enforcement of speed restrictions, seeks to reduce fatal accidents both on the roads and amongst pedestrians.
- Initiatives such as overt and covert police vehicles will target those neighbourhoods and wards where criminal and drug activity is high helping to provide and support those members of the community with evidence of wrongdoing. Through the Substance Misuse Action Team and local help we will institute a programme of drug education for the Community and to help them build neighbourhood capacity.
- Work with Hereford and Worcester Combined Fire Authority to reduce the incidence of fire and reduce fire related deaths and injuries.

What the Community needs to do if this Strategy is to be delivered effectively

- 5** Fighting Crime and Disorder is a responsibility for everyone in the community.
- Parents making sure that they know where their children are and what they are doing
 - Reporting crimes, anti-social behaviour or suspicious behaviour promptly and consistently
 - Taking simple measures and actions to make life difficult for the criminal, for example, placing valuables out of sight, ensuring that your home is secured during holiday periods, joining a community scheme that brings neighbours together, supporting the vulnerable, such as the elderly, joining a voluntary organisation such as Age Concern, Victim Support or Home Start, or simply being a good neighbour.

How we'll know if we've been successful

- 6** Our aim is to achieve the following outcomes:
- A reduction in burglary dwellings by 5%
 - A reduction in vehicle crime by 5%
 - A reduction in acquisitive crimes overall
 - Identifying numbers and nature of process for offenders, of crime analysis meetings, of crime prevention strategies, of diversionary measures, of mechanisms to support Neighbourhood Wardens, of remedies for anti-social behaviour and of partnerships to bring about the above, and ensuring that all increase during the lifetime of this Strategy.
 - Monitoring incidents and costs of vandalism through the Vandalism Group established by the Malvern Hills Community Safety Partnership, and through the Anti-social Behaviour Officer recently appointed by Malvern Hills District Council.

C. SECURE AND FULFILLING JOBS

What the Partnership has been told so far

- 1** Through the consultation process residents have told us that the availability of secure and fulfilling jobs is one of the top 5 priorities for the community as a whole. Job availability in more rural areas and the lack of the right type of opportunities for young people were raised as specific issues.
- 2** You suggested four main themes to help achieve this:
- encourage businesses to come to the area and retain those we already have
 - attract higher-paid jobs and better quality employers to the area
 - provision of more jobs for young people
 - provision of assistance to businesses
- 3** Businesses within the Vision 21 Partnership told us that:
- The shortage of people with the right skills is a significant factor in this district.
 - It is also difficult to attract and retain unskilled and semi-skilled people owing to the shortage of affordable housing to enable them to live in the district and the limitations of the transport system if they wish to commute.

- The limited availability of suitable locations is another deterrent to businesses who might consider moving into the district.
- QinetiQ is a special factor in this district. As they move into private ownership, the most important element of the district's economy is about to change. It is essential to develop new businesses to commercialise the technology resource that has accumulated in QinetiQ over the past years otherwise their value within the district could decline rapidly.
- The creation of new jobs in the district by more actively fostering start-ups is essential. This is equally applicable to both rural and 'urban' areas of the district and to retail, industrial and commercial sectors.

The Challenges facing us

4 Employment is a key element of the Long Term Vision for Malvern Hills. There needs to be more, better paid and secure jobs of the type that can only be generated by businesses whose success relies upon high levels of skill and expertise in their employees. To be sustainable in a district like this, such businesses will need to value the quality of the environment within which they are located and contribute actively to sustaining it.

5 The overall Community Strategy requires that a progressively larger proportion of the employees of local businesses need to be able to live within the district and to get to work without using their cars. Those that do live outside it need a good transport infrastructure to enable them to reach their place of work efficiently. Above all, young people need to have real career opportunities to grow and develop their skills without being forced to move away from the district. A rapidly ageing population and its effect upon the housing market makes this more difficult.

6 The most significant challenges therefore revolve around people.

- The housing and transport plans for the district will have to be constructed to make it more easy for people who are in employment to live in and move freely within the district to their place of work if existing jobs are to be retained and new jobs created. In particular this means helping the young people who will sustain both existing businesses and future new businesses to remain in the district.
- Likewise education and training resources must be directed to create the type of employee sought by the employers that this district needs. Whilst the quality of local schools is high, too few of the better-qualified pupils who are attracted to tertiary education outside the district are able to return here to work. Less academically qualified pupils without the skills necessary to meet the needs of existing businesses are less likely to be able to command salaries that enable them to get on the housing ladder here.

7 The final significant challenge is to achieve the above without negatively impacting the environment or quality of life in the district. For most businesses in the area, the attractions of the district are a very important element that contributes to their success in attracting and retaining skilled people. It would be both unwelcome and counter-productive for the character of the district to change in any significant way. However, without carefully planned change to ensure the current economic well-being of the district is secured, over the next ten years there will be less welcome and unplanned changes to the nature and character of the district catalysed by economic decline and the attendant, undesirable social change that inevitably follows.

What are we going to do in the future?

8 Continue to work together to address the strategic objectives for employment in the district, recognising that any such plans must take account of housing, education and transport as well as employment. In particular this will include:

- Working closely with local schools to improve the understanding of the skills that young people need if they wish to develop their careers in current and future businesses in the district.
- Encouraging employers to provide on the job training to develop the skill level of their employees.
- Ensuring that there are clear planning zones created that match the future needs of the district's economy and which will better and more quickly enable businesses to establish and grow in the district.
- Working with local, national and regional partners to promote the district to new investors and integrate this approach with the objectives of the West Midlands Economic Strategy and the grant funding available to support it.
- Catalysing the development of the business community to capture the unique elements of QinetiQ and the Malvern Hills Science Park for the benefits of this district.
- Building on the Worcestershire Partnership's active promotion of the Birmingham/Worcestershire Technology Corridor. This offers the opportunity to capture the unique elements of QinetiQ and the Malvern Hills Science Park and to maximise the employment benefits therefrom, particularly if appropriate grow-on sites can be made available for enterprises spinning out. It should also bring wholly new technology-based investment into the sub region and enable the commercial application of research activity to be maximised.

What the Community needs to do if this Strategy is to be delivered effectively

9 Those who seek employment in the district need to be mindful of the characteristics that local businesses are in future likely to seek in their employees and to take every opportunity to equip themselves with these characteristics. For many this should mean actively pursuing training and retraining, particularly vocational training (leading to NVQ's etc), to improve their skill levels.

10 Maintain an active interest in, and where possible involvement in, the discussions which will necessarily take place in balancing the sometimes conflicting interests of business and the environment. Only with the on-going support of the community can this element of the Community Strategy be delivered

How we'll know if we've been successful

11 We think our success in this area will be able to be measured in the following ways:

- The businesses and the jobs they offer will remain in the district.
- There will be an increase in the number of start-up companies in the district and more companies will move to the district contributing to an increase in the number of secure jobs available within the district.
- More young people will have better skills and more opportunities to find career opportunities with local businesses and suitable housing within the district.
- There will be a better transport infrastructure to and from places of work.

D. PROTECTION OF THE ENVIRONMENT, COUNTRYSIDE AND THE CHARACTER OF TOWNS AND VILLAGES, AND CLEANLINESS AND QUIETNESS WHERE IT MATTERS TO YOU

What the Partnership has been told so far

1 Through the consultation we have been told that protection of the countryside and the character of towns and villages is of paramount importance to you. In particular you believe it is important to have a District where new developments are of good quality and environmentally sustainable, reflect local character, and are generally contained within the boundaries of existing towns and villages and not spread out across the countryside. The wildlife of the district should be looked after in both urban and rural areas. There needs to be less litter in the countryside, and more recycling facilities available. In some areas of the District flooding is an issue that needs to be addressed. Whilst the District is at the moment a relatively quiet place in which to live, there needs to be more attempts to reduce the noise and disruption that traffic can bring, for example reducing speed limits or using road surfaces that minimise noise.

2 We have also been told that we need to take into account the impact of all the factors affecting the environment of the district, such as land management techniques and changes in agricultural practices. The consultation results have highlighted the importance of the particular character of the Malvern Hills District - both rural and urban – to the people who live in the area and those who come to visit. We need to be aware of the connections between the quality of the environment and the tourism industry locally, and also the outdoor leisure theme in this Community Strategy.

The Challenges facing us

3 There are some areas where our desire to protect the Countryside may be in conflict with other objectives of this Community Strategy. For example if we limit new house building too much, then the demand for existing housing will mean that house prices will rise even higher, making it difficult for younger people to stay in or move to the area. Equally, if we want to attract new, higher paying employers to the area then we may need to accept that land is made available for these. The challenge is to make sure that new developments are sensitively located from a landscape, townscape and wildlife point of view, whilst taking into account the need for links to transport routes. And whilst there is a concern to use “brownfield” previously developed land rather than new “greenfield” land, we need to recognise that “brownfield” land can have value in terms of urban open space and wildlife value.

What are we going to do in the future?

4 We will:

- Continue to work on funding bids for conservation and environmental projects, such as the provision of mobile recycling facilities.
- Continue to implement the Biodiversity Action Plan for Worcestershire for the benefit of the semi-natural habitats and rare species in the District.
- Work on identifying landscape/wildlife features in rural and urban areas that are important and need protecting from development, and we will also produce guidance for developers and planners on landscape/wildlife issues.
- Help communities identify and care for local features which are important to them, and we will aim to extend the process of landscape character assessment to include the urban landscapes of the District.
- Investigate establishing a monitoring system for planning applications in relation to environmental criteria.
- Continue to encourage Parish Councils and other Community Groups to participate in the Parish Footpaths Officer, Parish Paths Partnerships and Tree Warden Schemes.
- Raise awareness of recycling facilities and low cost home composters that are available for residents, and the replacing of old bins on the Malvern Hills.
- To address flooding issues, talk to Local Authorities upstream of Malvern to encourage approaching flooding as an issue for the whole river, not just for separate distinct sections.

What the Community needs to do if this Strategy is to be delivered effectively

5 The wishes of present and future generations of residents in the district are interpreted and safeguarded by publicly paid professionals in the form of planning officers, countryside officers, employees of the Malvern Hills Conservators and the Area of Outstanding Natural Beauty. However it is up to the community as a whole to engage actively in the debates where trade-offs may need to be made if they want their opinions to be taken directly into account. The planned Community Forums will offer one good opportunity for so doing.

6 There is also much that we can all do in our everyday actions and decisions that will help bring about the changes that we want to see in the Malvern Hills District. Existing examples of community projects are community woodland that has been planted in West Malvern, and the creation of a new village green and woodland at Abberley. Other ways in which individuals can become involved in their local area is to volunteer as Tree Wardens or Parish Footpaths Officer, and community groups can work together to develop Village Statements or Parish Plans, or identify especially valued local features.

7 Every resident also has a personal responsibility not to damage the environment in which they live. The delights of living in such a pleasant part of England bring with them the responsibility to help preserve those delights by thoughtless action.

How we'll know if we've been successful

8 The countryside has complex issues in terms of management and land ownership, and our understanding of ecology although expanding is not complete. But we do realise how important the countryside is to quality of life. All those who enjoy the countryside should have the opportunity to have their say in shaping it.

9 We will regularly test public opinion to check whether local residents and visitors perceive that our countryside, towns, villages and their special character are being protected and in key areas improving. The success of this will be measured by:

- Securing more funding for conservation and environmental projects.
- Improvements made to our landscape and wildlife.
- Improved guidance for planning and development on landscape and wildlife issues.
- Improvements made to protect and benefit local features and character of our towns and villages.
- Less litter and more recycling facilities.
- More direct community involvement by working with Parishes and other groups such as with Parish Footpaths Officers and other community based schemes.

E. HOUSING TO SUIT EVERYONE'S NEEDS

What the Partnership has been told so far

1 Through the consultation we have been told that the provision of sufficient housing within the price range that local people can afford is now a priority throughout the district. An increasing number of new households are finding it difficult, if not impossible, to access suitable housing in the district.

2 We have been told that young people leaving the district to live in more affordable areas will affect the future demographic profile of the district and the future sustainability of villages, and will cause recruitment difficulties for local employers.

The Challenges facing us

3 Malvern Hills District is considered to be a very attractive place to live, hence there is a high level of housing demand and high house prices, i.e.

- The average price of all dwellings sold in the District during 2001 was above the regional average at £131,575, for instance in the southern area based on Upton upon Severn the average was £164,770. It is estimated that house prices in the district increased by 40% over the previous 3 years.
- Incomes, however, are below the regional average, with almost half of household incomes below £18,200, and for three-quarters of households living in the district, the maximum mortgage available would be about £68,000.

4 As a result it is estimated that 25% of all households (those with incomes between £16,250 and £17,250) would not be able to purchase any property in the district, even with assistance, and a further 40% which would only be able to purchase – either outright or on shared ownership – if there were more properties available at the lower end of the market. Not surprisingly there are currently 1200 households in housing need registered on the Housing Waiting List and Malvern Hills District Council receives over 300 homelessness applications annually

5 Rented housing available from Housing Associations suffers from additional problems, i.e. difficulties in building new homes (on average only 50 new Housing Association homes per year in the whole district), low vacancy rates in family houses particularly in rural areas and existing tenants outgrowing smaller properties. Recently a Housing Needs Assessment for the area showed that over the next 9 years, a total of 1400 new affordable homes are required in the district to meet local housing needs.

6 The challenge therefore is to provide housing for the significant proportion of the population in the district who are on low incomes, in order to discourage significant numbers of young and economically active people from leaving the district, while simultaneously protecting the environment.

What are we going to do in the future?

7 New development planning guidelines will be developed within the forthcoming Local Plan which contain affordable housing policies. These should include:

- that housing of all tenures is provided, to provide choice and meeting the needs of those who cannot compete in the open housing market- such as newly forming households
- the predominance of all new housing in urban areas must be of high density to ensure affordability, whilst recognising the need to preserve conservation and townscape objectives
- there is range of property types, including special needs housing
- the mix of new housing across the district must increase the number of smaller sized dwellings
- where possible, mechanisms must be put in place by housing providers to ensure that the majority of new housing is only provided for households with local connections and is kept in perpetuity for low cost home ownership and/or for renting
- the emphasis for new building in infill sites in rural locations will be for low cost home ownership in perpetuity or for rent
- mechanisms are put in place to limit extensions to existing properties, particularly in rural locations

8 Malvern Hills District Council will build on or identify new initiatives within the Local Authority Housing Strategy, to assist newly forming households to access home ownership and to ensure suitable rented housing for those unable to access home ownership.

9 Malvern Hills District Council will work with all housing providers, employers and other organisations in developing new housing opportunities to assist newly forming households to access housing of their choice.

10 All Members of the Vision 21 Malvern Hills Partnership will look critically at their land holdings to ascertain the potential for releasing sites specifically for the development of affordable housing.

11 Where feasible 'brownfield' sites will be used for affordable housing.

12 In developing housing opportunities, where possible, new schemes will utilise Local Agenda 21 and Community Safety design principles and processes, and materials.

13 That where appropriate the Partnership should seek to influence local, regional and national housing and planning policies to achieve sufficient affordable housing to meet local housing needs.

What the Community needs to do if this Strategy is to be delivered effectively

14 The community can play an active part in housing issues in the following ways:

- Owners of large property suitable for conversion to flats for affordable housing should contact Malvern Hills District Council or local Housing Associations to discuss the possibility of leasing or selling the property for conversion purposes.
- Shopkeepers with space above their shops should contact the Council about grants for conversion to units for affordable housing or special leasing schemes involving the management of the housing units by Housing Associations.
- Farmers who have land or buildings which are surplus for agricultural requirements near to villages should contact Malvern Hills District Council to see if it could be used for rural affordable housing purposes.
- Owners who wish to sell their properties should contact local Housing Associations who have resources to purchase dwellings for rent or shared ownership.
- Let Malvern Hills District Council know of any long-term empty properties, which ought to be brought back into residential use.
- Employers recruit from the local work force wherever possible to reduce inward migration and thereby reduce pressure on the local housing market.
- Owners should consider letting individual rooms.
- When home owners sell, where possible give first choice to local purchasers.

How we'll know if we've been successful

15 We think our success in this area will be able to be measured in the following ways:

- New housing schemes have a mix of smaller accommodation at prices that are affordable to local people
- Conversions of existing property are focussed on the provision of low cost flats for single young people
- New affordable housing is available in towns and villages and there is mix of sizes of homes for different sized households

- New planning policies ensure that affordable housing for local people is the priority for new residential development
- All Partners ensure that where appropriate their surplus landholdings are utilised for affordable housing provision.

F. EASY ACCESS TO GOOD HEALTH AND SUPPORT SERVICES

What the Partnership has been told so far

1 Through the consultation we have been told that overall local people are satisfied with the quality of healthcare in the district. Access to good health and support is very important to you and features as one of the top priorities for improvement. It is important to you, not only be able to see your doctor, primary care nurse or community service when you need to, but also to be able to get to the Practice or health appointment without too much trouble.

2 We have also been told that many of you want the Partnership to continue to improve the quality of life in the area. Many of the factors which influence how we feel about life and what support we receive will also make a difference to our health. The NHS therefore will continue to work with other organisations, both statutory, voluntary and private, in improving the environment and its facilities, providing affordable housing, learning opportunities, providing employment, and finding opportunities, particularly for younger residents, to adopt a healthy lifestyle.

3 We also know that local people want to be consulted about those factors which will affect their quality of life and therefore your health status, as well as actual services and their delivery.

What are we going to do in the future?

4 As you pointed out to us many of the factors which influence how we feel about life and what support we receive will also make a difference to our health. The NHS therefore will continue to work with other organisations, both statutory, voluntary and private, in improving the environment and its facilities, providing affordable housing, learning opportunities, providing employment, and finding opportunities, particularly for younger residents, to adopt a healthy lifestyle.

5 The Trust will continue to work with our partners to improve both the quality of life along with reducing the number of deaths, thus meeting national and local targets.

6 We will ensure that we involve the public in consultation about developing and delivering services and improve access to information and support networks.

7 We are keen to work in alliance to improve access to services to people living in rural communities. This means that we will need to continue to work with the Transport Partnership, Parish Councils and the voluntary and private sectors to consider different ways of safeguarding or extending rural service provision. We are particularly concerned that we design services to meet the needs of some specific groups in Malvern Hills, like teenagers, young families, men and older people.

8 In particular South Worcestershire Primary Care Trust will be developing the ideal of 'doing today's work today'. We will ensure that all patients will have access to a GP within 48 hours with some Practices signing up to the advanced access scheme. This new way of working will mean that you will ring up in the morning and be guaranteed an appointment on the same day.

9 In addition the Trust will be investing in better use of information technology so that our vision is for you to be able to book consultations on the internet, use email facilities for repeat prescriptions and consult a Practice member of staff, not necessarily a GP, on the telephone.

What the Community needs to do if this Strategy is to be delivered effectively

10 How people live their lives – what they eat, how active they are, whether they smoke – is central to improving health. The local community can do much to play a positive part in building healthy lives for themselves and in contributing to the health of other members of society. Individuals should access sources of health information, through local opportunities at GP Practices and community groups, the Internet e.g. www.equip.nhs.uk and telephone help-lines like NHS Direct.

11 People with long-term health problems such as diabetes, epilepsy or arthritis are skilled at recognising the warning signs when their symptoms are getting worse and should take a more active part in the management of their condition. Involvement in the *Expert Patient* process will enable them to influence services and support fellow patients and take an active part in decision-making regarding their own care.

12 It would be beneficial to the health service if the local community would acknowledge that change in 'the way things are done' takes time. Limited resources impacts on both the speed of change and the prioritisation of actions. The service cannot deliver everything that every individual would like.

13 The community could take the opportunities now available to influence how services are planned and delivered. Patient forums, community based advisory groups and on-going consultation exercises through the public involvement movement, will enable everybody to have their say.

14 Lastly the Primary Care Trust asks the community to use the available services appropriately and make the best use of their consultation time. Money is wasted daily by patients not keeping appointments, be they at the local Practice or at hospital.

How we'll know if we've been successful

15 We think our success in this area will be able to be measured in the following ways:

- Through our data collection we will hope to see a reduction in the number of people requiring in-patient treatment; more people have given up smoking, the teenage pregnancy rate has reduced, and healthy eating patterns, using local produce, is making a difference to health problems linked to overweight.
- We hope to hear, through consultation exercises, that people are finding it easier to access services, particularly from the rural areas
- We would be pleased to know that more men are accessing services when they need to
- Through the intermediate care programme we hope to see more older people receiving the help and support they need through a range of services; that they can remain in their home longer or return to their home following a stay in hospital more quickly than before
- Through the development of posts at Primary Care bases patients who feel they need some help to cope will receive it sooner than previous waiting lists had allowed. Children and families with problems should also be receiving more prompt support
- Carers will be more fully supported through Primary Care and carers support groups will have developed and are working well across the District

G. A GOOD RANGE OF SHOPS AND SERVICES WHERE THEY'RE WANTED

What the Partnership has been told so far

1 Through the consultation we have been told that main concern of local residents was that of too many charity shops in Malvern. People also wanted to see a better choice / variety of shops in Malvern town

centre. In addition there was also a desire to see more local shops across the District and also a feeling that town centre retailing should be encouraged.

2 We have also been told by the voluntary sector that they thought shopping in Great Malvern was not attractive. In addition they felt that the general steepness, on-street parking and flow of traffic in Church Street in Malvern caused problems, and they also wanted to see better car parking.

3 Employers told us that they felt Malvern town centre did not attract long-term business investment and must improve in terms of retail quality, and that there was a need to promote what it had more effectively.

What are we going to do in the future?

4 From the research findings, an action plan will be formulated. It will culminate in a marketing initiative where identified high quality retailers will be contacted about investment opportunities in the town and their likely interest. The process is likely to include meetings with Landlords and Estate Agents to help assist in the project, which will aim to address the issues raised through various consultation exercises.

5 We will continue to support, develop and promote the Vital Villages scheme in the Malvern Hills District.

6 It is anticipated that a Town Centre Manager will be appointed covering the district but with a focus on Tenbury at first. The Town Centre Manager's role is to assist in promotion and enhancement of Great Malvern, Tenbury and Upton as centres for retail, leisure and tourism.

7 Continued support for the Malvern Hills Rural Transport Partnership.

What the Community needs to do if this Strategy is to be delivered effectively

8 The community can play an active part in this area in the following ways:

- Support local shops and facilities – “use it or lose it”
- Take part in consultation on the new Local Plan
- Work with and support the Town Centre Manager and traders to make improvements

How we'll know if we've been successful

9 We think our success in this area will be able to be measured in the following ways:

- Increased visitor spending
- Greater footfall
- Better economic prosperity for traders and indirect beneficiaries within Malvern and beyond
- A greater pride and sense of ownership by traders and landlords in the welfare of Malvern
- An enhanced reputation for retailing in Malvern town centre
- Support for rural shops and facilities
- Greater access to shopping facilities through transport improvements
- Co-ordinated promotion of shopping facilities across the District
- Improved shopping environment in Tenbury Wells
- Sustain and enhance the vitality and viability of the District's town and district centres.

- Sustain and enhance shopping facilities in villages and local centres.

H. A SENSE OF BELONGING TO A SUPPORTIVE COMMUNITY

What the Partnership has been told so far

1 Through the consultation we have been told that local people feel that in general there is a lack of community spirit. There is also a feeling that local facilities and amenities, and starting up social groups in local areas are key elements in developing a sense of community spirit.

2 We have also been told by the voluntary sector that they thought it was important to create opportunities for young people to become involved in volunteering.

What are we going to do in the future?

3 An “Active Communities Outreach Bus” should be coming on line in the near future. The bus will take sport and recreation activities out into communities across the District, and will also be used to enable disadvantaged young people and their families to access leisure and other facilities. A sports outreach worker has already been appointed to work on this project.

4 We are also forming a Young People's Citizens' Panel to involve young people in democracy issues and the decision making process.

5 The District Council will take the lead on auditing / mapping the existing and planned community development activity within the district.

6 Promotion of volunteering

7 The District Council and Community Action will examine the idea of ‘timebanks’

What the Community needs to do if this Strategy is to be delivered effectively

8 Improving community spirit and building supportive communities is a responsibility for us all. Simple things that we can all do that will increase the social capital of the district and therefore improve community spirit include:

- Volunteering time to help others
- The issues outlined in the ‘safe community with low crime’ section regarding joining a community scheme that brings neighbours together or membership of a voluntary organisation

How we’ll know if we’ve been successful

9 We think our success in this area will be able to be measured in the following ways:

- More facilities for young people
- Issues affecting young people, including relations with the media, police and schools, being addressed
- Fewer complaints of anti-social behaviour from residents
- Increase in the number of people volunteering or the number of volunteer hours undertaken
- Increase in the number of people who have carried out an unpaid action for someone who is not a relative or the people who have received an unpaid action from someone who is not a relative

I. THE CHANCE TO PLAY SPORT, ENJOY CULTURE AND RELAX

What the Partnership has been told so far

1 Through the consultation we have been told that a priority was the need for the provision of a new sports hall / leisure centre in Malvern. People also felt that there was a need for more sports facilities / activities for young people and there was also a desire to see more sports and leisure facilities / activities for everyone.

2 We have also been told by the voluntary sector that they think facilities for children/young people and affordable leisure are important issues. Businesses also told us that they felt there was a distinct lack of social activities for the 15-25 and 25-44 age groups, as well as evening and night-time activities in Malvern.

What are we going to do in the future?

3 We will:

- Operate Sport, Play and Community Recreation programmes in such a way that they are easily accessible to all citizens of the Malvern Hills District.
- Review the Councils approach to concessionary pricing at Council operated or funded leisure facilities for the benefit of disadvantaged families and individuals.
- Work with Dyson Perrins High School and Worcestershire County Council to create and enhance community sport facilities on the high school site.
- Through the Active Communities Project, create local sport & recreation infrastructures in 'stigmatised' rural & urban locations.

What the Community needs to do if this Strategy is to be delivered effectively

4 The community can play an active part in this area in the following ways:

- Make use of and support the facilities and activities on offer in the district
- Take responsibility for sport and recreation issues as part of a healthy lifestyle

How we'll know if we've been successful

5 We think our success in this area will be able to be measured in the following ways:

- A fitter, healthier and more proactive community
- Access to affordable, high quality service provision and opportunities for the community to tailor sport and recreation service provision to satisfy local needs

J. OPPORTUNITIES FOR LIFELONG LEARNING AND PERSONAL DEVELOPMENT

What the Partnership has been told so far

1 Through the consultation we have been told about the need for better skills in the local workforce. Also raised was the need for a broader range of course through local learning provision.

2 We have also been told that within Worcestershire, Malvern Hills District has the lowest qualified workforce in terms of adults with Level 3 or Level 4 qualifications (Herefordshire and Worcestershire Household Survey 2000 Report). A large proportion of the adult population within Malvern Hills District have no qualifications (Herefordshire and Worcestershire Household Survey 2000 Report).

3 Furthermore, across Worcestershire the district is one of the lowest in terms of the proportion of its adult population with poor literacy skills (21.2%) and poor numeracy skills (19.2%) (Basic Skills Agency, 2001).

4 Within Worcestershire, Malvern Hills District has the highest proportion of people, aged between 20 and 34, gaining a place at university, (National Statistics, 1998).

What are we going to do in the future?

5 We will:

- Extend the participation of adults and young people in education and training.
- Raise the achievement of young people at qualification levels 2 and 3.
- Raise achievement of adults in Basic Skills.
- Raise the percentage of adults at qualification levels 2, 3 and 4.
- Provide more learning opportunities in community venues to assist those who either don't want to or find it difficult to travel to established learning centres.
- Provide support for adults needing to develop literacy, numeracy and information technology skills.

What the Community needs to do if this Strategy is to be delivered effectively

6 The community can play an active part in this area by taking responsibility for personal development issues and taking advantage of the learning opportunities that are available.

How we'll know if we've been successful

7 We think our success in this area will be able to be measured in the following ways:

- Increased opportunity for skills development and learning.
- Increased opportunity for skilled employment.
- Higher local wage levels reflecting enhanced skills of workforce.
- More people undertaking a community education programme.

PART 2

A. AN EFFECTIVE TRANSPORT SYSTEM THAT OFFERS CHOICE

What's happening at the moment?

1 The Community Strategy is already bringing together partners to work smarter to the benefit of Malvern Hills communities. We now have a focus that assists joined up thinking and actions. Employers, health sector, schools, Central Trains, Railtrack (Network Rail), Parish Councils, Residents Associations to name but a few, are actively making transport choice a reality. One example of this is the Duke of Edinburgh Way Home Zone in Malvern. This, the first in Worcestershire, has attracted £600,000 of special funding to create an improved environment for the community, giving priority to people as opposed to the car. The community themselves are identifying how these funds are spent.

2 Employers are producing Green Travel Plans. Six businesses are actively producing these now. These plans will help employees travel to work by means other than the car, or where the car is used, employees will be encouraged to car share. QinetiQ has successfully attracted £32,000 from a national fund to provide pool bikes, cycle parking, showers and lockers at their Malvern site. Although a relatively small step in making it easier to get to work by means other than the car these Plans contribute to staff fitness, job fulfilment and health.

3 Safer Routes to Schools initiatives have been identified at all the schools feeding and including The Chase and Dyson Perrins High schools. These measures include safer crossing points, traffic calming and cycle parking and routes.

Key Actions – what will happen in 2003

- We are making a bid to the Strategic Rail Authority for funding to improve the Malvern Rail stations. If successful this will improve pedestrian and cycle access and facilities, security, and car parking.
- Support and continue to support Parish Councils in identifying their transport needs and identify ways of achieving these.
- Roll the Safer Routes to Schools initiatives out to all schools across the district.
- Support all employers in sustainably providing access for their employees, whether in rural or urban areas.
- Investigate innovative transport solutions and implement appropriate schemes with partners.
- Continue to use new funding initiatives, such as Home Zones, to the benefit of the district.
- Contribute to the Malvern – Cotswold line partnership

B. A SAFE COMMUNITY WITH NO CRIME

What's happening at the moment?

1 Preventing crime and living in a safe environment are important issues for the community in the Malvern Hills District and a number of new and innovative initiatives are offering original ways in which to tackle crime. Taking the lead in this work to involve and motivate local organisations and communities is the Malvern Hills District Community Safety Partnership. The Partnership, whose membership includes the District and County councils; police; probation; local business; housing associations; health; the voluntary sector and others has written a three year Crime and Disorder Strategy which is currently being implemented. The strategy document can be seen at Malvern Hills District Council's web site (http://www.malvernhills.gov.uk/community_info/community.asp).

2 Our Partners, Elgar Housing, have match funded a grant from the Government to provide a Neighbourhood Warden for the Langedland Ward, and funding has also been found for a second warden at Upton Upon Severn. Both wardens are tackling anti-social behaviour and supporting local police beat managers, in preventing burglaries and vehicle crime.

3 A police officer has been appointed to provide a high profile presence in areas where incidents of crime and anti social behaviour are high.

4 Through external funding the Community Safety Partnership has appointed a Community Support Officer who will respond to reported incidents of anti social behaviour throughout the district.

5 CCTV is set to be in Barnards Green, the Link and Town Centre and will be monitored 24 hours a day, 7 days a week.

6 A district wide outreach worker will be visiting areas where young people cannot access leisure facilities and providing a signpost service for those youngsters concerned about the availability of illegal drugs. All these activities will be measured and evaluated through the Community Safety Partnership.

Key Actions – what will happen in 2003

- 6** These outcomes cannot be achieved without the following inputs:
- A dynamic drive by all concerned to reduce burglary dwellings
 - A dynamic drive by all concerned to reduce vehicle crime
 - A dynamic drive by all concerned to reduce acquisitive crime
 - The pro-active identification and prosecution of offenders
 - The pro-active analysis of crime to target our policing activities
 - An identification and promotion of effective crime prevention strategies
 - An identification and promotion of diversionary measures, particularly concerning young offenders
 - The promotion and pro-active support of Neighbourhood Wardens
 - The pro-active and dynamic pursuit of measures to identify and divert all forms anti-social behaviour

C. SECURE AND FULFILLING JOBS

What's happening at the moment?

1 Malvern Hills District Council and Worcestershire County Council, together with QinetiQ are continuing to support the expansion of the Malvern Hills Science Park and its continuing growth is vital if the value from QinetiQ is to be captured and retained in the district.

2 The Enigma Business Park can offer opportunities for these businesses to grow and stay in the district, but space is limited and consideration is being given to identifying other opportunities in the district that could be used to enable future growth.

3 The Birmingham/Worcestershire Technology Corridor that has been identified as a regional growth opportunity extends to Malvern. Plans for the best way to realise Community Strategy objectives through the corridor initiatives are under discussion currently.

Key Actions – what will happen in 2003

4 We will:

- Develop and resource a 5-year plan with Partners that will drive 5% year-on-year increase of start-up businesses in the district of which >30% will be knowledge or technology based.
- Provide a balanced portfolio of employment sites in terms of size, type, quality and location which meets Community Strategy objectives and the needs of existing and new business.
- Secure the future expansion plans of the Malvern Hills Science Park
- Identify the specific elements of the transport and communications infrastructure that impact business development and ensure these are factored into the regional and district plans
- Ensure the rapid development of the communications infrastructure in the district, in particular broadband availability, to aid the creation of new businesses in rural areas as well as urban centres.

D. PROTECTION OF THE ENVIRONMENT, COUNTRYSIDE AND THE CHARACTER OF TOWNS AND VILLAGES, AND CLEANLINESS AND QUIETNESS WHERE IT MATTERS TO YOU

What's happening at the moment?

1 The Malvern Hills District Local Plan, which is currently under review, covers issues such as the type and location of new development as well as conservation policies. The Malvern Hills AONB Management Plan is also about to be reviewed, setting out policies and actions which will influence the future of the AONB. Comments made during the community consultations carried out for this Community Strategy will be taken into account in both these reviews.

2 The Biodiversity Action Plan for Worcestershire is a ten year action plan for protecting and enhancing semi-natural habitats in the county and some of our most threatened species. This includes acid grassland, which is one of the major habitats on the Malvern Hills. The Malvern Hills have just been awarded a substantial grant from the Heritage Lottery Fund to help manage the habitats and landscape of the hills, and the Conservators and AONB office will continue to work with other partners on developing bids and projects for the benefit of the hills. A landscape character assessment of rural Worcestershire has been completed which describes the range of different landscape types in the county including the Malvern Hills.

3 We have litter patrols throughout the district, and are replacing old bins on the Malvern Hills with new ones which are easier to use. In addition we have held a Dog Awareness Week to encourage dog-owners to take action to reduce fouling. Low cost home composters for residents are available from the District Council, and we are also working together to develop an integrated Waste Management Strategy for the District (covering issues such as fly-tipping, waste minimalisation, recycling waste and landfill). To try to reduce congestion we have prepared a car park strategy for the Hills.

4 We are continually reviewing and monitoring the preparedness of local and strategic emergency plans to deal with flooding, and we liaise with local communities over these plans.

Key Actions – what will happen in 2003

5 We will:

- Implement Supplementary Planning Guidance based on the Landscape Character Assessment of Worcestershire, which covers the Malvern Hills District.
- Complete and publicise a programme of open space studies for Malvern, Tenbury and Upton, and complete an Urban Green Space Study for Malvern.

- Complete re-routing of the Worcestershire Way into Malvern, to make it easier to access the path via public transport.
- Develop a programme of education for the public, businesses (including fast food outlets) and manufacturers to reduce the amount of litter produced.
- Encourage and help landowners to apply for Countryside Stewardship Schemes, to help pay for environmentally friendly farming practises.
- Lower the charge for the collection of bulky household waste, to help reduce fly-tipping in the countryside, and introduce an additional litter patrol.
- Pass on all comments from the Community Strategy consultation exercise relating to flooding to the relevant authorities (e.g. Environment Agency, Severn Trent Water), asking for a response as to how they can be addressed.

E. HOUSING TO SUIT EVERYONE'S NEEDS

What's happening at the moment?

1 In recognition that affordable housing is a major priority, there are a number of initiatives are currently underway:

2 Malvern Hills District Council is committed to meeting the housing needs of all residents in its District, working with the Housing Corporation, Housing Associations and other housing providers, and by direct service provision. Since the transfer of its housing stock to Elgar Housing Association in 1995, the Council has devoted an average of £1.5 million per annum from capital receipts to grant aid major Housing Association new build and acquisition programmes and private sector renewal schemes.

3 A major Housing Needs Assessment for the district has recently been completed. This has identified that during the period from 2002-2011 there will be a need for 1400 affordable dwellings.

4 Malvern Hills District Council has produced its Housing Strategy which reviews the housing needs of the district and to details policies for addressing those needs over a five year period.

5 Housing Associations are building new homes for rent in the area.

6 Malvern Hills District Council is helping to finance Housing Association low cost shared ownership schemes. During 2002/2003 as part of its overall housing programme the Council is devoting £750,000 grant funding for this purpose

Key Actions – what will happen in 2003

- The Partnership will seek through the development of the Community Strategy to influence the development of affordable housing policies in the new Local Plan for the district.
- Malvern Hills District Council will be asked to commit a major element of its capital budget to the promotion and funding of shared ownership and rental housing schemes throughout the district.
- Developers building new housing in the district will be asked to provide affordable housing within new sites.
- There will be promotion of the use of existing buildings – both residential and non-residential for affordable housing.
- Parish Councils will be encouraged to undertake housing needs surveys and identify suitable sites for affordable housing. Sites can include 'exception sites' on the edge of villages where planning permission would not be given for other purposes other than affordable housing.

- Working with the Countryside Agency and Community First, Malvern Hills District Council is promoting the work of the County Rural Housing Enabler to assist Parish Councils in undertaking housing needs surveys and identifying suitable sites in rural areas for new Housing Association rent and shared ownership housing.

F. EASY ACCESS TO GOOD HEALTH AND SUPPORT SERVICES

What's happening at the moment?

1 By delivering the Health Improvement and Modernisation Programme, South Worcestershire Primary Care Trust and its health partners are continuing to improve health, focussing not only on detecting illness and treating it but also on trying to prevent or delay the onset of major health problems. Our main areas of work are concerned with cancer and palliative care, children and young people, coronary heart disease and diabetes, learning disabilities, mental health, older people and people with a physical or sensory disability. We are particularly interested in reducing the health inequality between men and women and between rural and urban communities.

2 Locally we are:

- Working with local people to reduce smoking and smoking related disease by the Worcestershire Smoking Advice Service and Primary Care staff offering support to patients.
- Promoting healthy eating, for example by working with school staff to enable pupils to adopt a balanced diet; to increase the levels of physical activity of people of all ages, for example by involving older people in gentle activity through the EXTEND programme and the general public in Walking the Way to Health neighbourhood schemes.
- Reducing obesity with preventative advice on lifestyle.
- Reducing the incidence of falls, for example through training nursing home and community staff in preventing falls
- Improving mental wellbeing by offering information, self-help programmes and raising the issue of discrimination within the media.
- Working to increase young people's awareness of the harm caused by drugs, alcohol and other risk taking activities, to provide high quality sex education and to seek to reduce the teenage pregnancy rate.

3 In addition to promoting better health, the Health Improvement and Modernisation Programme also identifies the need to look at how services are delivered to local people. We are committed to finding different ways to improve the access to local services and alternative ways of providing treatment to reduce waiting lists for in-patient treatment. This requires Primary Care Practices and Community Services to consider different ways of working. Our staff tell us that they spend a lot of time travelling to home visits and that patients can experience problems in getting to their healthcare. We must be a key player in the local Transport Partnership to find an integrated menu of solutions which will improve this priority for local people.

4 Some other examples of what we are currently involved in are:

- We have jointly funded 5 rehabilitation beds at Mowbray Nursing Home available for older people who need care and support to either prevent them from needing a hospital bed or offer an early discharge arrangement from hospital. This idea will make a real difference to patients returning to their own homes and continuing to live as healthy and independent lives as possible.
- Every Practice in Malvern Hills now has access to a brand new Primary Care Family Team. This team works with children and families, who are dealing with behaviour difficulties or family problems, and ensures that those children in greatest need receive help quickly.

- Currently a Carers' advisor is working in Great Witley, St Saviours and Court Road Malvern Practices, paid for by the Trust, in partnership with Worcestershire Association of Carers and Social Services. This post gives advice and support, particularly about benefits and respite care. If this is as successful as we hope we will look to extend the service across the District.

5 We have been working with local companies on the Elgar Business Park to offer male employees an opportunity to go through a health check and health visitors are running a drop-in clinic in St Mary's Church Hall Malvern. We will be looking at other ways across the District to reach out to the male population in order to enable them to get information, advice and check on their health concerns.

Key Actions – what will happen in 2003

- Relocate the Upton Practice, Court Rd, Avenue Rd and Health Centre Practices to enable enhancement and extension of services
- Consider options for replacing the existing Malvern Community Hospital whose building has passed its useful life; the concept of a community resource centre will offer the opportunity to expand the range of local health services
- Seek funding to expand the Primary Care Family Team initiative
- Submit a joint application to set up a team of mental health team workers who will link with general practice to pick up those patients who need some support when they have hit a life event which is affecting their sense of well-being
- We are hoping that a joint bid to the Community Fund to set up an innovative Green Gym project on the Langland estate in Malvern will be successful
- Plan and deliver further training on falls prevention for a range of professionals across the District which will promote strategies to reduce older people's incidence of injury

G. A GOOD RANGE OF SHOPS AND SERVICES WHERE THEY'RE WANTED

What's happening at the moment?

1 Malvern Hills District Council's Community and Economic Development team, in consultation with Malvern Town Council and Great Malvern Association of Traders, is undertaking background research into the current situation in Great Malvern. This will consider the rent and rateable values, vacancy rates, and numbers of charity shops as well as identifying possible niche markets.

2 The Vital Villages project, a partnership involving various organisations (including the Countryside Agency, Community First, local authorities and Chambers of Commerce) supports individuals and community groups in rural villages to help them sustain or provide facilities and services for the community. A number of village shops and post offices in the area have been supported as well as projects such as mini libraries and cyber cafés.

3 The Malvern Hills Rural Transport Partnership is seeking to promote and enhance local solutions to rural transport provision in the Malvern Hills area. The Partnership is supported primarily by Worcestershire County Council, Herefordshire & Worcestershire Chamber of Commerce, Teme Rural Challenge, Community First and Malvern Hills District Council, with other partners including town and parish councils, voluntary organisations, transport operators and community groups. One of its key objectives is to assist in providing access to key services such as shops in rural areas. A rural Transport Officer is to be appointed to deliver this project.

- 4 There is also an ongoing review of existing Local Plan policies including those on:
- Town Centre shopping frontages
 - Maintaining and enhancing vitality and viability of town centres
 - Provision and support for local and village shops
 - Town centre development opportunities e.g. Edith Walk, Malvern

Key Actions – what will happen in 2003

- The appointment of the Town Centre Manager in September 2003 will allow for a full time dedicated resource for town centre issues in Malvern, Tenbury Wells and Upton upon Severn
- The marketing literature from the Town Centre Initiative will be distributed and high quality investors will be targeted with a view to enhancing trade in Great Malvern
- Implementation of the Malvern Hills Rural Transport Partnership Action Plan
- Consultation on new Local Plan – early 2003
- Undertake a Town Centre Health Check for Malvern
- Establish distance data in respect of key local services in order to provide a basis from which to track improvements in this area

H. A SENSE OF BELONGING TO A SUPPORTIVE COMMUNITY

What's happening at the moment?

- 1 A Community Development Worker for Langland and Brook Farm has been employed to develop community activities. This includes after school activities and holiday activities for young people.
- 2 Young People from schools across the District have become involved in writing the Young People's Strategy which deals specifically with young people's issues.
- 3 There are also links with the sport and recreation issues and in this respect Malvern Hills District Council's Sport and Recreation Section runs a number of summer holiday activities each year.
- 4 There are also strong links between this issue and ongoing actions in Sport and Recreation and other areas of Community Safety. Some of these, such as the district wide outreach worker and provision of sport and leisure facilities and activities, are referred to in the '*Safe community with low crime*' and '*The chance to play sport, enjoy culture and relax*' sections of this document.

Key Actions – what will happen in 2003

- Active Outreach Bus
- Young People's Citizens' Panel
- Continued support for Community Development activities

I. THE CHANCE TO PLAY SPORT, ENJOY CULTURE AND RELAX

What's happening at the moment?

- Finalising the programme for refurbishment and enhancement of facilities at the Malvern Splash Leisure Complex and the creation of a new Health & Fitness facility at Tenbury Pool.
- Providing access to indoor community Sports Halls and ancillary facilities at the new Hill Community Centre (Upton upon Severn) and at the new Hanley Castle Sports Centre.
- Enhancing the programme of activities at Council operated or funded leisure facilities – Malvern Splash, Malvern Chase Astro Turf, Sport Martley and Tenbury Pool.
- Delivery of Active Sport Programmes in Girls Football, Basketball, Rugby, Swimming, Tennis, Cricket and Hockey with key sports club partners across the Malvern Hills District.
- Delivery of Children's Holiday Activity Programmes at key sites across the Malvern Hills District with funding from the National Lottery New Opportunities Fund.
- Providing support and advice to local Sports Clubs and Recreation Associations in relation to external funding applications, health & safety and child protection.
- There are also links between this issue and ongoing actions in other areas of community development. Some of these are referred to in the 'Community' section of this document.

Key Actions – what will happen in 2003

- The provision of Community Sports Leader Award Courses and the recruitment of Community Sports Leaders to support the Active Communities Project.
- Completion of the Malvern Splash enhancement and refurbishment contract.

J. OPPORTUNITIES FOR LIFELONG LEARNING AND PERSONAL DEVELOPMENT

What's happening at the moment?

- A Skills Strategy for the Birmingham – Worcestershire Technology Corridor is being developed in conjunction with local agencies and local employers.
- A review of the provision of Adult and Community Learning with a view to meeting local needs.
- A Learndirect Centre in Malvern town library provides access to courses on the internet.
- The Malvern Hills Lifelong Learning Network provides a forum for local organisations involved/interested in learning-related issues to discuss current learning provision and what can be done to improve it in the future.

Key Actions – what will happen in 2003

- Support the implementation of the Birmingham – Worcestershire Technology Corridor through the development of a skilled local workforce.
- Through the development of regional Business Clusters support initiatives of relevance to Malvern Hills District e.g. Medical Technologies, Engineering.
- To support the development of initiatives to address the needs of rural communities through the Food and Drink and Tourism Business Clusters.

- The development of industrial estate Learning Zones on the Enigma Business Park.
- To develop Adult Apprenticeships to target skills shortages identified by local employers.
- Support the extension of higher education opportunities through University College Worcester in order to help retain young people as they progress on to higher education.
- To support increased flexibility of the 14-16 curriculum.
- Support lifelong learning and skills development through engagement with the Malvern Hills Lifelong Learning Network.

APPENDIX 1

FULL LIST OF AGREED QUALITY OF LIFE INDICATORS

Indicator	Short definition (<i>indicators in italics require a survey</i>)
Economic	
QoL 1	Proportion of people of working age in employment
QoL 2	Proportion of people claiming unemployment benefit who have been out of work for more than a year
QoL 3	Proportion of young people (18-24 year olds) in full-time education or employment
QoL 4	Percentage increase or decrease in the total number of VAT registered businesses in the area
QoL 5	Percentage increase or decrease in the number of local jobs
Social	
QoL 6	Proportion of the population who live in wards that rank within the most deprived 10 per cent and/or 25 per cent of wards in the country
QoL 7	Percentage of population of working age who are claiming key benefits
QoL 8	Proportion of children under 16 who live in low income households
QoL 9 BVPI	(a) Proportion of 19 year olds with Level 2 qualifications (that is 5 GCSEs A*-C or NVQ equivalent) (b) Percentage of 15 year old pupils in schools maintained by the local authority achieving 5 or more GCSEs at grades A*-C or equivalent
QoL 10	Death rate by cause (standardised mortality rate per 100,000 population in the following categories): <ul style="list-style-type: none"> • cancer in under 75s • circulatory diseases in under 75s • suicide and undetermined injury - all ages • all accidents - all ages
QoL 11	Infant mortality (number of deaths of infants under a year old and number of stillbirths - per 1,000 live births)
QoL 12	Rate of conceptions among girls aged less than 18 years
QoL 13	Affordable housing (house price/earnings affordability ratio)
QoL 14	Number of unfit homes per 1,000 dwellings
QoL 15 BVPI	(a) <i>Percentage of residents surveyed who feel 'fairly safe' or 'very safe' after dark whilst outside in the local authority area</i> (b) <i>Percentage of residents surveyed who feel 'fairly safe' or 'very safe' during the day whilst outside in the local authority area</i>
QoL 16 BVPI	Crimes committed: <ul style="list-style-type: none"> • domestic burglaries (per 1,000 households) • violent offences (per 1,000 population) • vehicle crimes (per 1,000 population)
QoL 17	<i>Percentage of residents surveyed who are concerned about different types of noise in their area</i>
QoL 18	<i>Percentage of residents surveyed who are satisfied with their local area as a place to live</i>
QoL 19	<i>Percentage of residents surveyed consider that their local area is getting worse</i>
QoL 20	Number of childcare places per 1,000 population aged 0-5 not in early education
QoL 21	Facilities for young people indicator(s) - under development, will be added in the future
QoL 22	(a) <i>Percentage of residents surveyed finding it easy to access key local services</i> (b) <i>Actual distance to key local services</i>

Indicator	Short definition (<i>indicators in italics require a survey</i>)
Social - community involvement	
QoL 23	<i>Percentage of adults surveyed who feel they can influence decisions affecting their local area</i>
QoL 24	Percentage of voluntary/community organisations functioning in a specified locality per 1000 residents that performed well in the past year
QoL 25	<i>Percentage of people surveyed who feel that their local area is a place where people from different backgrounds and communities can live together harmoniously</i>
QoL 26	(a) <i>Percentage of people surveyed who have carried out any of a specified list of actions, unpaid, for someone who is not a relative in the past 12 months</i> (b) <i>Percentage of people surveyed who have received any of a specified list of actions, unpaid, by someone who is not a relative in the past 12 months</i>
Environmental	
QoL 27	Air pollution (a) Number of days per year when air pollution is 'moderate' or 'higher' for PM10 (b) Annual average nitrogen dioxide concentration (c) For rural sites, number of days per year when air pollution is 'moderate' or 'higher' for ozone
QoL 28	Carbon dioxide emissions by sector (tonnes per year) and per capita emissions (tonnes)
QoL 29	Percentage of main rivers and canals rated as 'good' or 'fair' quality
QoL 30	Household energy use (gas and electricity) per household
QoL 31	Water leakage rate from main and customer pipes
QoL 32 BVPI	Percentage of the total tonnage of household waste that has been: <ul style="list-style-type: none"> • recycled • composted • used to recover heat, power and other energy sources • landfilled
QoL 33 BVPI	(a) Proportion of land stock that is derelict (b) Percentage of new housing development on previously developed land
QoL 34	Percentage of highways that are either of a 'high' or 'acceptable' standard of cleanliness
QoL 35	Annual average traffic flow per 1000 km of principal roads
QoL 36	<i>Percentage of residents surveyed who used different modes of transport, their reasons for, and distance of, travel</i>
QoL 37	<i>Percentage of children travelling to (a) primary school, and (b) secondary school by different modes</i>
QoL 38	The area of land designated as a Site of Special Scientific Interest (SSSI) and that is in 'favourable condition' <ul style="list-style-type: none"> • number and hectares of land designated as a SSSI in a local authority area • percentage of assessed area in favourable and unfavourable recovering condition, within SSSIs • area of Local Nature Reserve per 1000 population (ha) • local species count, for example wild birds, amphibians, water voles and so on

Notes:

1. BVPI = Indicator also part of the current set of Best Value Performance Indicators for local authorities
2. The Audit Commission encourages analysis of the data where appropriate by gender, ethnicity, age and disability. This is particularly important for the community involvement and other survey-based indicators.
3. Detailed definitions for the indicators are available from the Audit Commission's web site:
www.audit-commission.gov.uk/pis/quality-of-life-indicators.shtml

THE VISION 21 MALVERN HILLS PARTNERSHIP

The *Vision 21 Malvern Hills Partnership* is committed to working together and with others to achieve the changes people want to see to make their quality of life better. The following organisations have signed up to that.



Churches Together



