

The Vale of Glamorgan
Community

The Vale of Glamorgan
Community Strategy


















Community Strategy

2003-2013





members of the Vale of Glamorgan partnership

	Barry College		South Wales Fire Service
	Bro Morgannwg NHS Trust		South Wales Police
	Cardiff and Vale NHS Trust		Sports Council for Wales
	Cardiff Chamber of Commerce		University of Wales Institute Cardiff
	Countryside Council for Wales		Vale Centre for Voluntary Services
	ELWa		Vale Consortium for Education and Training
	Environment Agency Wales		Vale of Glamorgan Council
	Headteachers' Steering Group		Vale of Glamorgan Local Health Board
	National Probation Service (South Wales)		Welsh Development Agency
	Private business sector		

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foreword

by Councillor J James,
Chairman of the Vale Partnership and Leader of
the Vale of Glamorgan Council

This document is the first Community Strategy for the Vale of Glamorgan. It sets out a vision for the future of the area and points to how we might improve the quality of life in the Vale over the next 10 years. An associated Action Plan will include more detailed proposals and set out the priorities for the next four years.

The Strategy has been produced on behalf of the Vale of Glamorgan Partnership which includes key public, private, voluntary and community sector organisations. It also reflects representations made following two consultation exercises with local communities on what they consider to be the important issues in the Vale.

However, community planning is a continuing process and the Community Strategy will be reviewed periodically. This will allow us to carry out further consultation to ensure the Strategy remains relevant to local concerns.

Councillor Jeffrey James

A handwritten signature in blue ink, reading 'Jeffrey James', with a long, sweeping horizontal line extending from the end of the signature.

“...a vision for the
future of the area...”

• What is the Community Strategy?

In common with other Councils in Wales, the Vale of Glamorgan has a duty under the Local Government Act 2000 to prepare a Community Strategy to promote the economic, social and environmental well being of its area. This document is the first Community Strategy for the Vale of Glamorgan. The main purposes of the Strategy are:

- to improve the quality of life of local communities in the Vale
- to provide a focus for improved joint working and planning between public agencies and the voluntary and business sectors.
- to contribute to the achievement of sustainable development

The Strategy looks forward 10 years. It considers how we want the Vale to look in the future and identifies priorities for action leading towards that vision. It is important to stress at the outset that the Community Strategy is not simply a Council document. Rather, it seeks to ensure that the aims and targets of all the organisations active in the Vale of Glamorgan are geared towards providing a focused and consistent quality of services to residents, visitors and businesses. To that end the Strategy represents a joint approach to improving the quality of life in the Vale.

• The Vale of Glamorgan Partnership

The Vale of Glamorgan Partnership acts as the overarching strategic partnership responsible for community planning in the Vale of Glamorgan, including overseeing the preparation and implementation of the Community Strategy. Membership comprises senior representatives from the organisations listed on page 2.

• The Vale - Key Facts and Figures

- In 2001 the Vale's population was 119,292; it is expected to be much the same in 2011. However, the number of households will continue to grow, from 48,750 in 2001 to 52,200 in 2011 as average household size reduces.
- The age profile of the Vale's population is also expected to change significantly: the number of children (up to the age of 15) is forecast to drop from 25,000 to 22,000 whilst the number of people of pensionable age will increase from 24,200 to 28,100.
- The unemployment rate in the Vale was 2.8% in March 2003, which was the same as the Welsh average. Within

the Vale the highest rates were found in Barry, particularly in the wards of Castleland (6.7%) and Court (5.3%). In contrast, the rate for the rural Vale was 1.8%.

- The percentage of working people in employment in 2001 was 69%. Employment in the Vale is characterised by a high proportion of people working in public and other services. Compared with the rest of South East Wales, the Vale has a lower proportion of manufacturing jobs and a higher proportion in distribution, hotels and catering.

- There are an estimated 4,500 businesses in the Vale. The Business Directory lists details of some 2,800 of these. Major private employers include British Airways, DARA, Bosch, Tesco and Dow Corning but there is significant net outward commuting to Cardiff and Bridgend.

- The Index of Multiple Deprivation for Wales (2000) showed the most deprived wards in the Vale of Glamorgan to be Castleland and Gibbonsdown in Barry. These are in the top fifth of the most deprived wards in Wales; a further three Barry wards – Court, Cadoc and Buttrills – are in the second fifth. On the other hand, the Vale contains 10 of the 100 least deprived wards in Wales.

- In terms of educational achievement the Vale performs well. For example, in 2002, 60% of pupils achieved five or more GCSE grades A*-C. This was above the average for Wales (50%) and was, in fact, the joint highest for Welsh local authorities.

“...a joint approach to
improving the quality of life...”

introduction

- Health indicators suggest that the Vale generally compares favourably with most other parts of Wales (though not necessarily with England). Life expectancy for Vale residents is 76 years for men (3rd highest in Wales) and 80.5 years for women (5th highest). Comparative scores of 'Health Status' for areas in Wales show the Vale to be equal first (with Cardiff) for physical health and second for mental health.

- The environment in the Vale is 80% rural and includes important landscape, geological and wildlife sites. There are currently 21 Sites of Special Scientific Interest, 2 Local Nature Reserves and 7 Wildlife Trust Reserves, as well as 19 km of Heritage Coastline and the Llanarfan Landscape of Outstanding Historic Interest.

• A Vision for the Vale

Our vision for the Vale is a place:

- that is safe, clean and attractive, where individuals and communities have opportunities to improve their health, prosperity and well-being, and
- where there is a strong sense of community in which local groups and individuals have the capacity and incentive to make an effective contribution to the future of the area

Overall, the Vale of Glamorgan is comparatively wealthy and many of its residents enjoy a high standard of living in a good quality environment. However, there are areas within the Vale which suffer from significant economic, environmental and social difficulties such as high unemployment, sub-standard housing, low educational achievement, poor health and high levels of crime. Our vision is to target those areas for improvement while seeking to conserve and enhance the best features of the Vale so as to raise the quality of life for all who live in the area or visit it for work or recreation.

• Aims of the Community Strategy

In tackling those issues that matter to local communities the Community Strategy will aim to:-

- Develop a **diversified and sustainable economy** which will provide a wide range of jobs, increase labour market participation and raise skill levels, where employers take seriously their environmental and social responsibilities.
- Promote **lifelong learning opportunities** which break down barriers to participation and provide opportunities for all members of the community.
- Reduce levels of **crime and disorder**, targeting the social and economic factors which can often encourage anti-social activities.

- Provide improved and better co-ordinated opportunities for **health, social care and well-being**, tackling the disadvantages of vulnerable people and encouraging individuals to develop healthier lifestyles.

- Promote a **sustainable future** by ensuring environmental resources are used wisely, the rich bio-diversity of habitats and species is protected and enhanced and people are encouraged to value their local environment.

• Consultation

Prior to preparing the Community Strategy, the Council and its partners completed a range of consultations to ensure that the concerns of local communities were adequately reflected. This included a series of inter-active public exhibitions at locations throughout the Vale, workshops involving representatives from private, public, voluntary and community organisations, discussions with key partners and with elected members of the Vale Council and Community Councils.

Based on the responses received, a Draft Community Strategy was prepared and used as the basis for a second round of consultations between December 2002 and March 2003. In May 2003 the Council organised a public debate on the 'state of the area' which provided further feedback on the Draft Community Strategy.

Priorities for action based on these consultations are addressed under five broad themes, namely:

- Economic Regeneration
- Lifelong Learning
- Community Safety
- Health and Well Being
- Environmental Improvement

Inevitably, there are overlaps between these themes and cross cutting issues are identified where relevant. Nevertheless, this format provides a manageable and comprehensive structure for addressing the full range of issues.

• Introduction

Approximately 41,500 people work in the Vale of Glamorgan, more than half of them in organisations employing fewer than 50 people. Industry in the Vale is characterised by a high proportion of employment in ‘public and other services’, with the ‘distribution, hotels and catering’ sector also strongly represented.

Manufacturing is less important in the Vale than elsewhere in South East Wales, accounting for only 14% of total employment. However, many of the manufacturing activities are in relatively high value sectors, most notably aircraft maintenance and chemicals production.

The Vale of Glamorgan historically has not been self-sufficient in employment provision. In particular there is a well established pattern of **commuting** into Cardiff and, to a lesser extent, Bridgend. Of those residents of the Vale in employment, an estimated 45% work in other areas.

Unemployment in the Vale stands at 2.8% (March 2003). This average is exceeded in every Barry ward, but particularly in Castleland, Court, Buttrills, Cadoc and Gibbonsdown – areas that also experience many other forms of deprivation.

The Vale was the destination for 13% of all **inward investment** into Wales between 1983 and 2001. Over that period the Vale benefited from almost £1.7 billion of capital investment and almost 7,000 direct new jobs. Examples include Bosch, Dow Corning and BAMC.

Parts of the Vale remain eligible for **European Objective 2 Transitional funding** until 2005. Under Objective 2, much of Rhoose (including Cardiff International Airport), Penarth and Barry (including The Waterfront) are eligible for grant aid towards investment. Certain areas within Barry are also eligible for support for community initiatives. The whole of the Vale of Glamorgan remains eligible for Objective 3 funding, which covers human resource development including training.

Eighty per cent of the Vale is rural and **farming** is an important local industry. Revived interest in traditional farming methods has occurred recently, with an increase in organic farming.

• Strategic Issues

Urban Regeneration

• Barry is the main centre of economic activity in the Vale, but it also contains areas of significant social, economic and environmental deprivation. The work of Barry Action in recent years on environmental and infrastructure improvements, together with regeneration opportunities at The Waterfront, Barry Island and elsewhere, provide an opportunity to **re-position the role of Barry** in the sub-regional economy.

• The other towns in the Vale also display varying degrees of economic and environmental problems, particularly in their commercial centres, but they also present opportunities for investment and improvement.

Inward Investment

• Though the Vale has attracted substantial **inward investment** in recent decades, it is likely that the number of projects will be fewer in coming years in view of strong competition from other areas – including those where generous grant regimes prevail, such as EU Objective 1 areas - and reduced demand for inward investment from the Far East in particular. The Vale needs now to look at a more targeted approach to inward investment which maximises its strengths and opportunities. The aviation, chemical, tourism and education sectors in particular have been identified as areas where potential exists for new growth and development.

“...opportunities for
investment & improvement...”

economic regeneration

Supporting Businesses

- Whilst inward investment can provide new jobs, **existing businesses** are the backbone of the Vale's economy. Among the industrial sectors in the Vale which have potential for growth are **chemicals, aircraft and aerotech, food, finance and tourism**. A range of support services is available from a number of organisations including the Welsh Development Agency, Welsh Assembly Government, Business in Focus, ELWa, Job Centre Plus and the Council.
- **Rural businesses**, including agricultural businesses, are often disadvantaged in terms of distance to markets and suppliers. There is a need to strengthen businesses in the Rural Vale, to encourage best practice and local inter-trading and to raise awareness of the range of support services available. Research supported by the Council and the WDA has recently been undertaken to identify issues affecting the rural Vale.
- Successful economic development at community level requires the fostering of the skills and enterprise necessary to allow people to participate and contribute effectively. **Community enterprise initiatives** at the local level are frequently directed at overcoming the type of social exclusion experienced by certain parts of Barry in particular and, in these areas, there remains the opportunity to seek European or other funding to support appropriate community initiatives.
- The lack of knowledge of **environmental and sustainability issues** is seen as a constraint on business and communities in the Vale of Glamorgan. Currently, 90% of industrial and household waste from the Vale is sent to landfill sites and less than 0.5% of companies in the area are registered as having a formal environmental management system.

Tourism

- Tourism is one of the fastest growing industries in Wales and is important to the economy of the Vale. The tourism industry is highly diverse and comprises numerous small and medium sized enterprises. Many opportunities exist for making the tourist industry more sustainable with the growing market for green tourism. Tourism needs to be **developed and marketed** in a co-ordinated and focused way.

Access to Employment

- A good and sustainable **transport network** is a vital component of a healthy economy in providing for the efficient movement of goods and people. It is important that there is convenient access for Vale residents to employment opportunities both within the area and beyond.
- Improving access to high quality jobs also involves providing people with appropriate skills. There are already partnership initiatives aimed at **raising skill levels and removing barriers to learning** for all age groups in the Vale; this theme is explored further in the Lifelong Learning section of this strategy.

“...access to high quality jobs...”

economic regeneration

PRIORITIES FOR ACTION

Strategic Priority	Action	Major Partners
<p>Implementation of town centre improvements and urban regeneration schemes with particular emphasis on:</p> <ul style="list-style-type: none"> • Increased vitality and viability of shopping centres • Enhanced commercial property values and reduced vacancies • Improved environment and better public transport links and car parking facilities in town centres • Reclamation of brownfield sites for development 	<ul style="list-style-type: none"> • Refurbish former Barry Town Hall • Redevelop 57-71 Holton Road • Extend The Waterfront to include land south of Barry No.1 Dock • Redevelop Penarth Heights for better housing and community facilities 	<p>Vale of Glamorgan Council (VoGC) Welsh Development Agency (WDA) Associated British Ports (ABP) Barry and Penarth Development Groups</p>
<p>Encourage inward investment and support local business development</p>	<ul style="list-style-type: none"> • Raise the profile of 'regional showcases' such as Barry Waterfront and St Athan airfield • Increase number of job opportunities in aviation, chemicals, tourism and other growth sectors • Develop the Vale's potential as a location for film and media production • Provide appropriate information services and assistance to those considering investing or visiting the Vale • Reduce long term unemployment and increase economic activity rates • Increase community enterprise activity in areas of greatest deprivation • Upgrade the infrastructure and environment in established and new employment areas 	<p>VoGC South East Wales Economic Forum/Capital Wales WDA ABP TBI DARA Business in Focus Vale European Partnership Wales Screen Commission Wales Tourist Board ELWa</p>
<p>Raise awareness in the local business community of environmental and sustainability issues</p>	<ul style="list-style-type: none"> • Encourage investment in clean technologies and waste minimisation • Adoption by more companies of Environmental Management Systems • Reduce proportion of industrial waste disposed of in land fill sites 	<p>VoGC Environment Agency Wales (EAW) Local businesses Arena Network</p>
<p>Encourage enterprise and development of business activity in the Rural Vale</p>	<ul style="list-style-type: none"> • Create more local employment opportunities • Make the rural economy more sustainable • Provide greater variety of locations for potential investors 	<p>VoGC WDA Welsh Assembly Government (WAG) Vale Rural Partnership</p>

economic regeneration

PRIORITIES FOR ACTION

Strategic Priority	Action	Major Partners
Develop and promote the tourism potential of the Vale	<ul style="list-style-type: none"> • Increase visitor numbers and visitor spending • Complete Barry Steam Railway • Regenerate and refurbish Cold Knap, Barry • Construct the Penarth Headland link • Refurbish Penarth Pier Pavilion 	VoGC WDA Wales Tourist Board Local businesses Capital Region Tourism
Secure sustainable improvements to the transport infrastructure to improve access for all to employment and recreational opportunities and reduce traffic congestion.	<ul style="list-style-type: none"> • Re-open for passenger services the Vale of Glamorgan railway line with new stations at Llantwit Major, Rhoose and Barry Waterfront • Strategic highway investment to address traffic problems at Culverhouse Cross and improve links to Cardiff International Airport and Barry Waterfront and between Barry Waterfront and Cardiff Bay 	VoGC SWIFT Regional Transport Board Rail/Bus Operators WAG
Develop a learning economy for training and employment	<ul style="list-style-type: none"> • Establish a University Faculty at Barry Island related to tourism and leisure • Develop an IT Skills Centre at The Waterfront 	VoGC University of Wales Institute Cardiff (UWIC) Barry College WDA

CASE STUDY

Barry Action

Barry Action is a partnership between the Welsh Development Agency and the Vale of Glamorgan Council created in 1994 to provide a framework for a co-ordinated regeneration programme for the Greater Barry area, including Cardiff International Airport and Rhoose Point.

In the five years to 2001, £37 million was invested by the WDA and the Council in the regeneration of Barry, including land acquisition, site infrastructure and building improvements. This has attracted at least £66m of private investment.

This expenditure has produced very substantial results including the reclamation of 77 hectares of derelict and contaminated dockland which is now being redeveloped to provide over 1,000 new homes, major retail facilities and a heritage visitor attraction based around the Barry Steam Railway.

Important results elsewhere in Barry include the refurbishment of key buildings in the town centre, reclamation of the headland at Nell's Point for redevelopment and open space and the establishment of a successful community enterprise centre in one of the most deprived parts of Barry.

The Barry Action Strategy is currently under review and future flagship projects are being identified. These will include refurbishing Barry Town Hall to house a new central library, completion of an ICT Training Centre at The Waterfront and the development of higher education facilities on Barry Island related to leisure and tourism.

• Introduction

Good standards of education and skills hold the key to a prosperous and sustainable future for the Vale of Glamorgan. Lifelong learning should be considered from the “cradle to the grave” and embody a learning culture which seeks to involve all, encourage access for less advantaged groups and promote active citizenship as well as learning for social, cultural, economic and leisure reasons.

The Vale of Glamorgan has 48 primary **schools**, 20 nursery units attached to primary schools, three designated nursery schools and eight secondary schools. Children with special educational needs (SEN) can be integrated into mainstream classes, or taught in SEN units attached to mainstream schools. There are also three special schools in the Vale and one pupil referral unit (PRU). Welsh medium education is provided at one secondary school and five primary schools.

Adult Education and community based learning

programmes are provided by the Vale of Glamorgan Council’s Lifelong Learning Service in community venues throughout the Vale.

Barry College is the main **further education** provider for the Vale, although courses are also operated for adults by the Workers Educational Association (WEA) and the YMCA. Barry College operates from four centres in Barry together with an aircraft maintenance training centre at Rhose. The College also provides outreach courses in partnership with other providers.

There are more than 1000 **voluntary organisations** in the Vale. Many of these groups not only provide opportunities for people to serve their communities but

also offer a range of services which can help develop skills. Some organisations, such as the WEA, have a formal educational role, receive funds from ELWa and operate in partnership with other adult and community education providers. Similarly, the Vale Centre for Voluntary Services (VCVS) has full time staff and funding streams which can be used to advise and assist its 250 members in the Vale. Training courses are offered to voluntary groups to develop their capacity and thus help to achieve their aims.

VCET, the Vale Consortium for Education and Training, was established in March 2000 and has developed into a partnership of more than 150 organisations. The Partnership’s purpose is to develop, promote, plan and monitor a coherent, strategic lifelong learning programme for the Vale of Glamorgan.

• Strategic Issues

Early Years

- The essential role of parents must be considered in all educational issues concerning children. The Early Years Partnership considers the development of children from infancy up to school age and this includes promotion of **childcare options, play and early education**, as well as providing **parenting skills** information and support to parents.

- **Child poverty** and social exclusion exist in the Vale and, in response to this, Sure Start programmes have been set up in Gibbonsdown, Buttrills, Colcot and Cadoxton. Sure Start aims to improve the health and well-being of families and children before and from birth, so children are ready to flourish when they go to school. Local Sure Start programmes improve services for families with children under four and spread good practice learned from local programmes to everyone involved in providing services for young children.

- At any one time there are generally more than 200 **childminders** registered in the Vale, with additional provision for under 5s provided by **nursery** units and by voluntary and private **day care** providers. There are also a number of parent toddler groups and special needs support groups throughout the Vale. Provision for children in this age group is focused in Barry and Penarth, with less support for parents in rural areas.

Primary and Secondary Schools

- In respect of pupil attainment, the Vale of Glamorgan is **one of the highest performing education authorities** in Wales. This should not obscure localised difficulties with performance associated with disaffection and social exclusion.
- Nor should education in schools be seen simply in terms of academic or vocational training; greater recognition needs to be given to the excellent **sporting and artistic** achievements in the Vale. Physical education in schools is an essential stage in the development of sports participation; it helps to build healthy attitudes and the physical skills necessary for an active lifestyle.
- Many schools in the Vale have serious problems with the **physical condition** of their buildings and other infrastructure. As well as adversely affecting teaching, this can limit the potentially important role of schools as a focus for social activities within the local community.
- The Vale's population contains representation from many ethnic groups; though the numbers are relatively small, it is important that the education system recognises local **cultural diversity**.
- **Out of school** activities in the Vale include literacy schemes, play schemes and youth groups, alongside activities provided by voluntary groups such as religious organisations, Scout Association etc. Organisations such as the Vale Youth Forum, Vale Young Farmers and VIBE also provide youth activities in the area. The Prince's Trust provides access to grant schemes aimed specifically at young people to improve their environment, such as the Millennium Award.

Post 16 Education and Training

- High, long-term **unemployment** is associated with child poverty, low academic attainment, difficulties with basic skills, a cycle of continuing unemployment between generations and a need for community regeneration. Four of the Barry wards – Cadoc, Castleland, Court and Buttrills – are of particular concern in this respect. Take up of adult and community learning is relatively low in such areas.

- The largest **businesses** in the Vale organise their own training needs, often in partnership with local providers such as Barry College. This is not the case for the vast majority of the businesses in the area, however, which tend to be small to medium in size. There are a number of barriers to learning amongst these smaller companies which inhibit the development of workplace learning.
- There are excellent examples in the Vale of **collaboration** between learning providers which can be built upon in the future. For example, Barry College works with schools to provide curriculum options, with the W.E.A and the Vale of Glamorgan Council on the 'Welsh for Adults Network' and with the Early Years and Childcare Partnership. This flexibility should be extended to encourage wider participation.
- Partnerships are also developing with key organisations around children and young people's issues, in particular the 14-19 **Learning Pathways** and **Extending Entitlement**.
- With an increasingly **ageing population** in the Vale, it is recognised that learning in later life does bring health and social benefits to individuals. The reduction in work and family commitments can lead to a feeling of exclusion from society. Getting involved with learning can reverse that process; it can encourage people to make new social contacts, re-evaluate their potential for the future and gain the skills they need to fulfil that potential.
- Across the full range of industrial sectors it is clear that job opportunities in the future are increasingly likely to be part-time and taken up by women, while there will be a reduction in full-time male jobs, particularly in traditional craft skills and unskilled work. Learners, workers and learning opportunities will all have to become more **flexible** to deal with these changing circumstances.
- Eighty per cent of the Vale is **rural** which presents challenges for lifelong learning related to transport, social isolation and lack of local facilities in these areas.

“...collaboration between
learning providers...”

PRIORITIES FOR ACTION

Strategic Priority	Action	Major Partners
Develop integrated Early Years provision which enhances opportunities for all pre-school children	<ul style="list-style-type: none"> • Ensure Early Years provision is made available to all pre-school pupils, delivered in co-operation with voluntary and private sector agencies • Provide stimulating and enjoyable play opportunities for young children, improving language, physical, creative and social skills • Provide for early identification and support for children with learning difficulties • Achieve positive teacher assessments at Key Stage 1 	Children's Partnership Cymorth Partnership Early Years Development and Childcare Partnership
Provide high quality education provision to support school aged pupils	<ul style="list-style-type: none"> • Achieve upper quartile performance on Welsh Assembly Government education indicators for all key stages • Continue improvement in the standards of pupil attainment in primary and secondary schools, particularly among socially excluded groups • Increase attendance at schools and reduce exclusions • Ensure Looked After Children continue their education or training to achieve qualifications in line with the general school population • Ensure an inclusive approach provides opportunities for those with special educational needs • Develop entrepreneurship and business management skills in schools • Increase awareness of the Welsh language and culture 	Schools Children & Young People's Partnership VCET VoGC
Improve school accommodation to ensure all schools are fit for purpose by 2010	<ul style="list-style-type: none"> • Agree and implement School Asset Management Plan • Redevelop three secondary schools • Reduce the maintenance backlog by £10m • Make greater use of schools for community activities 	VoGC Schools Welsh Assembly Government (WAG)
Provide seamless progression for all young people through and beyond compulsory schooling	<ul style="list-style-type: none"> • Facilitate curriculum collaboration between providers for 14-19 year olds • Provide continuity in Welsh Medium Education and the transition to further education 	VoGC VCET Young People's Partnership (YPP) Careers Wales

lifelong learning

PRIORITIES FOR ACTION

Strategic Priority	Action	Major Partners
Increase participation in school and post 16 education, contributing to enhanced social inclusion	<ul style="list-style-type: none"> • Reduce exclusions • Increase percentage of disadvantaged pupils participating in mainstream education • Reduce numbers of pupils leaving school without recognised qualifications 	YPP Schools VCET VoGC
Create high level of essential skills among adult learners, particularly in literacy, numeracy and IT	<ul style="list-style-type: none"> • Raise levels of literacy and numeracy well above the Welsh national average for adults 	VCET
Achieve high levels of participation in lifelong learning by removing barriers to learning	<ul style="list-style-type: none"> • Raise local levels of adult learning well above the national average 	VCET
Develop a highly skilled local workforce	<ul style="list-style-type: none"> • Provide targeted community based post 16 training • Increase number of employers offering work based training • Improve satisfaction amongst local employers with skill levels of local workforce 	VCET Chamber of Commerce Local employers

CASE STUDY

Removing Barriers to Learning

This project was the result of discussions between four members of the Vale Consortium for Education and Training and was funded by ELWa. The broad aim was to develop ways of removing the barriers to learning which often obstruct the return to education of people from disadvantaged or excluded sections of society within the Vale. The areas to be included – identified on the basis of low take up of existing provision - were Llantwit Major, the rural Vale and Barry.

A wide range of representatives from the Workers Education Association, the Vale Community Learning Service, the Early Years and Childcare Partnership, Welsh for Adults, Barry College, the voluntary and private sectors, the Health Service and the Council co-operated to explore with targeted learners the barriers to learning they had experienced and develop specific responses to individual problems. The partners also liaised with other providers and the carers' service to assist beneficiaries to make informed choices about progression and to secure support and guidance.

The project produced tangible and sustainable results in enhancing take up of adult community based education, but perhaps even more importantly, it provided invaluable lessons for providers on designing future projects successfully.

• Introduction

Both being safe and feeling safe within local communities are of fundamental importance. This was implicitly recognised in the Crime and Disorder Act 1998 which requires local authorities, the Police, Local Health Boards, the Probation Service, Fire Service and other agencies to work in partnership to formulate and implement a strategy for the reduction of crime and disorder in their area. The Vale's Community Safety Partnership has prepared a **Crime and Disorder Reduction Strategy** which highlights the commitment of the Partnership to creating a safer environment for residents, workers and visitors. A full analysis was undertaken of a wide range of information relating to crime and disorder, housing, education, employment and deprivation to help formulate the strategy.

But community safety involves more than crime. The physical dangers from **fires** – whether accidental or deliberately started – and the losses from the effects of fires are recognised as important issues throughout the country

Accidental injuries generally, including those resulting from road traffic accidents, constitute a significant health problem in the Vale of Glamorgan. They are of concern not only to sufferers but also to carers, employers and social care providers. They can have dramatic long term effects with regard to costs to the individual in terms of lost income and possible long term disablement, lost days from work or school, loss of life or permanent injury and the consequences of that to the family and additional costs to health and social care providers.

• Strategic Issues

Crime and Disorder

- The Vale of Glamorgan has **one of the lowest crime rates in Wales**. However, the public perception is such that **fear of crime** is often greater than the actual level of crime and this is in itself an important influence affecting people's sense of well-being. Highly visible deterrents such as CCTV not only help reduce crime levels but can provide reassurance to the general public.
- Within the Vale of Glamorgan, the majority of reported crimes occur in Barry. The greater proportion of crime throughout the Vale relates to acquisitive crimes such as theft and, in particular, **autocrime**. Within our community there are a number of vulnerable and minority groups who are repeatedly targeted by criminals or suffer from anti-social behaviour.
- Factors making significant contributions to crime include **social exclusion** (deprivation, unemployment and poor education) and abuse of alcohol and drugs.
- Drug offences, seizure of drugs and drug related deaths have all increased and this is seen as a key area by the Police, the Vale of Glamorgan Local Health Board, local NHS Trusts and the Council. There is particular concern about **Class A drugs**, notably heroin.
- Not all crime is reported. **Domestic violence** is one such crime and concerted efforts must be made to encourage victims to come forward and report all forms of domestic abuse.
- Crime and anti-social behaviour can have a major impact on the **environmental quality of neighbourhoods** which in turn can encourage further criminal activity. It can also significantly inhibit economic regeneration initiatives.
- **Sport** can be an effective tool for integrating the socially excluded, especially young people, into mainstream community activities. It can play a role, too, in reducing the prevalence of crime and drug abuse, in helping to rehabilitate offenders and in community development in deprived neighbourhoods.

“...fear of crime is often greater than the actual level...”

community safety

Fire Safety

- Some 80% of reported **fires** are caused deliberately - for example, setting alight to vehicles, schools, dwellings, grass or refuse.
- Each year more than 3,500 **false calls** are made to the South Wales Fire Service; these divert valuable resources and can cause delays in attending genuine incidents, thereby putting lives and property at risk.
- Those most at risk from **preventable fires** in the home are the elderly (particularly when living alone), young children (especially those living in single parent families), the mentally or physically disadvantaged and those in multiple occupation housing.
- Fire safety **education** is the most important method of reducing deliberately started fires and in raising awareness of how to reduce accidental fires.

Accidents and Injuries

- From the All Wales Injury Surveillance System evidence, the two groups most likely to have accidents and suffer injury are older people and children. There is also evidence of significant socio-economic variations in injury rates, so that in more deprived communities injuries from all causes tend to be higher.
- Among the increasing population of **older people** in the Vale, falls and associated fractures are particularly important causes of illness, disability or death.
- People are retiring earlier, living longer and have a greater disposable income than ever before. Elderly people can feel isolated without the use of a car, but the ageing process and changes in driving conditions can expose this group to a significant risk of **road traffic accidents**. Other high risk groups include young drivers and children.
- For **children and young people** (under 15 years old) most injuries are also caused by falls, either in the home or in leisure activities. Burns and scalds are the second most common cause of death for pre-school children (after road traffic accidents) and are especially

relevant in the more deprived areas of the Vale.

Accidental poisoning is another major cause of concern for the young, both from the point of view of pre-school children mistakenly eating or drinking common household items or pharmaceutical products and, for older children, misuse of solvents and recreational drugs.

- **Alcohol and drug related driving incidents** among young drivers are increasing and this is seen as an area where improved education and awareness could have a major impact. The absence of appropriate **safety restraints** within vehicles seems to be a particular problem in certain parts of the Vale.

“...80% of reported fires are caused deliberately...”

community safety

PRIORITIES FOR ACTION

Strategic Priority	Action	Major Partners
<p>Reduce the level of crime, particularly in respect of:-</p> <ul style="list-style-type: none"> • Autocrime • House burglary • Drug and alcohol related incidents • Youth offending and youth annoyance • Incidents against vulnerable individuals and groups • Violent crime 	<ul style="list-style-type: none"> • Improve education, prevention and enforcement • Reduce the level of crime to that of the top 25% of Police Divisions in Wales. • Increase the level of reporting of crime by vulnerable groups • Improve the environment by reductions in graffiti, dumping of rubbish and abandoned vehicles and other environmental crime • Improve prospects for economic regeneration 	<p>VoGC Police Community Safety Partnership Environment Agency Wales (EAW) South Wales Probation (SWP)</p>
<p>Change public perception about the actual levels of crime in the Vale</p>	<ul style="list-style-type: none"> • Reduce the public's fear of crime • Reduce social exclusion • Improve quality of life for the elderly and other vulnerable groups 	<p>VoGC Police Community Safety Partnership SWP</p>
<p>Target misuse of controlled drugs, particularly heroin and other class A drugs</p>	<ul style="list-style-type: none"> • Develop and implement a Substance Misuse Strategy and Action Plan • Increase the number of substance misuse support services • Improve the health and well-being of those at risk 	<p>VoGC Police Vale of Glamorgan Local Health Board (VoGLHB) Cardiff and Vale NHS Trust Bro Morgannwg NHS Trust SWP</p>
<p>Reduce the incidence of accidental and deliberate fires</p>	<ul style="list-style-type: none"> • Increase provision of smoke detection apparatus and Home Fire Safety Risk Assessments for those at risk • Reduce the number of dwelling house fires and associated casualties • Increase education, partnership initiatives and campaigns to combat arson 	<p>Fire Service Police VoGC</p>
<p>Reduce number of accidents, including road traffic accidents, with particular emphasis on older people, children and other vulnerable groups</p>	<ul style="list-style-type: none"> • Develop and implement a 'Valesafe Strategy' 	<p>VoGC Police Fire Service VoGLHB NHS Trusts</p>

CASE STUDY

Communities Against Drugs

This is an on-going initiative by the Community Safety Partnership. As well as controlling the supply of drugs into the Vale, the initiative aims to reduce demand by creating resilient communities that can resist drugs.

CAD adopts an integrated approach through:

- Education – Providing an enhanced drug awareness programme to schools, colleges, parent groups and the Youth Offending Team

Supporting schools in all aspects of substance misuse including policy development and training

Developing an empowering, holistic, pre-vocational training programme for disadvantaged young people. The programme seeks to address offending, substance misuse and other issues which impede personal development and progress towards accessing education, training and employment

Through the Vale Alcohol and Drug Team, providing an intensive service focused on behavioural change for families where there are serious issues of substance misuse and child protection

- Prevention – Extending the Club Watch Scheme to include drug seizures by door staff at licensed premises
- Enforcement and treatment – By disrupting the supply of controlled drugs in the Vale through intelligence-led operations, creating a life crisis for those arrested and encouraging them into a treatment cycle.

“...reduce demand by creating
resilient communities that
can resist drugs...”

health & well-being

• Introduction

Health is not just purely the absence of illness. A wider definition describes health as '**a state of complete physical, psychological and social well being**' (World Health Organisation). Well-being depends not only on good health but on the ability of individuals to maintain themselves independently, to sustain positive social relationships, to participate actively in their wider community and to sustain a sense of self-esteem and identity. Social care is the infrastructure provided to support vulnerable people and their families.

People's **health is affected by many factors**. The overall impact of the economy, culture and the environment has effects on communities and individuals alike. It is also affected by income and whether or not individuals have a job and by the conditions in which they live, and support available from friends, the family and the wider community. The services available, such as health, social care, public transport and education also have an impact. Personal skills, lifestyle, age, gender and genetic factors will help determine health and longevity.

Health and well being, therefore, is not solely the responsibility of the NHS or other public or voluntary agencies. Public service agencies play a significant role in enabling individuals to take **responsibility** for their own health and well-being and that of their dependant relatives. They can also influence health and well-being by encouraging changes in people's **lifestyles**.

• Strategic Issues

An Integrated Approach

- The Vale of Glamorgan Council and the Vale of Glamorgan Local Health Board are to develop jointly a **Health, Social Care and Well-being Strategy**. The two organisations have established partnership arrangements so that planning, joint investment and the involvement of other health bodies are all integrated.
- The **Vale Health Alliance** is a local network of individuals and organisations that co-ordinates action to improve the factors affecting the health and social well-being of people living in the Vale of Glamorgan. The Health Alliance works to address the community and individual factors which affect health, such as housing, education, poverty and lifestyles.
- The **Children and Young People's Framework Partnership** is charged with the duty to lead and develop

the effective planning and co-ordination of services for children. It is vitally important that this Framework enables agencies to work together in a coherent way so that children and young people derive the maximum benefit from the available services.

- The **Vale of Glamorgan Area Child Protection Committee** (ACPC) also plays a significant role, as its name suggests. Its main responsibility is to ensure that effective interagency systems, communication and training exist so that all children remain safe and protected from abuse.

- It is important to develop and share **reliable information** to guide decision making and needs assessments to build up a picture of health and social need.

Health

- **Health indicators** for the Vale of Glamorgan as a whole are generally good compared with the rest of Wales. However, when comparisons are made to similar local authority areas in England, then health inequalities become more apparent. Moreover, there are very marked variations in health indicators between different localities within the Vale.
- **Sport and physical activity** can help in improving health and fitness, reducing the risk of heart disease, high blood pressure, obesity and osteoporosis as well as making a helpful contribution to good mental health.

“Health is not just
purely the absence of illness.”

health & well-being

- In terms of **healthy lifestyles**, the levels of people living in the Vale of Glamorgan who smoke and drink alcohol are comparable to the Welsh averages. However, participation in healthy exercise and sports for adults is below the Welsh average and children between the ages of 7 and 16 years participate in fewer extra-curricular sports than anywhere else in Wales.
- The Vale of Glamorgan has significant numbers of **older residents** (22% of the population over the age of 60 years). These numbers are predicted to increase and this has important implications for health and social care policies. Ten percent of those over 65 have the responsibility of **caring for others**.

Well-being

- **Secure and stable social relationships** have a clear and direct impact on people's health and quality of life. The ability to work, generate an income and participate as an active member of society is both affected by and contributes significantly to overall health and well-being.
- It is recognised that access to **good health and social services** will improve health and well-being and that improvements to the care of more vulnerable individuals are vital to their sense of self-esteem and independence.
- A healthy and well supported population is crucial to reducing **poverty** and to sustainable economic development and growth.
- Education has a critical role to play in establishing a healthier population. A **better educated** population will have more opportunities to develop, while our schools have a responsibility to ensure our children maintain and improve their health and well-being. Equally, good health is an important influence on effective learning and educational achievement.
- A wide range of affordable and high quality **child care services** is directly beneficial to the rounded health and development of children and enables parents to maximise their potential as individuals in their own right.
- Good **quality affordable housing** is a critical factor in providing the foundation for a healthy Vale of Glamorgan; adequate housing provides the bedrock for supporting people and developing sustainable communities. Some 2,800 private dwellings in the Vale (6% of the total) are 'unfit'; unfitness is higher in particular localities (notably parts of Barry) and particular sectors (especially privately rented).
- There are **pockets of deprivation** in the Vale, particularly in Barry. Parts of Castleland and Gibbonsdown wards have been included in the Welsh Assembly Government Communities First initiative, which targets the most disadvantaged areas of Wales.
- Whilst the overall number of children in the Vale is gradually declining, there are significant cases of **child related deprivation** in Barry and the Western Vale. In keeping with national trends, a growing number of children need to be looked after away from their homes. Of those looked after, a higher number are presenting complex problems and more challenging behaviour requiring higher levels of professional and specialist help.
- The health and well-being of **Looked After Children** is poorer than that in the general population across a number of dimensions; for example, they typically do less well in their education.
- A cleaner, **less polluted environment** is important to health and well-being. Social deprivation is inextricably linked to environmental deprivation and enjoyment of the natural and built environment can significantly improve quality of life.

“Social deprivation...linked
to environmental deprivation...”

health & well-being

PRIORITIES FOR ACTION

Strategic Priority	Action	Major Partners
Develop a Health, Social Care and Well-being Strategy	<ul style="list-style-type: none"> • Provide a common needs assessment and improved service planning • Improve the co-ordination and delivery of health and social care services to vulnerable residents • Improve the health and well-being of the local workforce through joint action plans on workplace health • Improve health and well-being of vulnerable groups enabling them to live as independently as possible within the community 	VoGC Vale of Glamorgan Local Health Board (VoGLHB) Cardiff and Vale NHS Trust Bro Morgannwg NHS Trust Vale Centre for Voluntary Services (VCVS) Vale Community Health Council (VCHC) Police Fire service Carers organisations Service users organisations Independent service providers Local employers
Develop a Children and Young People's Framework Plan	<ul style="list-style-type: none"> • Prepare a common framework of values, objectives and priorities to tackle uneven provision, raise standards and improve quality outcomes for all young people aged 0 – 25 years in the Vale of Glamorgan • Improve the coordination and delivery of services to vulnerable children and their families 	VoGC VoGLHB NHS Trusts Area Child Protection Committee VCVS Police Fire Service Carers organisations Service users organisations Independent service providers
Promotion of healthy lifestyles	<ul style="list-style-type: none"> • Improve health generally and reduce health inequalities • Provide greater opportunities to participate in sport and other physical activity, including walking and outdoor recreation 	VoGC VoGLHB NHS Trusts Health Alliance VCHC National Public Health Service (NPHS) Sports Council for Wales (SCW)
Explicit assessment of the impact on well-being of policies and proposals outside the generally accepted fields of health and social care	<ul style="list-style-type: none"> • Greater use of Health Impact Assessment procedures 	VoGC VoGLHB NHS Trusts VCHC

health & well-being

PRIORITIES FOR ACTION

Strategic Priority	Action	Major Partners
Greater protection against environmental hazards and communicable diseases	<ul style="list-style-type: none"> • Improve health indicators • Improve environmental health indicators 	NPHS VoGC VoGLHB EAW
Improvement in the standards of housing provision	<ul style="list-style-type: none"> • Improve the availability of quality affordable housing • Improve health and well-being through good quality housing provision 	VoGC VoGLHB Registered Social Landlords WAG
Improve the health and well-being of vulnerable children and their families	<ul style="list-style-type: none"> • Implement the National Assessment Framework for Children • Reduce the number of Looked After Children in the Vale of Glamorgan year on year • Reduce the number of Looked After Children requiring specialist therapeutic services 	VoGC Schools VoGLHB NHS Trusts Carers organisations Service Users organisations
Implement a unified health and social care assessment process for adults	<ul style="list-style-type: none"> • Improve the coordination of individual needs assessments for vulnerable adults • Increase the options and opportunities for older people to live independently in the community • Increase the number of completed carers assessments 	VoGC VoGLHB NHS Trusts VCVS Carers organisations Service Users organisations

“...enjoyment of the natural
& built environment...”

CASE STUDY

Penarth Central Renewal Area

The Council designated part of central Penarth as a Renewal Area in 2001. Neighbourhood Renewal Areas are a Welsh Assembly Government funded initiative to improve health and well-being in designated areas of need. The broad aims are to:

- Improve housing conditions by investing in a programme of repairs to the external fabric of the dwellings
- Improve the general level of amenity by promoting improvements to the environment and to community facilities
- Develop partnership working with local residents, community groups, the private sector and public sector service providers
- Reverse the decline of the area concerned to increase confidence in the local community and attract private investment

The programme of housing improvements is underway. A total of 544 properties are eligible for a grant for works to the external envelope of the buildings. Resident's contributions are limited to 25% of the cost and follow-on renovation grants can cover additional works.

At the same time, multi-agency groups are working in partnership to look at ways of improving all aspects of community life. This has led to the formation of a Neighbourhood Forum which will be involved in all levels of decision making.

The Penarth Central scheme is based on a long term (10 year) approach which seeks to establish sustainable improvements to the health and well-being of local people.

“...544 properties are
eligible for a grant for works...”

• Introduction

The Vale of Glamorgan has a **rich and diverse environment** derived from its natural and historic character. Achieving sustainable communities means involving local people, meeting their needs and providing a good quality of life in ways that at the same time protect and enhance the natural and the built environment.

An important consideration is to persuade people and organisations to “**think global and act local**”, encouraging everyone to play their part to prevent damage to their community. Collectively small actions can have a positive impact often with very little inconvenience.

Consultation with the local community has made it clear that the Vale residents like the communities in which they live and give a high priority to preserving and **protecting their environment** for the future.

• Strategic Issues

Local Environmental Quality

- **Air quality** is an important environmental issue and one on which central government has set demanding national targets. There are many industrial activities in the Vale which potentially could affect local air quality.
- **Dog fouling** is an increasing local problem; it is unpleasant and represents a hazard to health.
- **Litter, flytipping and graffiti** are problems throughout the Vale and affect people's quality of life. Litter and flytipping have implications for health and crime and disorder as well as for amenity.
- Road traffic, industry and entertainment all contribute to **high noise levels**. Noisy neighbours are one of the largest causes of complaints to the Council.
- **Inappropriate lighting** is becoming more of an issue. It can cause a nuisance to neighbours, as well as representing a cost in energy terms.

Conservation of Natural Resources

- Most of the **waste** produced by households and businesses in the Vale is disposed of outside the county. More than 90% of household waste is land-filled which is unsustainable. Recycling is a key issue for the community, as is the provision of accessible amenity sites.
- **Energy conservation** measures will save money for consumers as well as helping to reduce greenhouse gas emissions.
- The quarrying of **aggregates** can have significant environmental implications relating to noise and dust pollution, traffic, impact on wildlife habitats and species and visual effects on the landscape.
- **Water** is often taken for granted and under valued. Future demands for water are set to increase, putting pressure on natural resources to meet this demand. **Pollution levels** within the rivers and Bristol Channel have improved over the years, but much remains to be done to reduce pollution sources.
- The Vale is a varied area with many **important landscape, geological and wildlife sites**, including 2 candidate Special Areas of Conservation (cSACs), 21 Sites of Special Scientific Interest (SSSIs), 2 Local Nature Reserves (LNRs), 7 Wildlife Trust reserves, a number of candidate Sites of Importance for Nature Conservation (cSINCs), and 19km of Heritage Coastline. The Vale also supports a very rich biodiversity, not limited only to statutory sites but present throughout the urban and rural areas.

environmental improvement

Land Use and Development

- The largest land use in the Vale is **agriculture**. Intensive agricultural practices can have impacts on biodiversity, water quality and waste management.
- A balance needs to be struck between **the need for development** and sensible use of our natural resources. Building on natural flood plains and green field sites cause concern in the community because of increased flood risk and increased cost of insurance, as well as concerns over damage to wildlife and habitats.
- **Parks and Green Spaces** are seen by the community as important resources which need to be sensitively managed and maintained for biodiversity and also, where appropriate, improved and made more accessible.
- The Vale has a **rich historic heritage** with many **listed buildings**. The protection of these is important for local environmental quality and maintaining the Vale's attraction to tourists.
- **Re-using buildings** and re-cycling building materials can be effective in reducing the reliance on landfill sites and helping conserve natural resources

Access and Transport

- **Public transport** is an area where improvements can be made. Issues such as provision of timetables, cleanliness of buses and trains and times of service are all of concern within the community.
- Eighty per cent of households in the Vale own at least one car. **Increasing car ownership** can lead to higher levels of air pollution, and also to social exclusion where fewer people need public transport, causing a spiral of decline in bus and train services.
- **Access** to the Vale's resources was another issue raised during the consultation process. This includes access to sporting and leisure facilities and to the countryside.

“...sensible use of our
natural resources...”

environmental improvement

PRIORITIES FOR ACTION

Strategic Priority	Action	Major Partners
Improvement of local environmental quality	<ul style="list-style-type: none"> • Protect and enhance the natural landscapes of the Vale in accordance with the 'Landscapes Working for the Vale Strategy' • Increase number of public spaces and coastal assets with blue or green flag status • Reduce percentage of residents concerned with different types of noise in their area • Improve air quality, particularly associated with Aberthaw Power Station • Increase percentage of main rivers and bathing waters rated as good or fair quality • Increase percentage of highways that are either of a high or acceptable standard of cleanliness. • Reduce litter, fly-tipping, graffiti and dog fouling 	VoGC Environment Agency Wales (EAW) Keep Wales Tidy Police WDA Countryside Council for Wales (CCW)
Increased use of sustainable drainage systems	<ul style="list-style-type: none"> • Reduce pollution of rivers and ground waters • Reduce risk of flooding 	VoGC EAW
Promotion of re-cycling of domestic, agricultural, industrial and aggregate waste	<ul style="list-style-type: none"> • Reduce proportion of waste sent to landfill • Increase percentage of waste recycled, composted or used to recover heat, power or other energy 	VoGC EAW
Promotion of energy conservation measures	<ul style="list-style-type: none"> • Reduce energy use per household • Reduce greenhouse gas emissions 	VoGC Carbon Trust South East Wales Energy Advice Centre
Protection and enhancement of the biodiversity of the Vale	<ul style="list-style-type: none"> • Prepare and implement a Local Biodiversity Action Plan • Increase number and area of sites designated as being of special importance for biodiversity, including Sites of Special Scientific Interest, Local Nature Reserves and Wildlife Trust Reserves • Retain green corridors for the movement of wildlife and sustainability of local populations 	VoGC EAW CCW
Encouragement of sustainable agricultural practices	<ul style="list-style-type: none"> • Increase percentage of agricultural land area covered by agri environmental schemes and/or organic farming status 	CCW Farmers' Union EAW

environmental improvement

PRIORITIES FOR ACTION

Strategic Priority	Action	Major Partners
Protection of the natural and built environment from development pressures, through the Unitary Development Plan	<ul style="list-style-type: none"> • Increase proportion of new development on brownfield sites • Protect historic buildings and Conservation Areas, and increase numbers of older buildings recycled • Significantly reduce new development on coastal areas and flood plains 	VoGC EAW
Promotion of the use and development of sustainable transport	<ul style="list-style-type: none"> • Reduce dependence on the private car in favour of increased use of public transport and cycling • Improve access to leisure facilities, local green areas and the countryside 	VoGC SWIFT WAG

CASE STUDY

Environmental Commitment Delivers Business Results for Dow Corning

In the last two years Dow Corning's environmental programmes have delivered real environmental benefits and saved more than £8million, as well as increasing production rates. Environmental savings include :

- 92% reduction in process releases to air in the last five years
- 90% reduction in the most harmful constituent in effluent discharge over the last five years
- 18% decrease in energy per tonne of product in 2002 versus 2001
- 25% reduction in final effluent discharged in the last two years

The latest initiative, a web based environmental management system (EMS) has just received a prestigious award from the Institute of Chemical Engineers. The key features that have made it a success compared to other EMS systems are :

- It is web based which makes it easy for staff to view, access and use.
- It is supported by an Environmental Coordinator Network so that it applies to the whole of the site, support areas as well as production areas.
- Training programmes are tailored directly to job activity.
- A comprehensive register of potential environmental impacts has been developed which prioritises impacts out of which improvement programme can be further developed.

next steps

An Action Plan will be prepared based on this Community Strategy. The Action Plan will be reviewed annually and will assess how far the objectives of the Strategy are being met. Feedback will be provided regularly through the Vale Partnership to key service providers and local communities. The Strategy as a whole will be reviewed following local government elections, which normally take place on a four-yearly cycle. The next elections are scheduled for May 2004.

Throughout this Strategy there are many references to existing partnerships and strategies. One of the early priorities for action will be to rationalise existing partnerships, management structures and working arrangements in order to reduce duplication and clarify accountability.

The Community Strategy will provide the opportunity for partners' expenditure to be co-ordinated in the pursuit of commonly agreed objectives. To achieve this effectively it will be necessary to identify in detail how existing resources are used and how they contribute to the Strategy.

key strategic planning partnerships

