

# Digging Deep

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**Community Strategic Plan for the East Dean Area**  
**East Dean Initiative April 2004**



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# Chairman's Statement

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**T**he town of Cinderford is widely regarded as being 'The Heart of the Forest of Dean. It is also widely regarded as the town in the Forest most in need of regeneration.

It is against this background that the East Dean Initiative was formed and embarked upon the required consultation exercise to identify a wide range of issues from within the Cinderford community and the surrounding parishes to try and help the regeneration process.

Funded by the South West of England Development Agency, a series of surveys and theme meetings have been set up by the East Dean Initiative. They have involved a cross section of differing public bodies, local organisations, the retail business community and members of the public, from which a number of projects have been selected and put forward to make up a Community Action Plan for the future of the East Dean area.

It is hoped that the development of these key projects will attract the necessary funding and support from key agencies to fund much needed investment and help improve the quality of life for people throughout the East Dean area, both in the short term and the longer term.

Times change and it is recognised that sustainable regeneration is very much a long-term goal and more new ideas will be continue to be needed to further develop the plan over the years.

**This plan is just a start. Now is the time to help make it happen.**

**Tim Holder Chairman East Dean Initiative**



# Summary

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**F**or some time East Dean residents have been aware that something needed to be done to breathe new life into the area.

There have been many studies carried out over the years and a number of good projects *have* happened. The **Market and Coastal Towns Initiative** gives us another opportunity to build on this and to plan for the future success of the area.

## ***What does the East Dean community want?***

In preparing this **Community Strategic Plan** we have consulted widely across the area with residents and business interests. We feel that these consultations have given us a clear view of what the community wants:

- To secure the *economic future* of the area by helping local businesses to expand, new ones to relocate and the skills of the workforce to be improved
- To find ways that *tourism* can create more jobs
- To improve *Cinderford town centre*
- To ensure that the '*Northern Arc*' development starts as soon as possible
- To see more *new affordable and quality housing* developed
- To see Improvements in *health care*
- To have the *Miners' Welfare Hall* refurbished
- To have a '*drop-in*' and an *advice centre for young people*
- To have better *support for the many arts organisations* in the area
- To see the development on the new *Healthy Lifestyle Centre*
- To see *improvements to public transport* in the area

## ***What are the Plan's Priorities?***

In order that we can achieve these aims the Plan has three priorities:

- **Priority One** proposes a range of projects to *revitalise the local economy and regenerate Cinderford Town centre*.
- **Priority Two** seeks to *develop East Dean's tourist potential* and
- **Priority Three** suggests ways to improve the quality of life of the *whole community* by looking at housing, health, community buildings, and facilities for young people, the arts, sports facilities and transport. Priority Three also includes specific projects in the parishes.

## ***What are the next steps?***

The very next step is for *you, the community*, to approve what we hope you will see is *your own plan*.

If you approve of the plan we will present it to a range of possible funders to get the finance necessary to make our plan a reality. Then we start to put the plan into action!

## ***What can you do?***

*But we at EDI can't do this on our own!*

The plan will come to nothing if the whole community doesn't put its weight behind this important new venture, and a tremendous opportunity to improve our area will have been lost.

So please read the plan carefully and give us your comments, and approval, and if you want to be part of something exciting, give us your name and let us know how you'd like to help.

**You'll be very welcome!**



# Introduction

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fishing and encourages local communities to work with local authorities, local businesses and development agencies to consolidate and expand the role that market and coastal towns play in the socio-economic fabric of the countryside.

## What is a Market Town?

1.1 The term 'market town' refers to towns in rural England that have traditionally hosted an agricultural market. The term also includes seaside resorts, fishing ports, mining and farming communities.

1.2 All of these towns still have an important role to play in meeting many of the needs of local people including providing access to a wide range of retail, leisure, professional and public services.

## The Market and Coastal Towns Initiative

1.3 The Government 'White Paper', called 'The Future of the Countryside', sets out a range of measures to help to secure the future of the countryside as a place to live, work and recreate.

1.4 The Government is particularly concerned to maintain and enhance the role that market and coastal towns play in keeping the countryside alive by being centres for employment, shopping, professional and other services.

1.5 The 'White Paper' identifies the many changes happening in the countryside, such as the decline in tourism, agriculture, mining and

1.6 The Government also wishes to help communities *to prepare plans to secure the future of their towns and the surrounding parishes* and to build up the skills in the communities necessary to make these plans a reality

1.7 Following the publication of the 'Rural White Paper', in November 2000, the South West of England Regional Development Agency (SWRDA) created a partnership of regional agencies, called the Market and Coastal Towns Initiative (MCTi), comprising the South West of England Regional Development Agency (SWRDA), The Countryside Agency, English Heritage, the Government Office for the South West, the South West Regional Assembly, the Housing Corporation, Lottery Funds South West and the South West Area Network of Rural Community Councils.



1.8 Cinderford and its surrounding parishes – collectively called '**The East Dean Initiative**' (EDI) were successful in their bid to join the Market and Coastal Towns Initiative.

1.9 The EDI area has a population of about 26,000 and includes Cinderford and the parishes of Ruspidge, Soudley, Ruardean, Blaisdon, Drybrook, Mitcheldean and Littledean.

1.10 EDI has attracted financial assistance of £45,000, plus a Technical Fund of £10,000, to help develop a **Community Strategic Plan** for the East Dean area.

## East Dean – the historical perspective

1.11 The EDI area lies on the eastern edge of the Forest of Dean. The main settlement in the area is Cinderford and its adjoining settlement of Ruspidge. Cinderford provides the local shopping and service centre for the area.

1.12 The EDI area is well located, being twelve miles from Gloucester, eighteen miles from Cheltenham, forty-five miles from Bristol, eight miles from the M50 at Ross-on-Wye and fourteen miles from the M5 at Gloucester.

1.13 In addition to being at the 'heart' of the Forest of Dean the area is close to the Wye Valley and the attractive Welsh Border towns.

1.14 Heavy industry had a significant influence on the development of the area. The legacy of this is particularly strong in Cinderford and

Ruspidge where, in a way similar to many industrial towns, the industrial uses occupy the flat valley floor while the housing areas are located on the valley sides on land which proved less attractive to develop for large scale industrial processes.

1.15 Although Cinderford has a long history, most of the existing town dates from the late eighteenth, nineteenth and early twentieth centuries.

1.16 Cinderford grew quickly to satisfy the demand for industrial labour, leaving today's residents with a rather 'untidy' town with a number of gap sites and underutilised and poorly maintained buildings.

1.17 Although heavy industry has largely gone, the area *still* has a strong manufacturing and business base and there are well-advanced

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### East Dean Initiative



proposals to expand this through the 'Northern Arc' project being promoted by the South West Regional Development Agency.

### Hodboy

1.18 The area's reason for existence is therefore changing, from a major mining and heavy industrial area to a commuter, light industrial and retirement area focussed on Cinderford as the sub regional, shopping, service and commuter centre.

1.19 This is a crucial stage in the area's development which, if it can be managed successfully, will give the EDI area a new vitality and a new lease of life.

1.20 A considerable amount of study work has already been carried out in the area and Cinderford in particular has benefited from assistance from a number of sources including the Single Regeneration Budget Programme, Rural Development Programme, National Lottery, Coalfields Regeneration Trust Fund and the SRB Young Peoples' Support Scheme.

1.21 Nevertheless, like any area, East Dean still has a number of problems to solve and a number of opportunities to exploit.

1.22 Our Community Strategic Plan seeks to do this.

## Report Content

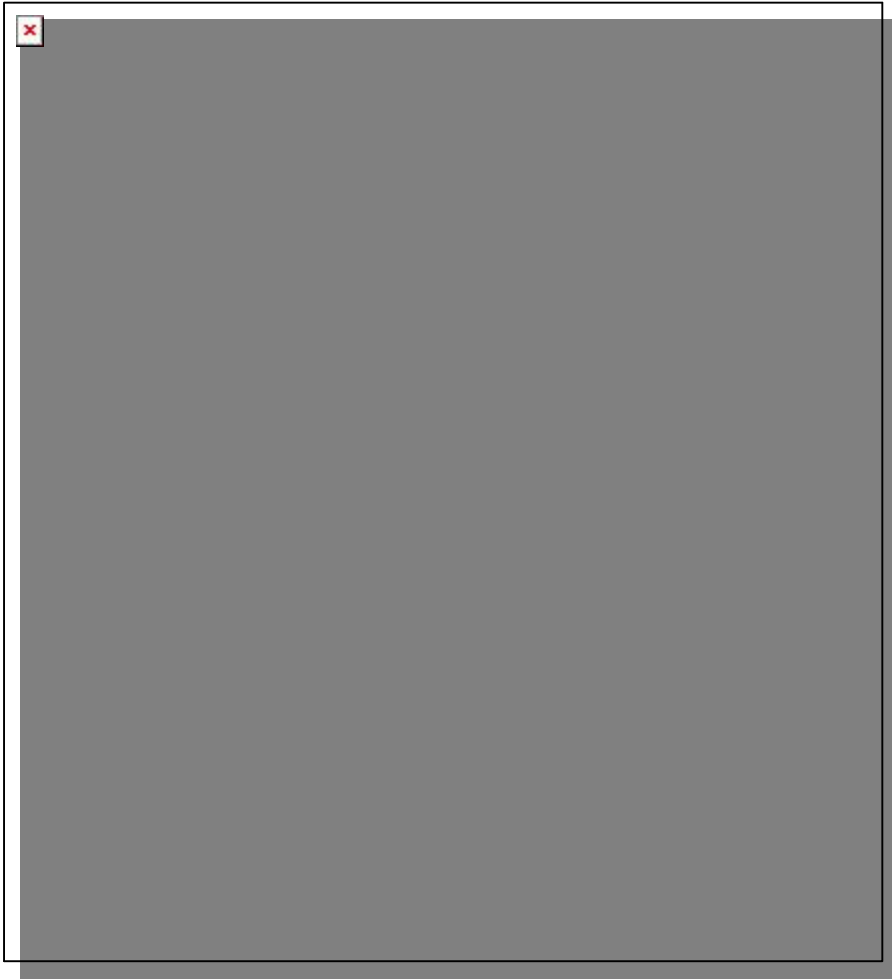
1.23 In the remainder of this report:

- **Chapter 2** - details the *community consultation* process we have followed before arriving at our plan
- **Chapter 3** - sets out the community's *visions and aims* for the East Dean area.
- **Chapter 4** - identifies the *key issues* that need to be addressed in order to achieve its vision
- **Chapter 5** - Sets out the *specific details* of our Plan
- **Chapter 6** outlines the *management structures* required to ensure that the Plan is implemented together with the measures to be used to monitor the implementation progress





East Dean Area



## 2 Community Planning and Consultation Process

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### The East Dean Initiative

2.1 The *East Dean Initiative* was set up by local residents and businesses as a *focus for consulting the local community* about what is special about their area, what should be celebrated and retained, and what needed to be improved. *Any* member of the community – individual or group representative - has been free to join the Initiative at any time.

2.2 We believe that, throughout the making of the plan, the *local community* has had a crucial role to play in providing information about the area, its strengths and weaknesses, and in developing the ideas and projects included in the Plan.

### The EDI Steering Group

2.3 As a first step in the preparation of the Community Strategic Plan, residents of the EDI area, business interests and local authority representatives formed a Steering Group.

2.4 The Steering Group decided that its task would be to work with local people and businesses in the EDI area to develop a *ten year Community Strategic Plan* which, when implemented, would:

- Increase the **prosperity** of the area, providing sustainable, well-paid jobs

- **Celebrate** and maximise East Dean's many assets
- Create an **attractive town centre** for Cinderford, with a balance of shops and adequate parking
- Widen participation in continuing **learning and development** of skills
- Provide an appropriate **mix of housing** for all those who wish to live and work in East Dean
- Ensure accessible **social, arts and leisure facilities** and services throughout the East Dean area
- Maximise local talents and skills, **increasing the confidence of local people** to participate in the development of their area

### The Plan Making Process

2.5 The community strategic planning process, by which the Steering Group and the community prepared the Community Strategic Plan, was divided into two stages:

**Stage 1** – comprised a 'Visioning Event' and consultation with the local resident and business community to create a shared



'vision' for the whole of the EDI area that will inspire and guide the area's regeneration. Stage 1 was completed in July 2002.

**Stage 2** – Involved the preparation of a detailed **Community Strategic Plan** for the area. This Plan includes specific priority projects, programmes and activities that will help to achieve the overall 'Vision' for the area.

2.6 Once the Community Strategic Plan prepared in Stage 2 has been endorsed by the local community, every effort will be made by EDI to ensure that the projects and programmes in the Plan are implemented as soon as possible.

2.7 This will take place in **Stage 3** of the overall regeneration process.

## Community Consultation

A range of consultation methods was used to engage with the public and key interest groups in Stages 1 and " of the plan-making process.

### Visioning Events

2.8 *Three* community 'visioning' events took place in Cinderford town centre in the summer of 2002. The events were planned to coincide with three major festivals taking place in the town:

- The Cinderford Arts Festival on 20<sup>th</sup> July;
- Dancing through the Dean on the 27<sup>th</sup> July; and

- The Cinderford Carnival on August 10<sup>th</sup>.

2.9 The purpose of these visioning events was to:

- Introduce the MCTi programme to the EDI community
- Formulate a common vision for the future of the EDI area
- Identify the key issues that the community felt should be addressed in the plan
- Identify and likely solutions to these issues



- Encourage the community to become involved in both the plan making and implementation process

Consultation at Cinderford Festival

2.10 The visioning events were publicised through local media, leaflets, posters, and through give-away balloons which were available on the day of the event.

2.11 Each visioning event was located close to where the particular festival was taking place – e.g. at the ‘Triangle’ in Cinderford Town Centre and at a stall at the Carnival.

2.12 At each of these events members of the Initiative talked to passers-by to seek their views on projects and priorities for the area. Members of the public were encouraged to complete the questionnaires provided, giving their views on issues they felt affected the area.

2.13 The public were also able to talk to Initiative Steering Group members and to read other people’s comments which had been pinned on a ‘washing line’.

2.14 More than 250 questionnaires were returned during the community events. Many of these were ‘team’ efforts meaning that the total number of those involved in making the comments could well be around 400 which, out of a total population of 10,000 is a reasonable sample size.

2.15 The responses we obtained at the Visioning Events were analysed and the results presented in a Stage 1 Report. The results confirmed many of issues that had already been identified through previous studies and consultations in the area.

### Seminar and Project Action Team (PAT) Meetings

2.16 Following the three ‘Visioning Events’, we appointed a part-time *Community Co-ordinator* to engage with local groups and to organise a seminar to discuss the key issues and projects. The seminar comprised representatives of public agencies, community groups and parish councils.

2.17 The purpose of the seminar, which was held in June 2003, was to agree the long term ‘Vision’ and aims for the Community

Strategic Plan and to discuss the key issues, priorities and projects suggested by the community.

2.18 The Steering Group also decided to set up one-off **Project Action Team** meetings (PATs) to investigate in more detail the key issues that were emerging from the consultation process and to identify projects that might be included in the Plan.

2.19 PAT investigations covered the following themes:

- The Economy and Business
- Affordable Housing
- Environment
- Health and Sports



2.20 Individuals and groups were invited to the PAT meetings specifically for their expertise in the particular theme area – for example, housing developers and Housing Associations were invited to the Affordable Housing Project Action Team meeting; young people and youth leaders ran a separate youth workshop at one of the seminars.

2.21 Two half day seminars were held jointly with the other three Forest towns in October 2003, to identify common issues and solutions in respect of Transport and Tourism.

2.22 These were well attended by a wide range of interests.

2.23 Reports of Stage 1, the seminars and the PAT Meetings are contained in a separate report which is available on request from EDI.

### **Consulting the Parishes**

2.24 Experience elsewhere in the MCTi Programme has shown that it can sometimes be difficult to engage surrounding parishes in the plan making process.

2.25 Although representatives from *all* of the parish council areas covered by the proposed Plan *had* attended the PAT meeting on Affordable Housing and although the parishes of Ruspidge and Soudley and Littledean had been actively involved in the East Dean Initiative since the beginning, we decided to recruit a Community Agent, to contact key individuals in each parish and publicise further the work of the EDI and MCTi.

2.26 A PAT meeting, specifically for parish councils, was held in November 2003 to identify those issues which the parishes felt were important.

2.27 Concerns expressed by the parishes are set out in Chapter 4: 'Key Issues.'

### **Consulting the Businesses Community**

2.28 Although local businesses *are* interested in the Plan, only a small number of local traders were able to attend the Business and Economy PAT meeting and presentations of the retail vitality study.

2.29 We therefore decided to employ a *Community Agent*, through a local organisation called 'GL14', specifically to work with the retail business community to identify their concerns, to map the range and number of businesses in Cinderford town centre and to encourage traders to become involved in the planning process.



2.30 This work was in support of the major study of shopper and business attitudes carried out in each of the four Forest towns in late 2002/ early 2003.<sup>1</sup>

2.31 The personal contact between GL14 and traders proved extremely helpful in identifying in detail the traders' needs and aspirations and in stimulating their interest in the MCTi process itself.

2.32 As part of its activities GL14 organised a Christmas children's shop window competition, and a leaflet - 'What's on This Christmas' - was produced to help traders market themselves to Christmas shoppers.

2.33 Details of the traders' concerns are set out in Chapter 4: 'Key Issues'.

2.34 In addition to the consultations carried out by GL14, 'Business in the Community', supported by SWRDA, Business Link and the Forest of Dean District Council organised a seminar entitled 'The Future of retailing in the Forest of Dean' on 12<sup>th</sup> February 2004. The seminar, which was attended by more than fifty traders, members of the public and local authority officers, was addressed by representatives of Currys, Tesco, Boots and the Co-op.

2.35 The seminar was well received and provided local traders with the opportunity to question large companies about their company's attitude to retailing in the Forest towns.

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<sup>1</sup> 'Four Towns economic, vitality, viability and vulnerability study' May 2003 - HRA for Forest of Dean Council

## East Dean Initiative

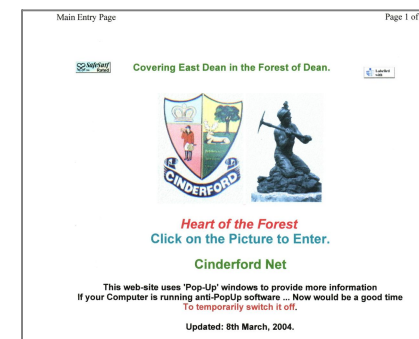
## Consultations: Summary

2.36 We feel that we have gone a long way to engaging the EDI resident and business community, especially groups such as the parishes, the young and local businesses, which have proved difficult to reach in other MCTi areas.

2.37 Our efforts, which include public meetings, 'visioning' events, surveys, topic related seminars, Project Action Teams and the activities of the Community Agents, have given us an excellent grasp of the key issues that concern the resident and business community together with knowledge of the range of possible solutions and other actions which might help to address these issues.

2.38 The outcome of the consultation process has also confirmed many of the findings of previous studies.

2.39 In addition to these consultations we have also worked closely with officers from the Forest of Dean District Council, SWRDA, the



Forest of Dean Tourist Board, Gloucestershire County Council, the Local Health Trust and the local College to develop a network of



contacts that will help to inform our plan making to assist with its implementation.

2.40 Our activities have also helped to build up knowledge of the MCTi process *within the community* and to encourage the groups consulted to take part in the Community Strategic Planning exercise and to be prepared to become involved in the implementation (Stage 3) of the Plan.

2.41 The detailed Stage I report, Health Check, PATs and other reports are available from EDI.

2.42 The projects and ideas which came from the consultations fell into three broad categories:

- Projects that already had significant funding or approvals and could go ahead ‘Now’ without any further work needed. We call these **“NOW”** projects
- Projects that need to be developed further before proceeding. We call these **‘SOON’** projects
- Projects that may take some time and may require a considerable amount of work to develop. We call these **‘LATER’** projects

### ‘Quick Win Projects’

2.43 Our budget has also allowed us to support and finance several ‘Quick Win’ projects within our existing Plan development budget, to promote and publicise the work of EDI.

#### East Dean Website

2.44 These ‘Quick Win’ Projects include:

- Development of the East Dean Website
- Promotion of Christmas shopping and associated activities for young people
- Support for the Cinderford Fringe Festival
- Support for a number of schools projects
- Spring bulb planting and other features in the Triangle
- Contribution to a local neighbourhood office for GL14
- Assisting with the ‘Dancing Through the Dean’ promotion

2.45 We will continue to seek to identify ‘Quick Win’ projects as long as we have the budget to support them, and as long as they contribute to the overall aims of our Plan.

### Other Projects and Programmes

2.46 Details of the short (NOW), medium (SOON) and long term (LATER) projects and programmes we hope to pursue are contained in **Chapter 5: The Community Strategic Plan.**





2.47 Not all of the projects or programmes of activity will require new or additional financial support.

2.48 Some may simply require us to approach local or regional government to improve the quality of existing public services or the early implementation of existing plans, while others may require existing local authority budgets to be re-directed or refocused.

2.49 Other projects may be delivered by the private sector.

2.50 When our Plan has been endorsed by the community it will be presented to a 'Brokering Table' to seek funding and support from

those organisations committed to finding ways to support Community Strategic Plans like ours.

2.51 The 'Brokering Table' is a meeting where the MCTi Partnership organisations, and other organisations which might provide help, are presented with our plan and the projects in it.

2.52 They indicate which projects they might support and let us know whether we have to develop the projects further before financial support can finally be committed.

2.53 We have been able, within our own resources, to develop some projects and programmes to the stage where these

organisations should have enough information to make a decision on whether or not to provide financial support or other kinds of support for our projects.

2.54 We will present these projects to the 'Brokering Table' as part of our Community Strategic Plan.

2.55 Other projects in our Plan may require further work to be done to get them to a stage where a final decision can be made on whether they will, or will not attract financial support. We will present these, too, at the 'Brokering Table'

2.56 Some of this will require work to be done by organisations such as the District or County Councils or the RDA. We will press those organisations to have the additional work done as soon as possible.

2.57 *Where EDI has to undertake some of this work itself, we will approach the 'Brokering Table' seeking financial support to allow us to pay for the professional advice we need to get these projects to the approval stage.*





## 3 Vision, Aims and Objectives

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### The Vision for East Dean

3.1 In order to prepare a plan for the future of the EDI area it is important that we, as a community, have a clear view of what we would like our area to be like in ten year's time.

3.2 After lengthy consultation with the local community we have adopted the following 'vision' for the East Dean area as a guide to our regeneration efforts:

*'We celebrate the positive aspects of living and working in the East Dean area – its heritage, its environment and the community spirit of its people and their skills.'*

*'We recognise the important contribution that people in the area make to East Dean through their involvement in work, learning, family life, sport and art.'*

*'We want to increase the prosperity of the area, improving the job opportunities and skills of East Dean citizens, improving the area's built environment and conserving and enhancing the area's natural mining and Forest heritage.'*

*'We will promote access to services, healthy lifestyles and quality of industrial and cultural life.'*

3.3 We also feel that, in order to give our Plan the necessary direction and focus, it is important that each of the key themes in the Plan also has its own **aims**.

### The aims of our Plan

#### The East Dean Economy

3.4 The health of the local economy will be important in helping us to achieve our vision for the East Dean area.

3.5 Our aim for the East Dean economy over the next ten years is:

*'To improve and diversify the economy of the East Dean area with particular regard to providing quality jobs through the creation of new industries and business opportunities'*



## Cinderford Town Centre

3.6 It is clear that, for many people in the community, the attractiveness and success of Cinderford town centre as a sub regional shopping centre will be a measure of East Dean's vitality.

3.7 Our aim for Cinderford town centre is:

***'To create an attractive town centre, with a balance of quality shopping, business, entertainment and cultural attractions, adequate parking and signage which will be the first choice for local people and visitors.'***

## Tourism

3.8 Although tourism in East Dean is not yet well developed we believe that it could make a significant contribution to the economic health of the area.

3.9 We would therefore like to see tourism developed as a major contributor to the East Dean economy.

3.10 Accordingly, our aim for tourism is:

***'In partnership with the tourism industry and tourism organisations, to develop, and market sustainable tourism in the area in order to maintain and improve the competitive***

***position of the East Dean area as the 'Heart of the Forest' - a quality, year-round holiday destination.***

***'To develop the contribution that the tourist sector makes to the local economy in terms of employment, investment and turnover by upgrading and diversifying the tourism product, extending the tourist season, improving tourism support and improving marketing.'***

## Transport

3.11 Everyone living in the East Dean area should have access to the facilities it provides. This applies particularly to those people who do not have use of a car.

3.12 Our aim for transport in the EDI area is:

***'To ensure that all sections of the East Dean community have excellent access to community transport'***

## Housing

3.13 If people living in East Dean are to have a satisfactory quality of life they have to have access to a satisfactory standard of housing.



3.14 We believe that new *quality* housing will be important if the area is to continue to prosper.

3.15 Our aim for housing is therefore:

***'To ensure the provision of good quality, balanced and well managed stock of private and public housing of the right type, size and price, in the right locations to meet the present and future needs of the community.'***

### **Youth, Community, Health and Education**

3.16 The standard of facilities for youth, community and education has an important influence on people's satisfaction with living in an area.

3.17 Our aim for youth, community and education is:

***'To create a safe, clean, healthy, crime and drug free environment in which all sections of the East Dean area's society can fulfil themselves.'***

***'To encourage excellent social, arts, sports and leisure facilities which can be accessed by all sections of the community'***

***'To promote a healthy and well-educated community'***

### **Environment**

3.18 All of these activities take place within a spectacular natural environment – the Forest. We wish to conserve and enhance the natural beauty of the Forest while using its benefits to attract new business and employment to the area.

3.19 To achieve this, our aim for the environment is:

***'To attract investment to the area by maintaining and improving its built and natural environments while ensuring that the quality of these environments is preserved and enhanced for the benefit of future generations.'***

## **Vision, Aims and Objectives: Summary**

3.20 We think that it is important that our Plan links together our Vision and Aims with East Dean's Key issues - leading to a coherent set of project 'solutions'.

3.21 In the following chapter we summarise the Key Issues in the East Dean area identified during our consultations and the Healthcheck process undertaken by us with the help of Forest of Dean District Council.





## 4 Key Issues

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### Introduction

4.1 The key issues facing the East Dean area identified in this Chapter draw on the community consultations that have taken place including public meetings, 'visioning' events, surveys, topic related seminars, Project Action Team reports and the activities of our Community Agents.

4.2 We have also used the information gained through completing the MCTi Healthcheck.

4.3 The issues are drawn together in a summary and 'SWOT' analysis at the end of the Chapter which highlights the strengths and weaknesses and the opportunities and threats that the East Dean area faces in achieving its long-term vision.

4.4 The Key Issues and the SWOT analysis form the rationale and justification for the Community Strategic Plan in Chapter 5.

4.5 We have grouped the Key issues together under **two** broad headings:

- Issues that will effect **the local economy**
- Issues that affect the **quality of life** of residents and those working or visiting the area

### The Local Economy

4.6 In 2002 the population of the East Dean Area was estimated to be c26,000. Roughly one third of the population lived in Cinderford itself and two thirds lived in the surrounding parishes.

4.7 Even though the national economy and the economy of the south west is doing well, the level of unemployment in the Cinderford travel to work area is the *highest* of the Forest towns at 4.6%, more than twice the figure for the south west and higher than the UK average.

4.8 Although unemployment in Gloucestershire has fallen over the last four years, *the level of unemployment in the EDI area has remained the same.*

4.9 Littledean and Cinderford are seventh and twelfth worst wards for employment deprivation out of the 146 in Gloucestershire. Forty percent of residents travel to work outside the area.

4.10 The East Dean area also has a lower gross weekly income (£259) than the Forest (£336) and national average (£344).

4.11 Our concerns over the local economy fall into three distinct areas:



- Concerns over the future of **manufacturing industry**
  - The future of **Cinderford town centre** as a sub regional shopping centre
- 
- Whether **tourism** might be further developed as a source of employment in the area

### Manufacturing Industry

4.12 The East Dean area is still reliant on a small number of large employers in the manufacturing sector.

4.13 Manufacturing is a declining sector in the UK economy. We believe that steps should therefore be taken to diversify the local economy to safeguard it from future decline.

4.14 However, if new businesses in sectors such as the knowledge industries are to be attracted to the area there will be a need for new and better premises, broadband IT connections, retraining and up-skilling of the area's workforce and better marketing and promotion of the area to attract new and relocating businesses.

4.15 More high quality *local* job opportunities are needed, with better pay, particularly for young people who feel that they won't get well paid jobs in the Forest when they leave school, and are therefore inclined to leave the area altogether.

4.16 There is a need to identify the skills needed by employers so that local Colleges can offer skills training in these areas.

4.17 There is a need to provide good quality business advice and support at a reasonable cost to small and micro businesses since these may well be the larger companies of the future.

4.18 We recognise that all of this will require substantial investment from the public and private sectors.

### Cinderford Town Centre Issues

4.19 In all of our consultation exercises with the community, shoppers and with local traders, the poor physical condition and the lack of variety of shopping in Cinderford town centre has been a particular concern.

4.20 This has also been highlighted in studies undertaken by Forest of Dean District Council, Drivers Jonas, The Civic Trust Regeneration Unit and more recently in Hannah Reynolds Associates' Retail Study of the four towns in the Forest.

4.21 The main issues in Cinderford town centre are:

- The need to 'cheer up' Cinderford Town Centre by improving the external appearance of buildings and the need for a 'pro-active' approach to bringing empty shop units and buildings back into use



- A feeling that the town centre may not be compact enough and that there may be an argument for demolishing some of it, and bringing in more housing, car parking to give the retail element more cohesion
  - The need for the cleanliness and repair of the 'public realm' to be improved, including improved road and pavement repair and better signage
  - The need for some form of business 'representative' who could build up a strong business community through positive, practical action e.g. seeking out and providing information and advice regarding business development
  - The need for a more active Chamber of Trade to promote the centre and to counter apathy amongst retailers
- 
- The fact that the only two major retailers in the town centre are the Co-op County Store and Woolworth's. There is great demand for more/ better shops – especially children's clothes/ shoes
  - The perception that that there is anti-social behaviour and drug taking at the Triangle



### ***The Triangle Cinderford***

- Crime, the fear of crime and drug taking are important issues. Greater police presence on the streets is seen as one solution, with advice about drug and alcohol abuse for young people seen as another
  - Car parking in the town centre is considered to be 'poorly sited and inadequate'
  - The need for better information, support and business advice for retailers in both Cinderford and the parishes
- 
- The need for training staff in the retail and hospitality industries
  - The opportunity to develop festivals such as the 'Cinderford Fringe' and 'Dancing through the Dean' to attract more visitors to the town
  - Concern about the amount of traffic flowing around the 'Triangle' area

### **Tourism Issues**

4.22 Tourism is the fourth largest employment sector in the Gloucestershire economy.

4.23 It is worth some £40million per annum to the Forest economy and employs 6.5% of the total Forest of Dean district workforce. There are an estimated 1,500 direct tourism jobs and 800 estimated indirect tourism jobs in the area.

4.24 The performance of tourism across the Forest is patchy. Cinderford itself is considered to be the most challenging of the four



towns in the Forest in which to promote tourism as it suffers from a poor visual image, lack of residential accommodation, eating and drinking facilities and other amenities and visitor attractions.

4.25 Although half of the retail businesses get *some* of their turnover from tourism the average is down from 7% in 1999 to 4% in 2002.

4.26 Research shows tourist spending of around £9.60 per day in the Forest, compared with £34 per day in Somerset.

4.27 If East Dean is to be economically successful there may be a need to 'up' the tourist spend by offering a better quality tourist product, with better marketing to keep people for longer in the Forest.

4.28 The East Dean area has no Tourist Information Centre. Although tourist Information is available in the 'one stop shop', this is not always open at convenient times. It is therefore very difficult to obtain tourist data at the local level.

## Our Quality of Life

4.29 In examining the key quality of life issues faced by the East Dean community we have considered the following areas:

- Housing
- Young people

- Education
- Health
- The Arts
- Sports
- Transport
- The Parishes

### Housing Issues

4.30 The East Dean area is considered to be an area of poor quality housing. Cinderford and Littledean are the fifth and sixth worst wards in Gloucestershire in terms of housing deprivation.

#### *Private Housing*

4.31 Across the district, average prices of family houses (3 bed semi houses) have risen by £42,500 (67%) over the last 3 years, whereas smaller 'starter homes' (2 bed terraced) have increased by

£34,000 (76%). The lowest house prices are in Cinderford. 70% of housing purchasers are incomers to the Forest.

*Forest house prices*





4.32 The latest survey of *private rented* property in 1998 identified an overall unfitness level of 7.4% compared with a national rate of 7.5%.

4.33 Housing improvement grants are focused on bringing empty properties into use for affordable housing are a priority in the District.

4.34 There is concern that not enough good quality housing across the price ranges is being built within the EDI area.

#### **Affordable Housing**

4.35 Council's often define affordable housing as 'housing not more expensive than that able to be purchased with a 90% mortgage equivalent to two and half times the average male gross full time earnings'. *In the EDI area this would represent a house purchase price of around £37,500.*

4.36 In 1999, 62% of the newly emerging households were unable to afford owner-occupation or shared ownership. With house prices rising by 60 – 75 % and earnings by 4.3% the gap between earnings and mortgages has widened considerably.

4.37 The *need* for affordable housing in the area is estimated by Forest of Dean Council to be:

Location	Minimum Entry Level House Prices (£)			
	June 1999		June 2002	
	2 bed terrace	3 Bed Semi	2 bed terrace	3 Bed Semi
<b>Cinderford</b>	35,000	60,000	75,000	92,000
<b>Central Rural</b>	40,000	61,000	79,000	105,000
<b>North Rural</b>	59,000	75,000+	90,000	135,000

- Cinderford and Ruspidge - seventy dwellings,
- Drybrook - ten dwellings,
- Longhope - five dwellings
- Littledean - two dwellings

#### **Public Sector Housing Stock**

4.38 The public stock of housing was subject to a 100% external and 10% internal survey in 1999/2000 this identified 1,160 homes requiring some £12.9m worth of work to achieve 'decent homes' standard.

#### **Homelessness**

4.39 Homelessness people accepting accommodation increased by 15% from 1999/2000 to 2001/2002. The figures are rising particularly amongst the under 25's.

4.40 The main reasons for homelessness continue to be:

- Loss of private sector tenancies 29%
- Breakdown of relationships 22%
- Loss of accommodation with relatives or friends 17%



### **Second Homes**

4.41 It is estimated that there are currently between 250 and 300 'second' or 'holiday homes' throughout the Forest of Dean. This is not considered to be a significant number. With significantly lower house prices than areas such as the Cotswolds, the Forest of Dean is becoming a more attractive area in which to purchase a second home.

### **Vacancy Rates**

4.42 There is not a high level of empty homes within the Cinderford area. Where empty dwellings are located in sustainable communities efforts are made to bring them back into use by offering grants to landlords and owners in return for nomination rights for five years.

### **Young People Issues**

4.43 In our consultation process, the issues identified by the community as affecting young people were supported by the 'CANDI' Youth Workshop seminar. These included the need:

- For young people to 'feel safe' especially during their leisure time
- To reduce the exposure of young people to drug users and abusers
- For young people to have 'somewhere to go' on Friday and Saturday nights and during summer holidays
- For special provision for young people over fifteen years old

- For improved public transport to allow young people to get to and from Cinderford, Lydney or other towns to work, for education and training and in the evenings
- For skateboarding and BMX facilities

### **Health Issues**

4.44 One of the Project Action Teams (PAT) looked at the quality of health provision in the area and discussions have taken place with the Primary Care Trust (PCT).

4.45 The key issues raised by the community included:

- The need for dental practices in the East Dean area that will accept NHS patients. At present all NHS dentist patient lists in the Forest are closed
- The poor availability of public transport to hospitals and GP surgeries
- The need to develop health services close to where people use them
- The need for preventative work to educate and raise awareness of health issues – e.g. teenage pregnancy, alcohol and drugs education programmes
- The fact that patients can wait up to three years for hearing aids
- The fact that there is no maternity ward in the Forest
- Health indicators are limited leading to a lack of information on health issues
- The need to link across different disciplines e.g. Housing Needs, transport planning, Arts, to maximise the benefits of these activities working together rather than in isolation



## Education and skills

4.46 Gloucestershire County Council's Education, Skills and Training Deprivation Index shows that of the 230 areas considered in the County;

- Cinderford is eighth worst
- Littledean is twentieth
- Ruspidge is thirty-eighth
- Drybrook is forty-fourth
- Ruardean is sixty-eighth

4.47 Where *one* is the most deprived and 230 the least deprived.

4.48 Particular education and skills needs identified by the community in the East Dean area are:

- The need to improve the population's basic skill levels, especially as this will have a direct impact on the ability of residents to gain employment and will help to raise the aspirations of local people seeking employment
- Given the dispersed nature of the area, the poor public transport connections and the numbers of people without access to a car there is a need to provide the means for people to get to education or to take education out into the East Dean community
- The need to 'badge' lifelong learning in different ways and to deliver it *in the community* rather than requiring people to travel across the area to college

- The need to provide a flexible training 'ladder', allowing people to progress through clearly defined routes and links to other education provision
- Concern that there appears to be a lack of linkage currently between industry, education, work experience and work placements. There needs to be much more targeted training and planning for future skills requirements

## Arts Issues

4.49 Cinderford is home to many of the major Forest-wide community arts projects:

- Cinderford Artspace - grown over 15 years in response to local demand - now operating County wide offering participatory arts and training opportunities to all ages and abilities
- Forest of Dean Radio - one of only a handful of such projects nationally - has moved here from Mitcheldean
- The Music Collective - bringing together a huge array of local musicians and DJ's has chosen Cinderford as its headquarters
- Forest of Dean Music Makers - offering learning opportunities to young people in music making and DJ'ing - has moved here from Newent

4.50 Cinderford also has its own special attractions:

- The New Mercury - community arts centre for the Forest of Dean - the only one of its kind in the county. The home for Cinderford Artspace and a venue for other community groups and organisations to share. Studio space for artists to rent and one of the few small gallery/exhibition spaces



- in the Forest to show case the work of artists living and working here.
  - Cinderford Fringe - an annual community arts festival with its own special flavour
  - The Triangle - an architect designed market/performance space ideal for festivals and other open air events
  - The Palace Cinema - a private venture remarkable for a town of 8,000 inhabitants
- 
- The Forester/Citizen Window – shop window gallery space
  - FlowerCraft - a small gallery space.
  - The Miners' Welfare Hall - with a maple wood sprung dance floor, a comfortable bar and room for 250 people, one of the best venues for gigs in the Forest.



*Miners' Welfare*

- The Causeway Club - music venue specialising in Country and Western.

- Live music regularly in the Golden Lion our town centre real ale pub.
- Public Art - the Miner in the Triangle and the miner mural on the bakery.
- CANDI - the first youth cafe and drop-in in the Forest - an initiative copied now in a dozen towns and villages- runs its own arts programmes for young people including a regular dance group.
- The Forge Centre which uses arts activity to open new doorways for older people whose horizons are closing in

due to visual impairment. Draws people from all over the Forest

- A thriving voluntary arts community including long standing local groups like the Cinderford Brass Band, the Wesley Players, who put on an annual pantomime, and young people's marching jazz bands.



*Forest Art*

4.51 In the wider East Dean area we have:

- The Dean Heritage Centre - unique museum of the Forest, recently refurbished with a major Heritage Lottery Grant and offering yet another of the small gallery spaces showcasing local artists.
- The start of the Sculpture Trail at Speech House - attracting 200,000 visitors annually
- Clusters of artists living in Littledean and Soudley who are linked in to the Forest Artists Network and the Open Studios initiative which brings large numbers of visitors annually into the area.
- The milk churns! - a new piece of public art in Littledean.
- Village halls and pubs in Littledean, Ruspidge and Soudley which host live music events, the Everyman community tour etc.

4.52 We believe that all of these organisations and activities could make a greater contribution to the quality of life in East Dean if increased financial support were to be available.

### Community Issues

4.53 One of the strengths of the East Dean area is its community spirit and the number of active, small and medium-sized voluntary and community groups the area supports. These are supported by a variety of larger voluntary groups. There is also an active Forest Voluntary Action Forum.

4.54 All of these are a measure of the area's community vitality.

4.55 However, the capacity of these groups to develop is limited, in many cases by lack of funds, in other cases by lack of volunteers or the confidence to tackle big issues.

4.56 The key issues that emerged for the voluntary and community sectors from the consultations are:

- The need for proper training and support for voluntary and community groups
- The need to promote and encourage village halls as centres of community life
- The need for all agencies involved in the area to make use of the village questionnaires which are an important part of the parish plans process, when preparing their investment plans and strategies

### Sports Issues

4.57 East Dean has a thriving range of sports clubs and activities. The link between sports and good health has been made in the area by the Forest Fitness Centre in developing a Healthy Living Centre at the Heywood School Site. There is now potential to develop this facility still further by encouraging multi-sports use of the site by a range of clubs in the East Dean area.

### Transport Issues

4.58 Transport is an important 'cross-cutting' issue which affects a wide range of activities in the EDI area including access to education, shopping, work, leisure and other public services.



4.59 This is particularly true in a rural area such as East Dean where the two main means of transport are by car or bus and where so many people commute to work.

4.60 Car ownership throughout the EDI area varies considerably. Cinderford is the area with the lowest car ownership - 26% of families in Cinderford have no car, compared with 16% in the Forest, 18% in Gloucestershire and 20% in the south west.

4.61 Even where families have one car this can mean that, if one partner has to use the car to commute to work as many do, the partner who remains at home can effectively be restricted to the area around the family home to which they can walk.

4.62 Transport issues that arose from the public consultation process were:

- The need to ensure that any public transport policy is truly a policy of 'transport for all', one which allows people to access services and employment at the 'centre' of the community at all times and which takes services to people

outside the Centre and equally important allows people to travel across the area without having to pass through the centre

- The need to improve the availability and affordability of public transport such as the introduction of a 'dial a ride' service and a bus for young people to be able to get to and from Cinderford in the evenings
- The need to improve the environment for public transport by careful layout of street furniture and lighting so that public transport is more accessible and attractive
- The need to improve facilities for groups with particular needs such as young people, the elderly and households without private transport

### The Parishes

4.63 We have made particular efforts to ensure that the parishes are fully involved in the Plan, and while many of the proposals will have an impact on the wider EDI area, we are aware that there are issues that are particular to the parishes.

4.64 During consultations, parishes identified particular issues around affordable housing, community facilities and transport. Projects which relate to specific parishes and which we endorse in this Plan are contained in 'Priority 3: Improving the quality of life of the whole community'.





**Table 2: Summary: Key Issues in East Dean - from community consultations and studies**

Key Issue No.	Key Issue
1	Run down state of Cinderford town centre with poorly maintained buildings and pavement fronts, gap sites and vacant properties sapping economic morale. This is a high priority for residents and businesses.
2	Widening the range and quality of shops in Cinderford town centre is important. There are few, if any, national names trading in Cinderford. There is a particular issue regarding a lack of women's and children's clothing and fashion shops. There are also issues in respect of better information, support and business advice for retailers in both Cinderford and the parishes of EDI.
3	More local job opportunities are needed in East Dean, with better pay and improved skill levels.
	There is a need to diversify the East Dean economy
4	Affordable housing, to enable more local and young people and families to buy or rent in East Dean, also to enable an appropriate mix of housing – 'executive' as well as social housing or lower-cost starter homes
5	Places where young people can meet, skateboard, cycle, listen to music and simply be themselves. This is particularly important for teenagers. There is an additional issue regarding the need for safe play facilities and activities aimed at younger children, and summer holiday activities for teenagers.
6	Crime, the fear of crime and drug taking in Cinderford town centre are important issues and greater police presence on the streets is seen as one solution, with advice about drug and alcohol abuse for young people seen as another
7	Cleanliness and repair of the 'public realm' in Cinderford could be improved, including improved road and pavement repair.
8	Additional free parking in Cinderford town centre is needed.
9	Improved Community Transport services for Cinderford and outlying areas/parishes, timetabling and routing of buses might be usefully improved, enabling people from the Forest to get to work and training, as well as enabling visitors to travel to tourist activities in the Forest. In particular a Dial a Ride service is needed for the EDI area, as well as public transport in the evening to enable young people to travel to leisure and social facilities.
10	Improved health services are needed in the area – particularly cutting down waiting lists for doctors and other health specialists.
11	Lack of facilities and attractions for visitors are identified as restrictions on tourism in the East Dean area, even though East Dean is ideally placed at the heart of the Forest. There is a lack of tourism accommodation, no quality hotels and few bed and breakfast opportunities. The signage into Cinderford town itself is poor and there are few shops, cafes and restaurants catering for visitors. Local people and businesses need training and guidance in customer care, visitor information, marketing and promotion and quality standards.
12	There is a need to improve the esteem of the local community by increasing residents' self-belief and knowledge that they can influence their individual and community life and encouraging a culture of hope and confidence. Building the community infrastructure of the area through support for arts, cultural activities and sports, community development and facilities is needed.



## Relationship of Key Issues to other strategies

4.65 There are many strategies in existence which will have an effect on what we can deliver through our Plan.

4.66 There are strategies at the national, regional, county, district and town level which we have to know about to ensure that what comes out of these strategies is in line with our Plan and benefits the town.

4.67 We have undertaken a review of our Strengths, Weaknesses, Opportunities and Threats and have also reviewed thirty five separate strategies and summarised them in an appendix which is available from us..

4.68 Since many of these strategies overlap we decided to combine the review of the thirty five strategies so that some sense could be made of their aspirations and compare them with the key issues and aspirations of the EDI community.

4.69 When we did this we were pleased to find that **all** of our visions and aims, and the vision and aims of the community, were in agreement with the strategies of the public sector institutions operating in the area.

4.70 Given that there are more than forty projects in our Strategy we felt that it would be difficult, at this stage, to set out and measure the *precise way* in which each of our projects might contribute to each objective in each strategy.

4.71 Many of the projects we want to pursue do not yet have enough information to do this and to gather all the necessary information at this stage would be very costly and would delay our plan for too long.

4.72 However, if we do require financial assistance to implement our projects, this will mean that we will have to bring forward *additional information* which will help those bodies to make a decision on whether to provide the financial support we need.

4.73 We may have to rely on organisations such as the Regional Development Agency, or the County and District Councils to provide us with the information we need to complete the necessary applications.

4.74 At the moment we believe that the projects we have brought forward are presented in sufficient detail, with the backing of the community, to allow a decision 'in principle' to be taken on whether it is worth pursuing them further.





Table 3: East Dean: SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Has been accepted for inclusion in the MCTI	Dilapidated state of Cinderford town centre with poorly maintained buildings, gap sites and vacant properties sapping local moral.	The area has a central location within the Forest/ Wye Valley tourist area which attract more than four million visitors in an average year	Lack of willingness on the part of local institutions and pressure groups to accept that the growth and regeneration of the area is compatible with a sustainable future for the Forest.
Realistic awareness and apparent consensus in the area, of the issues that need to be tackled and a willingness to tackle them.	Low wage, low skilled local economy	Designation of land for new employment uses and sites for four hundred and forty new dwellings	Lack of support by local government for the private sector's development efforts.
Considerable regeneration experience gained through a number of major initiatives.	Employment dependent in nationally declining manufacturing and agricultural sectors	Given the shortage of housing land in the Gloucester area there is an opportunity to promote the area as a area of growth bring new people, and investment to the area.	Lack of community self belief and knowledge that they can influence their individual and community life
Strong voluntary sector and strong community spirit.	High Levels of unemployment	A substantial number of development opportunities which can attract inward investment to the area.	Belief that only the public sector can solve many of the issues facing the area and a concomitant failure to encourage the private sector.
Well located in attractive part of the UK with excellent road access to major regional centres and to the national motorway network.	Few tourist attractions to attract visitors to the area	Continued investment in the area's built environment through District and County Council investment	Social and economic indicators show an increase in deprivation
Large, robust employment and population base with proposals for expansion backed by the Regional Development Agency	Disenchantment of young people and fears for their safety and the use of drugs	An active private development sector.	Unco-ordinated or decreased agency support to address deprivation in East Dean
Situated in the heart of the beautiful Forest of Dean National Forest Park and well placed to benefit from tourist spend in the Forest and Wye valley	Poor public transport	Joint agency working already in place through the Cinderford Initiative and Locality Planning Team	
Well run Town Council which owns the Belle Vue Centre, with good links to parish councils.	Poor public parking provision dissuading visitors and causing congestion		Growing competition from near by towns which threaten Cinderford town's position as a shopping destination
Genuine market town at heart of East Dean area with a weekly Friday market	Leakage of shopping expenditure to nearby towns	The 'Triangle market place and viewing tower has potential as a venue for a range of community activities and festivals	The fear of crime, if left un-addressed, will undermine efforts to regenerate the community.
Renowned local College and schools	Perception of crime, and drug taking	New Cinderford Artspace arts resource centre.	Youth disenchantment and associated problems of crime and out migration may affect the area's potential.
Good sports and leisure facilities	Lack of shopping attractions with real customer pulling power, particular lack of clothing outlets	Sports College status at Heywood School and associated Forest Fitness Healthy Lifestyles and potential Multi-sports centre	Uncertainty over future resources for the Forest Road Unemployment Resource Centre and Doorways
New Linear Park close to the Forest with development potential	High level town centre traffic volumes in Cinderford	New Heywood Road car park	The Foot and Mouth outbreak undermined the fragile local economy of East Dean. The recovery of the economy remains uncertain.
Forest of Dean Radio offices based town centre – good communication link opportunities	Steep gradients in Cinderford town centre restricting pedestrian movement		The lack of appropriate social housing and housing for young people may lead to outward migration.
Town centre Palace Cinema	Lack of effective marketing of the area to investors and		



## 5 The Community Strategic Plan – Our Priorities

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### Introduction

5.1 In this Chapter we set out our key priority projects and programmes.

5.2 The East Dean Community Strategic Plan is not a *fixed or static document*. Its function is to set a **vision** of what the East Dean area might look like in ten years time; to identify the **key issues** facing the community now and to bring forward **priority projects** that will help East Dean move towards its vision.

5.3 We believe that our Plan has to be *flexible*, to allow new ideas to be considered, new issues to be addressed and the longer-term visions for the area to be reviewed in the light of changing circumstances.

5.4 While there are clear and specific projects in this plan to be delivered in the short term, other proposals set out the additional work required to find out whether new actions are required to improve things in the longer term, or whether existing programmes of activity by agencies and authorities should be re-directed to better effect.

### Can we deliver the Plan?

5.5 The East Dean Initiative cannot achieve the vision for the area working on its own.

5.6 Although it may promote some projects, much of EDI's efforts will be to encourage other parties in the private and public sectors to change their existing investment plans or to undertake, or invest in new projects.

5.7 Public and private sector investment, together with the possible redirection of the local County and District Councils' investment plans, will be major components in the area's regeneration.

5.8 Change will not happen overnight, by itself, but will evolve over several years and involve *all sections of the local community*, the private and public sectors and the many different agencies that currently operate in the area.



5.9 While undertaking the consultations, studies and reviews necessary to prepare the Plan, we quickly became aware that there were more issues, strategies and projects under discussion in the East Dean area than could be realistically tackled in this our first Plan.

5.10 After discussion we agreed that, since the Community Strategic Plan is not a 'statutory document', there is no limit to the number of times it can be reviewed and changed to meet changing circumstances. Indeed the community strategic planning process itself is one of a continuous cycle of plan; implement and review.

5.11 We therefore decided to include in this first Plan the *key issues and projects* currently affecting the East Dean community, on the basis that other issues and projects will be easily added when the plan is reviewed in future.

5.12 We also felt that it would be prudent only to include in the first Plan projects which had *a reasonable chance of being implemented*.

5.13 In the past there have been many 'initiatives' for East Dean and there is a public perception that there is always a lot of talking, but very little ever happens.

5.14 If the Plan is to be successfully implemented there will be a need to improve the confidence of the local community that something *will* happen and that the community *can* really influence the life of individuals and of the community.

5.15 In seeking to achieve this EDI will look to ensure that projects in the Plan are implemented as soon as is practically possible.

## Community capacity to deliver the Plan

5.16 We are conscious that our Plan will mean nothing unless the community has the skills and capacity to support and deliver the projects and programmes identified in the Plan.

5.17 We have therefore included, in our first Priority, financial support to help to build up the community's capacity to develop and support the development and delivery of the Plan.

## Our Priorities

5.18 We have tried to ensure that *all* of the projects we propose address the issues identified in the 'Key Issues' chapter of this Plan.

5.19 These issues have been identified by various sections of the community through the extensive community consultation process we have conducted. We know, therefore, that these priorities are the priorities of the East Dean community.

5.20 We also know that few projects are 'stand alone' – most will have an impact on other areas of activity.

5.21 We have therefore divided our proposed actions into *three* priority groups:

- **Priority One: Revitalising the local economy**
- **Priority Two: Developing the area's tourist potential**
- **Priority Three: Improving the quality of life for the whole community**



5.22 We have arrived at these priorities after considerable discussion. They represent our view and, we believe, the views of the East Dean community, of the most important actions that should be taken in the area over the next five to ten years.

5.23 Plans are often seen as simply a list of projects that someone wants to make happen.

5.24 Our plan seeks to ensure that the projects in the plan will go some way to delivering the community's vision for the EDI area, and will also address the issues that the community has identified as being important.

## Our Vision for the East Dean Area

5.25 Our Vision for the East Dean area, which we set out in Chapter 3, and on which we have based this East Dean Initiative Community Strategic Plan, is set out below.

5.26 We believe that the priorities, projects, programmes and activities we have set out in this chapter will take the community of the East Dean area closer to that vision.

*“We celebrate the positive aspects of living and working in the East Dean area – its heritage, its environment and the community spirit of its people and their skills.  
‘We recognise the important contribution that people in the area*

# Priority One: Revitalising the Local Economy

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## Introduction

5.27 The economy of the East Dean area and Gloucestershire is the engine that will secure prosperity and a higher quality of life for all of the residents of the area.

5.28 Although the EDI economy is doing reasonably well, it is not performing as well as other parts of Gloucestershire and the south west. Evidence of this is the relatively higher unemployment in the EDI area and the higher levels of health and housing deprivation.

5.29 It is also the case that the EDI area economy is still biased towards manufacturing industry, a sector of the UK economy which is in general decline.

5.30 We believe that it is imperative that steps are taken **now** to ensure that the EDI economy is more broadly based and therefore more able to deal with any future economic downturn.

5.31 We will therefore endorse proposals to provide assistance and support to existing and inward investing companies.

5.32 ***This is our top priority.***

## Business Development

5.33 We see new wealth being created the expansion of existing companies, the creation of new companies and through the attraction and relocation of new companies to the area.

5.34 At present this is hindered by the lack of suitable sites and premises of the right type and quality, in the right space, and by the poor level of marketing and promotion.

5.35 Although the private sector *is* involved in the creation of some new accommodation we believe that the speculative risks attached to this are too great at present for the private sector to bear while there are more attractive alternative investments elsewhere.

5.36 It is also the case that although Cinderford has an important substantial industrial area as part of the town, this estate could be made to be even more attractive to existing and incoming companies.

5.37 We will therefore seek funds to be able to work with local companies and land owners to improve the existing estates in the town.



5.38 We will also work with SWRDA and the local authorities to ensure that there is a ladder of business accommodation available at *affordable* rents throughout the East Dean area.

5.39 We also believe that careful consideration has to be given to the location of new business property to avoid environmental damage.

5.40 We will also seek to ensure that local colleges provide the right skills training for the work force and that the best business advice is available locally

## Accommodation for new businesses

### The 'Northern Arc' Development

5.41 We are delighted to fully endorse the 'Northern Arc' proposals being promoted by SWRDA, in partnership with Forest of Dean District Council, Cinderford Town Council and English Partnerships.

5.42 The Northern Arc development is the most important employment project taking place in the area and comprises:

- The transformation of an under-used, semi-derelict area into a viable and sustainable neighbourhood
- Upgrading of the Steam Mills area by removing through traffic from the village
- Provision of a University of the Forest
- Provision of an R & D initiative focussing on recreational equipment

- Provision to improved tourist, recreation and leisure facilities [including: facilities for cyclists; showcase of crafts and associated workshop units; a demonstration site for wooden buildings of the future]
- Relocation of the Freeminers' Brewery with a new visitor centre
- A 'green transport' hub
- New District Offices for Forest Enterprise
- A garden centre
- New housing

5.43 It is anticipated that the project will start in ....., cost £40mn and create .....new jobs.

5.44 Should the Northern Arc project *not* proceed as planned we will seek to ensure that SWRDA develops a new project which will bring the promised employment to the area, perhaps on an alternative site.

### Other Projects

5.45 Other projects which we will support as contributing to the vision and aims of our Plan are:

- The creation of sustainable business units, innovation units and managed workspace at Parkend
- The creation of a new R & D Centre for the use of timber
- The renewable energy project
- The new learning Centre of Excellence
- The marketing campaign being drawn up by the Forest of Dean District Council to target new business investment in the Forest.



- The connection of the area to broad band internet service and the extension of mobile phone coverage throughout the area. We will work with the relevant service providers to ensure that this happens as soon as possible.
- We will also encourage a local labour employment programme which promotes the services of local sub contractors, the use of local materials and the employment of local labour.
- Mitcheldean's Vantage Point internet technology Business Park.

5.46 We endorse all of these projects and will be pleased to offer them what support we can to ensure their success.

### Support for existing companies

5.47 We wish to ensure that existing companies, especially in the Cinderford industrial estates, have the best chance of succeeding.

5.48 We will therefore seek funds to improve the existing estates by:

- Working with landowners and companies to prepare a masterplan for the regeneration of the estate which will bring forward proposals to improve, access, security, parking and the general environment
- Negotiating contributions for the landowners and companies towards improving the estate
- Implementing the overall plan in partnership with the landowners and companies
- Managing the implementation of the plan

### Skills

5.49 A vital component of successful economic development is a highly skilled work force.

5.50 The skills of the local labour force will be of great importance in ensuring that these companies prosper. We will work with the Careers Service, SWRDA, RFDC, Forest of Dean District Council to ensure that the community has the right skills to benefit from existing and new business investment

### Business Advice

5.51 We will work with Business Link, Forest of Dean District Council and BITC to ensure that the best quality of business advice is made available to all companies in the EDI area.

## Cinderford Town Centre Renewal

5.52 The appearance and condition of Cinderford town centre will be a critical factor in the town's ability to attract tourists and visitors, and in the enjoyment of local residents.

5.53 To ensure that the town centre is enhanced we intend pursue the development of Phase 3 of the town centre development plan which is being developed by Halcrow Consultants on behalf of the County Council, to ensure that the resident and business community is fully consulted in the design and implementation of the scheme and that the project is implemented promptly.





5.54 We will seek to ensure that the town centre plan includes:

- Proposals for Identifying particular eyesores and derelict sites in the town centre and bringing forward their development or improvement
- Provision for attractive street furniture
- Additional off street parking and improved signage
- A co-ordinated and attractive colour scheme for building frontages – perhaps utilising the common colour of green as Heart of Forest ‘brand’ colour
- Use of the area surrounding the Tower and market square and the town centre in general for trade events/promotions
- Development of the Triangle area as performance space for festivals and arts/trade vents that will attract tourists
- proposals for the management of the town centre, especially the area around the Triangle to eliminate any anti-social behaviour including the use of drugs in the area
- Measures to reduce traffic flows around the Triangle area

5.55 We intend to provide support to retailers by seeking funds to appoint a full time *Retail Business Representative* who will have a base in Cinderford and will:

- Act as focal point and promote local traders and local food producers particularly in Cinderford Town Centre, but also in the parishes
- Help businesses access the advice and support available from the District Council, Business Link and BITC
- Ensure prompt maintenance of the town centre public realm
- Encourage take up of the shopfront improvement scheme
- Organise trade events and promotion of East Dean area
- Develop a shoppers’ scheme
- Develop and maintain a database of East Dean retail businesses
- Work with local traders and the District Council to support the marketing initiative being undertaken by RPS on behalf of the District Council.
- Seek ways to improve café and restaurant facilities in Cinderford
- Encourage commercial leisure and recreation initiatives

5.56 In order to protect the commercial heart of Cinderford we will encourage the local planning authority to refuse planning applications which seek to take existing retail units out of retail use



## Priority Two: Developing our area's tourist potential

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### Introduction

5.57 We strongly believe that there is the possibility of growth in tourism in the area, and that this will be more easily achieved if we work in partnership with the other towns and villages in the Forest and with the Forest of Dean Tourist Association.

### Tourism in the East Dean area

5.58 Forest of Dean District Council's vision for tourism is:<sup>2</sup>

*"To create a vibrant, attractive, destination where sustainable tourism businesses can flourish, generate income and provide a range of employment opportunities for local people, thereby ensuring that the distinctive character of the Forest is sustained for the benefit of all who live, work and visit this special place."*

5.59 The Council's tourism strategy is designed to be at the forefront of determining the future economic, environmental and social well-being of tourism in the Forest of Dean District which is:

- To increase the number of staying visitors and increase visitor spend per head in the Forest of Dean
- To encourage tourism development within the District in a customer-focussed way
- To promote a tourism industry that supports the management and maintenance of the natural environment and industrial heritage
- To create a climate of confidence for investors within tourism, hospitality and leisure to invest in the Forest of Dean
- To encourage existing businesses to invest and upgrade their product to meet new market demands
- To support tourism policies which maximise the economic benefit of tourism to the local economy

5.60 The tourism strategy's aims are supported by eight key objectives:

- To develop the range, quality and number establishments in the area providing visitor accommodation
- To improve the range and quality of visitor attractions.
- To develop the range and quality of activities for visitors
- To improve the Tourist Information Service.
- To improve and develop facilities for visitors.
- To develop and promote training opportunities and skills development for those employed in the tourism and hospitality sectors.

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<sup>2</sup> Realising the Potential": A Tourism Strategy for the Forest of Dean District 2003-2008



- To establish the Forest of Dean as THE outstanding Forest destination in the UK.
- To support the development of a year-round programme of festivals, events and arts activities.

5.61 We fully endorse the Council's strategy and look forward to working with the Council to secure its implementation.

5.62 Being located at the 'Heart of the Forest', East Dean has a unique opportunity to develop its tourist potential.

5.63 East Dean is already a centre for attractive events and festivals including those associated with:

- The Cinderford Fringe Festival
- 'Dancing through the Dean'
- Heritage Centre
- Mohair Centre
- The Gaol
- Harts Barn
- Longhope

5.64 We intend to seek financial support to prepare an East Dean focused **Tourist Plan** which will allow us to:

- Support the District Council's tourist strategy
- Work closely with the Forest of Dean Tourist Association
- Work in partnership with the other three Forest towns

5.65 Our Tourism Plan will:

- Identify the potential demand for increasing the number of tourist visitors to the area and the benefits this might bring
- Analyse the likely nature of this market and how our tourist product might be designed to attract these kinds of tourists
- Develop an East Dean tourist 'brand' based on this research, the 'Heart of the Forest' concept and our unique mining heritage
- Show how we can provide better and more accessible visitor information to attract visitors to the area – including how we might work with the other Forest towns and the Forest of Dean Tourist Association
- Provide a framework for the encouragement and development of Arts festivals and other events such as the Cinderford Fringe and Littledean Street Art
- Assess the demand for Heritage Route and walking tours and identify how we might promote them
- Assess the demand, and draw up a business plan for the expansion of the Heritage Museum

*Gaol*



- Undertake a feasibility study for the development of the Linear park as a sculpture trail
  - Detail how we can promote an understanding of the Forest, its ecology and heritage, linking this to the tourist offer
  - Analyse the market demand for a new a quality leisure development in the area
  - Analyse the market demand for a new hotel in the area
  - Examine the feasibility of the relocation of the Freeminers' Brewery with visitor centre
  - Identify how we might encourage industries built around crafts and the local woodland
- Look at the feasibility of the development of a green transport hub which will allow visitors to go to a range of attractions in the Forest
  - Assess demand for and identify practical ways in which we can improve and develop tourist accommodation in the area
  - Identify ways in which we can encourage hospitality training
  - Identify the need for Arts and cultural industries training and show how this might be achieved

## Priority Three: Improving the quality of life of the whole community

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### Introduction

5.66 A high quality of life is something we all aspire to. It is an essential component of any area's attractiveness to residents, workers and visitors.

5.67 We have considered our third priority of 'improving the quality of life of the whole community' under the following headings:

- Housing
- Health and community
- Community Buildings
- Facilities for youth
- Sports facilities
- Transport
- The parishes

### Housing

5.68 An appropriate mix of executive housing, housing that people can afford and social housing for more vulnerable members of the community is an essential aim of our Plan.

5.69 We endorse Forest of Dean Council's Housing Strategy, with particular emphasis on the aspects set out below.

#### *Housing Forum*

5.70 We propose to set up a **forum** whereby EDI area parish councils and Cinderford Town Council can discuss strategic approaches to housing issues in their area with officers of local authorities, housing associations and developers.

#### *Housing Needs Survey*

5.71 We will seek to have a new Housing Needs Survey undertaken at the earliest opportunity to inform the community of the housing needs in its area.

5.72 We will seek to ensure that housing needs surveys are part of the parish planning process and that they are regularly reviewed to keep them up to date.



5.73 It is also important that the Housing Needs Survey covers *all* types of housing and not just social needs and affordable housing.

### ***New Housing***

5.74 We support the District Council's Local proposal for the construction of *562 new dwellings* on recycled land in and around Cinderford and would encourage the Council to stipulate that affordable housing be provided on any site bigger than fifteen units.

5.75 We support the proposal, arising from community consultation, that developments for mixed housing should include 'executive' as well social needs and affordable housing.

5.76 We agree, that where development is being considered on 'exceptional sites', the developer must also consider the infrastructure to support those who live there e.g. bus routes, access to services.

5.77 We will seek to encourage developers to be more flexible. We will also encourage planners to be prepared to discuss sites with developers more readily, to give developers greater clarity over affordable housing requirements and to ensure that adequate open space is also included in new housing developments.

### ***The Parishes***

5.78 We support the inclusion of the parishes in discussions regarding housing provision. We anticipate that this might be done through our proposed Housing Forum.

5.79 Issues that might be discussed at the Forum include:

- An area-based approach to housing issues in parishes
- Parishes having more flexibility with regard to smaller housing schemes particularly sites for housing for local people.
- Extending the 'Planning Envelope' in some parishes
- Surveys of potential housing sites in the parishes

5.80 We will encourage the District Council to provide training and support for parish councillors in understanding and shaping housing and planning policies and issues.

### ***Social landlords***

5.81 We endorse the initiatives by the Housing Associations to provide support, advice and a forum for registered social landlords.

### ***Local Authority Housing***

5.82 We would encourage the Council to pursue the 'Transfer Option' which will ensure that the local authority housing stock is brought up to a modern standard of improvement and repair which exceeds the "Decent Homes" standard.



5.83 We also encourage the realisation of capital receipts to provide substantial additional quality affordable homes and for other community and regeneration initiatives.

## Health

5.84 Good health is a prerequisite of a high quality of life for all members of our community. We note, however, that West Gloucestershire is the *least* healthy part of the County and that there is health deprivation in the East Dean area.

5.85 We will work with the Primary Care Trust (PCT) to promote a more client-centred approach to care and health promotion at primary care level.

5.86 We endorse the PCT approach of multi-disciplinary teams, co-training across disciplines and including the voluntary sector.

5.87 We also note that a detailed needs assessment of health needs will be taking place in the coming twelve months. This will shape delivery of primary care at a local level.

5.88 We look forward to being involved in this assessment and hope that it will be an opportunity to address some of the concerns about health care expressed by the community.

5.89 Specifically we understand that:

- New Dental and GP surgeries being negotiated at present
- The PCT is investing in more podiatry resources
- West Gloucestershire PCT is seeking to improve transport issues to services and wishes to be involved in any specialist task force that may look at this issue
- West Gloucestershire PCT is introducing a 'holistic' approach to health care and a Healthy Living Centre would be welcome to promote 'lifestyle programming'

5.90 We endorse these initiatives since action on these issues will deal directly with a number of the concerns expressed by the community.

## Community Buildings

5.91 We will support the development and/ or improvement of all community buildings across the East Dean area – since these are important meeting spaces and venues for activities such as leisure, arts and education.

5.92 The Miners Welfare Hall, which has already been mentioned, is an important part of East Dean community life. We will seek the finance necessary to refurbish the property.



## Facilities for Youth

5.93 Today's young people will inherit the East Dean of the future. We believe that they deserve our support.

5.94 Consultation with youth groups such as CANDI and individuals has highlighted the need to provide certain facilities specifically targeted at addressing the needs of teenagers.

5.95 The key actions which we support, include:

- A Community Safety partnership with greater links between police and young people on a 'young person as potential victim of crime' basis
- Development of youth activities in the area, with associated transport
- Target summer (2004) for activities in the summer holidays for teenage young people
- 'Drop in' advice centre for young people that will provide advice on drugs and alcohol issues
- An Advice Centre for young people providing information on benefits. We will seek finance to carry out initial research on this project
- Support for Forest of Dean Music Makers

5.96 We will support GL14 as one of the key community-based agencies for implementing these elements of our Plan, alongside Forest Voluntary Action Forum, Artspace and CANDI, the youth project operating in the area.

## Arts

5.97 Arts organisations in East Dean have the potential, with additional to link in to wider initiatives:

- Dean Arts who provide a regular programme of world music and jazz gigs in village halls, which bring in people from as far away as London and Birmingham. Dean Arts collaborated with us on the Cinderford Fringe and would like to do more in Cinderford.
- Open Studios via the New Mercury and other gallery spaces in the town
- The Sculpture Trail – the possibilities for a Cinderford link have been discussed in the past.
- Gifford's Circus - a Gloucestershire based circus with a national reputation - winner of the Jerwood Circus Prize 2002. Cinderford Artspace works in partnership with Giffords, sending two or three young people each year from our county wide 'Engage' project on work experience placements to live with the circus for two weeks and performing in the ring.
- 'Working in Community Arts' Artspace's accredited training programme for potential community arts workers was part of the Arts Council England, South West's 'Community Arts 2002' initiative to raise the standard of training for community arts across the SW Region.

5.98 East Dean has a lively arts community and there is a general feeling that more arts facilities, events and activities could be developed as educational and cultural opportunities for local people and as attractions to visitors and tourists.





5.99 Local festivals and events can help build confidence and can incorporate other important aspects of the area's social fabric such as health and education.

5.100 There is an opportunity for the activities and festivals in the East Dean area to link with other festivals in the region such as the Cheltenham and Ross festivals, perhaps becoming an 'outreach' for these festivals and giving them a presence in the Forest.

5.101 There is support for the development of 'Artspace' as a 'hub' for arts activities in the area, for the refurbishment of the Cinderford Miners' hall as an important venue and for the potential to convert Oaklands as a performance venue.

5.102 We believe that East Dean is in a unique position to benefit from the development of these organisations and intend to seek finance to prepare an *Arts Development Plan* targeted at organisations in East Dean, to identify their ability to expand and to attract additional visitors to East Dean.

## Sports facilities

### *Forest Fitness Healthy Lifestyle Centre*

5.103 We fully endorse the proposal by local groups to create a Forest Fitness Healthy Lifestyle Centre and Multi sports centre which will:

- Provide lifestyle programming training and support
- Provide linkages with doctors, schools, College, local clubs and youth services
- Encourage linkages between sports clubs and Healthy Lifestyles centre to develop multi-sports centre – funding Sport England and NOF plus other funds.

5.104 The Forest Fitness Healthy Lifestyles Centre will be used to accommodate patient referrals by local GPs in the Cinderford and Forest area, and will provide benefits to patients, doctors, to the health service and encourage the full use of the Heywood Leisure centre.

### ***Development of the Heywood Community Site***

5.105 We also support the proposal to develop the Heywood Community Site as a major sports and fitness Centre, a further development of the Forest Fitness Healthy Lifestyle Centre.

5.106 The future development of this site would include the relocation of several clubs and the provision of multi-sports facilities including an all-weather surface.

## Transport

5.107 Not all members of our community have access to personal transport.



5.108 A first class public transport system is *vital* to the proper functioning of a rural area such as East Dean which has low car ownership.

5.109 In order to ensure a satisfactory public transport system we will:

- Seek to ensure that all parish plans contain reference to transport to health, employment, retail and recreation opportunities
- Encourage a scheme whereby those living in the parishes have priority in a 'dial a ride' transport linking them with Cinderford and the other parishes
- Support the work of FVAF and Transport Forum
- Encourage a commercial company to set up public transport provision between town centre and the industrial sites
- We will seek to encourage district wide transport initiatives and ideas that came from the District Transport seminar in 2003
- We will encourage use of the Forest Flyer
- We will work with the transport operators to have the bus timetabling and routing reviewed and new timetables issued
- We will support the 'Jumpstart' and free bus scheme
- We will support the Minibus brokerage scheme
- We will seek the improvement of the current Cinderford 'bus station'.



## Supporting the Parishes

5.110 We intend to support the following actions which are specific to the parishes:

Parish	Project
Littledean	<ul style="list-style-type: none"> <li>• Changing facilities at the Recreation Ground</li> <li>• Enhance and develop the Community Centre</li> <li>• 'Young Gloucestershire' next steps</li> <li>• Distribute a local guide for the area</li> <li>• Appoint parish ambassadors to attend meetings where parish should be represented</li> <li>• Old Court Farm as site for major retailer</li> <li>• 'task force' of volunteers</li> </ul>
Blaisdon	<ul style="list-style-type: none"> <li>• <i>Now:</i> clearing Middle Road on Nottwood Hill of overgrown vegetation (£500)</li> <li>• <i>Soon:</i> Provide Disabled toilet for Blaisdon Village Hall (£3,000)</li> <li>• <i>Later:</i> Provide Disabled toilet in in Flaxley School Room Village Hall (£3,000)</li> </ul>
Ruspidge and Soudley	<ul style="list-style-type: none"> <li>• Providing 3 information boards on Blue Rock Trail</li> <li>• Installation of double glazing at Ruspidge Memorial Hall</li> <li>• Trim Trail on Ruspidge recreation field</li> </ul>



## Priority One: Re-vitalising our Economy – Sources of Finance and Project ‘Champion’

No	Project Description	When	Unallocated £x000	Committed Sources of Finance (£000)							Total (£000)	Champion
				SWRDA	LSC	GCC	FoDDC	H Corp	PCT	Private		
<b>Implementation</b>												
1	Develop MCTI implementation infrastructure	Now	85								85	EDI
<b>Business Development New Businesses</b>												
2	Northern Arc	Now										SWRDA
3	Parkend Sustainable Business Units											SWRDA
4	Timber Technology Employment											SWRDA
5	Renewable energy project											SWRDA
6	Learning Centre of Excellence											SWRDA
7	Forest Inward Investment Marketing Campaign											SWRDA
8	Broadband Connection											FoDDC
9	Local labour strategy											LSC
10	Business advice											BL
<b>Business Development Existing Businesses</b>												
11	Improve Existing Industrial Estates											
	Masterplan	Now	20								20	EDI
	Management for three years x £25,000	Now	75								75	EDI
	Implementation (50% of cost)	Now	500								500	EDI
<b>Cinderford Town Centre Improvements</b>												
10	Cinderford Town Centre Improvements by County Council	Now										GCC
11	Retail Development Strategy											EDI
	Develop Retail Strategy	Now	15								15	EDI
	Retail Business representative for three years	Now	75								75	EDI
	Marketing and promotion and events for three years	Now	30								30	EDI
<b>Cross Forest Initiatives</b>												
14	Encourage development of Childcare facilities	Now										



## Priority Two: Developing the area's tourist potential

No	Project Description	When	Unallocated £x000	Committed Sources of Finance (£000)						Total (£000)	Champion
				SWRDA	LSC	GCC	FoDDC	H Corp	PCT		
	<b>Tourism</b>										
17	Develop Tourism Plan	Now	15							15	EDI
19	Develop better quality/ more accessible visitor information	Now	10							50	EDI
20	Develop Heritage Route and Walking Tours Study/ Implementation	Now	50							20	EDI
21	Heritage Museum Feasibility Study and business Plan	Now	20							10	EDI
22	Linear park/ sculpture trail feasibility Study	Now	10							20	EDI
23	Forest Environment understanding and promotion Pack	Now	20							5	EDI
24	Hotel feasibility Study	Now								5	EDI
25	Leisure development study	Now								10	EDI
26	Craft Industries study	Now	10							5	EDI
27	Tourist accommodation study	Now	5							15	EDI
28	Hospitality Training programme										
29	Arts and Cultural Industries' Training Programme										



## Priority Three: Improving the Quality of life for the Whole Community

No	Project Description	When	Uncommitted £x000	Committed Sources of Finance (£000)						Total (£000)	Champion
				SWRDA	LSC	GCC	FoDDC	H Corp	PCT		
<b>Housing</b>											
30	Review of FoDDC policy on affordable housing	Now									
31	Undertake EDI wide Housing needs survey	Now									
32	Housing Associations support for RSL	Now									
33	Parish Councils/Town Council training re housing policies and issues	Now									
34	Support for mixed housing development	Now									
<b>Health and Community</b>											
35	Greater linkages across key workers in different disciplines	Now									
<b>Community Buildings</b>											
36	Refurbishment of Miners' Welfare Hall	Now	1,200							15	EDI
<b>Youth</b>											
37	Improve Police/young person linkages re personal safety	Now									
38	Promote affordable recreation facilities										
39	Summer holidays activities	Now									
40	Develop 'Drop in' centre/.meeting space										
41	Advice Centre Study	Now	5							5	EDI
<b>Sport/Fitness</b>											
42	Heywood Healthy Lifestyles Centre	Now									
43	Heywood Multi-Sports Centre										
<b>Arts</b>											
44	Develop Arts Festivals Plan and events and Events	Now	50							50	EDI
45	Support for arts activities across East Dean area	Now									
<b>Transport</b>											
46	Improve public transport to health centre and recreation facilities	Now									
47	Support the Forest Flyer	Now									
48	Improved transport information	Now									
49	Community Bus connecting town centre and industrial sites	Later									



## Parish Priorities

No	Project Description	When	Unallocated £x000	Committed Sources of Finance (£000)							Total (£000)	Champion
				SWRDA	LSC	GCC	FoDDC	H Corp	PCT	Private		
	<b>Supporting Parishes</b> Endorsement of the following projects highlighted as priority by parishes											
50	Littledean	Now										
51	Blaisdon	Now	6							6		
452	Ruspidge and Soudley	Now										







## 6 The Next Steps

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### Ongoing consultation

6.1 **Chapter 6** identifies the next steps in the process and outlines plans for ongoing consultation and organisational development, monitoring progress and dissemination of the Community Strategic Plan and marketing and publicity.

6.2 The Plan and its projects exist for this moment in time. However, as time moves on, other issues and opportunities will arise.

6.3 We therefore consider this Plan to be a *'framework'* to guide development and decision-making and not so rigid that it will deny us the ability to seize an opportunity or to tackle a new issue.

6.4 Crucial in this will be ongoing work in the East Dean area to ensure that the actions and developments of the Plan are always in line with the needs and wishes of local residents and businesses.

6.5 It will also be important for us to engage with those who traditionally would not become involved in this activity.

6.6 Young people *have* been involved in the consultation stages of the Plan, but they should also be involved in the research and

development of services for the future. That is why we have included a project in the Plan specifically aimed at engaging young people in decision-making.

6.7 As projects are implemented, the Plan will evolve and new areas for attention and action will be identified. There will therefore be a continuous process of planning, implementation and review.

### Monitoring progress

6.8 Quarterly reviews of the overall progress of the Community Strategic Plan and the projects, programmes and service improvements within it, will take place through the Steering Group with a view to identifying:

- Activity planned for the last quarter
- Actual activity for the last quarter
- Positive and negative issues arising from the past quarter
- Planned activity for the next quarter, including changes as a result of analysis of last quarter's activity
- Any issues that need to be highlighted for discussion on planned activity in the short, medium or longer term



6.9 The Steering Group meetings will review this information and will take action to ensure that the programme remains on target.

6.10 In addition an **Annual Review** will take place with the production of a report highlighting the achievements of the Plan. All of this information will be readily available to the public in line with our Communications Strategy.

6.11 Much of our work will be innovative, and the lessons learned during implementation of the Plan may be of value to our local partners as well as other organisations doing similar work. For this reason, we will seek to share our findings with key partners in the regeneration process.

6.12 We will highlight the lessons we have learned and suggest models of good practice. Different audiences will require different types of communication methods. The table below provides examples of audiences we will try to engage and methods of communication.

6.13 We are keen to engage with the local community and will have an annual community 'event' as part of our Annual Review for residents to report on progress and identify new projects.

Audience	Method of communication
The Local Community	Newsletter, local media, community event
Staff and Partnership members	As above and workshops/discussions

Partner agencies	As above and/or workshop/meeting, annual report
Funders and decision makers	As above and annual report
Specialist professionals/ Gloucestershire Market Towns Forum and other MCTi towns in South West and nationally	Professional paper/academic journal, article in the professional press. Attendance and sharing at conferences

## Publicity

6.14 We want to market and publicise our activities. Our audiences will be those outlined in the table above.

6.15 We will promote what we are doing by:

- The production of an initial poster/ newsletter for the local community outlining the Community Strategic Plan
- The posting of the Community Strategic Plan on the South West MCTi site
- Newsletters for the community detailing progress in achieving the Community Strategic Plan
- Publishing an Annual Progress Report;
- Holding an annual Community Event
- The use of local media including press, television and radio.

6.16 There are key times when focused marketing and promotion will be important:

- The launch of the Community Strategic Plan;
- When funding is secured for the Steering Group's operations and for specific projects;



- The launch of new projects
- The annual community event.

6.17 We propose that a budget of £10,000 per annum is set aside for marketing and publicity within the annual budget needed to operate the EDI Steering Group. In addition, the issue of a logo and branding for the Steering Group should be considered.

6.18 One of the ways that this could be addressed would be through a competition perhaps involving young people from EDI parishes to design a logo for future publicity materials.

6.19 An estimated one off budget of £2,000 would be required for this project to cover expenses and design costs.

## MCTi Management Structure

6.20 As the Community Strategic Plan moves into its implementation phase we need to consider the most appropriate organisational shape and structure for the Steering Group that will enable it to do this job successfully. Given the tasks the Steering Group will have to undertake it is recommended that a structure similar to that outlined below be adopted.

6.21 The roles of the various groups would be:

- The EDI Partnership would be the public open discussion forum to which the Management Board would be responsible for its decision-making. Local people would sign up as members of the Partnership. Partnership Members would be responsible for voting in officers and Board members
- The Management Board would be the 'custodian' of the overall Community Strategic Plan and vision on behalf of the Partnership. It would be small in number and would act as the day-to-day decision-making body, accountable to the Partnership members and the wider local community. The Board would monitor the progress of the whole Community Strategic Plan, lobbying political support for projects and programmes at the highest relevant level. The Management Board would be made up of an independent local chair, three representatives of the local authorities and the chairs of Theme groups;
- The 'Theme' Groups would be responsible for advising on and monitoring action and results on the projects, programmes and service improvements identified in the Community Strategic Plan.

6.22 Following the success of the PAT's there will be 4 Theme Groups:

- **Environment** which includes built and natural environment issues
- **Transport and Accessibility** – which includes parking issues
- **Social and Community** - which includes housing, education, health, policing, sport, arts, youth and community facilities
- **Economy and Business** - which includes training and skills issues;



6.23 Clearly there could be more or less groups as the Management Committee wishes, but it is suggested that balancing the demands on members and the need for simplicity, about four Theme groups is probably sufficient.

6.24 The composition of these groups could change depending on the natures of the issue or project under consideration.

6.25 These groups, through the EDI staff, would get to know their topics in detail, making contact with the relevant local residents, public and private companies or organisations which will deliver the projects or programmes, through the Partnership group.

6.26 The Management Board and Theme Groups would be supported by a full time professional *Regeneration Manager* who would undertake the technical work and any detailed negotiations on behalf of the theme groups.

6.27 In addition to the Regeneration Manager it is likely that the EDI would require a technical support and administrative budget – although the amount of this would depend on the level of work required.

6.28 It might be possible that the Regeneration Manager could be a secondee from the public or private sector and the technical

6.29 Support could also include work in kind from locals who wish to contribute their skills to the regeneration of the area.

## Legal Structures

6.30 We propose that, as the Plan evolves to the implementation phase, we will adopt a separate legal structure for the Steering Group.

6.31 The particular form of structure will be chosen with care and will reflect the type of activities in which the Steering Group intends to engage.

6.32 The structures that could be considered by the Partnership fall into two categories:

- Unincorporated bodies
- Incorporated bodies

## Unincorporated bodies

6.33 These bodies do not go through any legal process of formation.

6.34 The business and the individual(s) who comprise it are not separate from each other.

6.35 In Common Law (which unincorporated bodies are subject to) business debts can be called in up to their full amount without limit.

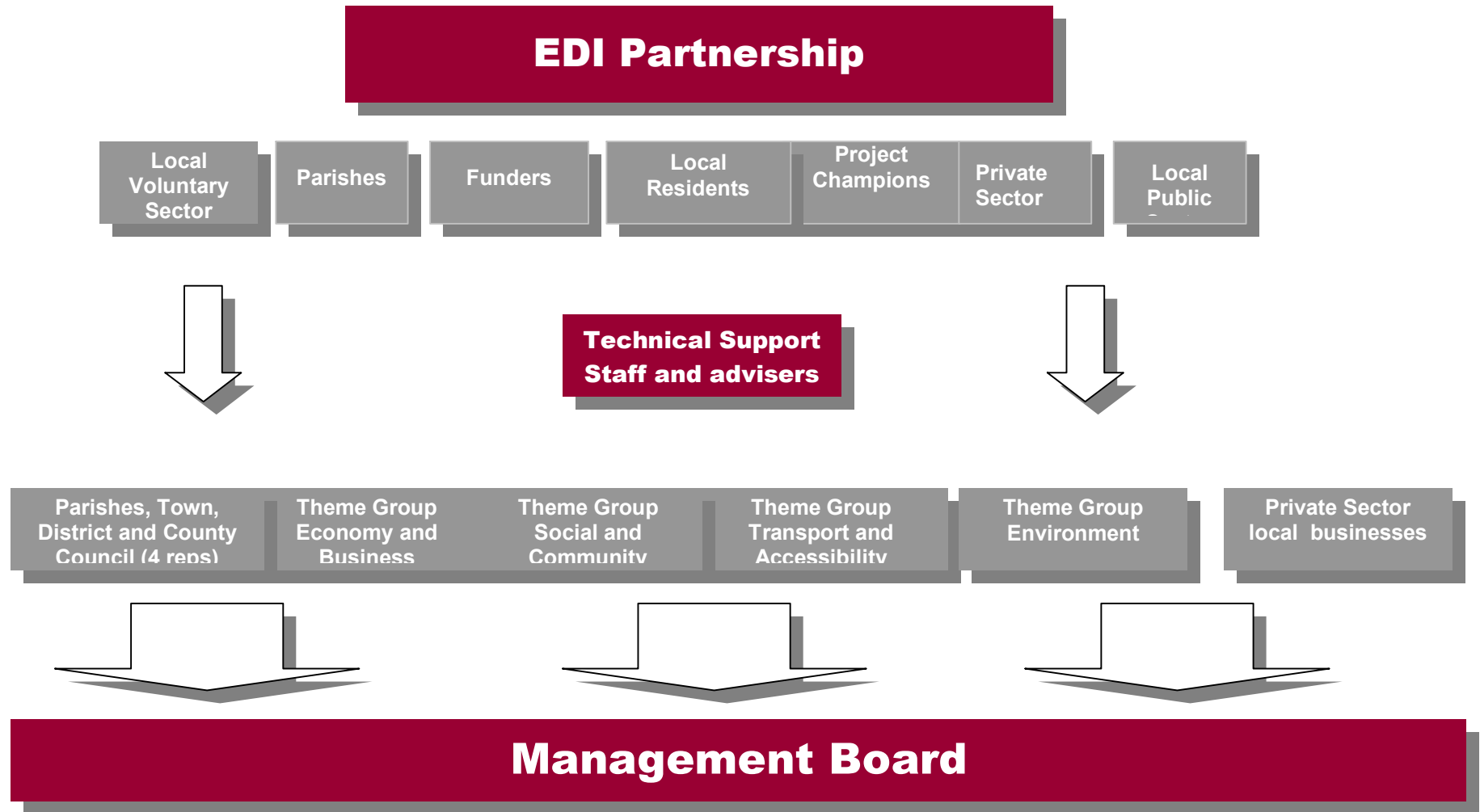
6.36 Should an unincorporated body encounter financial difficulties; its members can be sued for all its debts.







# Proposed East Dean Initiative MCTi Plan Management Structure



6.37 Examples of unincorporated bodies include:

- Sole trader – one person owns and controls the enterprise.
- Partnerships – a number of people jointly own and control a profit-making business. Each partner is the agent of all the others (each partner can be held for the debts of another);
- Unincorporated Associations – they undertake only non-commercial activities, and cannot distribute profits to members. The EDI Partnership currently operates as an unincorporated organisation, with an agreed written Constitution.
- Trusts – run by trustees who must not benefit from the enterprise, are run for the benefit of specific beneficiaries.

## Incorporated bodies

6.38 These are specific legal entities capable of owning property, entering into contracts, and of suing and of being sued in its own name.

6.39 Limited liability for incorporated bodies is available under Company Law (which incorporated bodies are subject to). This means that, if an incorporated body is facing financial difficulty, the members' liability for its debts cannot exceed the value of their shares.

6.40 Examples of incorporated bodies include:

- Companies – (several types) legal entities which carry on the business of a group of people (either investors or members) who own and control the venture
- Industrial and Provident Societies (IPS) – similar to companies but are especially for co-operatives.

6.41 Up to now, an incorporated or unincorporated body would need to register with the Charity Commission if its aims met charity aims.

6.42 In any event, the Steering Group has begun to discuss which particular structure would be most suited to our needs.

6.43 Given our wide community accountability and regeneration remit, we have identified the potential to establish as a *Development Trust*.

6.44 The term 'Development Trust' does not define an actual legal structure, although Development Trusts are usually incorporated bodies. The term 'Development Trust' is instead often used to describe any constituted organisation operating with community involvement for wide regeneration purposes.

6.45 Three types of organisations currently can be Development Trusts:

- A company limited by shares;
- A company limited by guarantee; and





- An Industrial and Provident Society.

6.46 Experience suggests that steering groups, operating as we have done to date tend to become companies limited by guarantee.

6.47 Prior to making a final decision we will seek further advice on options and visit other similar organisations that have followed the Development Trust route.

6.48 The government will shortly be bringing into being, an incorporated legal structure known as a 'community interest company' – an incorporated body which will combine elements of legal and community accountability. It may be prudent for us to wait to decide our structure until more is known about these community interest companies and their benefits to us or restrictions upon us

6.49 Whichever legal form we adopt we will continue to organise ourselves in order to further develop and implement our Community Strategic Plan.

6.50 The Partnership will continue as a member of the Board of the Forest Local Strategic Partnership. We will also continue to seek, as appropriate, advice and skills development on structure, widening membership, and support on project, appraisal, development and management.

6.51 A project has been proposed to support the development of the EDI regeneration process itself; for widening its membership, training its members, undertaking its administration, marketing its activities and engaging with its audiences.

6.52 A budget for an established Development Trust covering the same comparable area and activities and employing one full time Regeneration Manager and administrative support is currently around £80,000 per annum.

## Funding Sources and the Brokering Table

6.53 A considerable amount of 'Brokering Table' discussion is already taking place to test out projects and to put together financial packages.

6.54 We are already working with the County Council, District Council, PCT and SWRDA to develop a business plan for the new Community Enterprise Centre.

6.55 The lack of skilled project champions in the area makes it difficult to work up projects to application stage without technical help.

6.56 We have endeavoured, therefore, to 'phase' projects where we know that there is a need and an issue, to enable us to identify and support champions and help them develop their project ideas to application stage for funding schemes.

6.57 Funding sources will obviously need to be chosen according to their match with our project aims.

6.58 The well-developed projects endorsed in the Plan have identified their sources of finance, while the less developed projects have yet to get to that stage.



6.59 Examples of likely sources of funding and other forms of support include:

- Countryside Agency: social economic and environmental projects, public transport and community capacity building;
  - Regional Development Agency: mainstream economic and social economy projects
  - Small Business Service – small and micro enterprise development, social economy measures
  - Business Link – business advice and signposting of sources of help
  - Heritage, Arts, Sports, Community Funds such as the Lottery – capital and revenue projects
- 
- Trusts e.g. BT for environmental improvements; Tudor Trust for Youth and Community
  - Local Authorities – Parish, Town, District and County Councils

6.60 We intend to build close relationships with all of these agencies and others we identify, and invite them to join us in 'Brokering Table' meetings, where we outline our proposals for projects in the Plan to all likely funders at a meeting or series of meetings.

6.61 The Brokering Table enables us to meet simultaneously all those agencies which might have an interest in funding and supporting or otherwise making an investment in the future of our area.

6.62 In the following tables we link our **12 Key Issues on page 26 of this Plan**, addressed by our projects and other actions, to the strategic objectives of national, regional and local agencies. As will be seen from the tables, there is a good 'fit' between the issues we address through our projects and the strategic objectives of agencies which we hope will partner with us.

## **EDI Partnership 2004**

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**Table 1: Summary of Strategies covering the East Dean area** – for explanatory notes see Appendix

Key Issue	Summary of Objectives							
	Economy	Conservation/ Environment	Arts & Culture	Transport	Housing/ Sustainable Communities	Tourism & Leisure & Sports	Skills & Learning	Social Care
	A	B	C	D	E	F	G	H
1	Improve productivity & standard of living <sup>i</sup> [1, 3]	Conserve & enhance physical & cultural capital <sup>ii</sup> [1, 7]	Remove constraints on artistes <sup>iii</sup>	Understand transport needs for this key area <sup>iv</sup>	Improve communications & partnership <sup>v</sup>	Conserve & enhance physical & cultural capital <sup>vi</sup> [4]	Help people gain the skills to work productively <sup>vii</sup> [3, 4]	Establish services that meet identified needs <sup>viii</sup> [10]
2	Attract new businesses, employees and investment <sup>ix</sup> . [1]	Encourage investment through conservation projects <sup>x</sup>	Nurture next generation of artistes <sup>xi</sup>	Complete Bristol/Bath to South Coast study <sup>xii</sup>	Regenerate disadvantage communities <sup>xiii</sup> [1, 3, 10, 12]	Encourage tourism through conservation projects <sup>xiv</sup> [11]	Help people acquire & keep developing skills <sup>xv</sup> [3, 11]	Promote healthy living <sup>xvi</sup> [10]



Key Issue	Summary of Objectives							
	Economy	Conservation/ Environment	Arts & Culture	Transport	Housing/ Sustainable Communities	Tourism & Leisure & Sports	Skills & Learning	Social Care
	A	B	C	D	E	F	G	H
3	Increase Business Productivity <sup>xvii</sup> [1]	Provide sustainable economic benefits from tourism <sup>xviii</sup>	Support arts which are challenging, captivating & independent in spirit <sup>xix</sup>	Help all regional partners to develop a stronger evidence-based regional agenda for transport <sup>xx</sup>	Provide community benefits from tourism <sup>xxi</sup> [11]	Provide a high-quality experience for the visitor <sup>xxii</sup> [11]	Develop skilled workforce <sup>xxiii</sup> [3, 11]	Ensure services provided are good value for money <sup>xxiv</sup>
4	To increase economic inclusion <sup>xxv</sup> [3, 4]	Maintain & enhance the natural & built environment through quality tourism <sup>xxvi</sup> .	New & different audiences & an international perspective <sup>xxvii</sup>	Maximise opportunities via SRN to improve rail network <sup>xxviii</sup>	Make existing homes decent & improve quality of new homes <sup>xxix</sup> .	Support the rural economy including tourism <sup>xxx</sup> [11]	Tackle key current skills shortages <sup>xxxi</sup> [3]	Recognise different needs, cultures and requirements <sup>xxxii</sup>
5	Economic development through re-use of land & buildings <sup>xxxiii</sup> [1]	Contribute to the environmental well-being of the region through housing strategy <sup>xxxiv</sup>	Conserve & enhance physical & cultural capital <sup>xxxv</sup> .	Improve safety for all travellers; improve access for non-car users; integrate <sup>xxxvi</sup> [9]	Build sufficient new and affordable homes <sup>xxxvii</sup> [4]	Annual growth in domestic tourism earnings in excess of average annual European growth rate <sup>xxxviii</sup>	Ensure peoples' skills match employers' requirements <sup>xxxix</sup> [3]	Develop appropriate service standards to ensure high-quality services <sup>xl</sup>
6	Contribute to economic well-being of the region through housing <sup>xli</sup> [4]	Support environmental regeneration in Gloucestershire <sup>xlii</sup> [1, 7]	Make the arts central to the lives of people in South West England <sup>xliii</sup>	Reduce the need to travel & car dependency by <sup>xliv</sup> [9]	Contribute to the social well-being of the region through housing strategy <sup>xlv</sup> [4]	Annual growth in domestic tourism earnings in excess of annual growth in consumer spending. <sup>xlvi</sup>	Develop skills and training <sup>xlvii</sup> [3, 11]	Promote & sustain partnership working amongst statutory agencies <sup>xlviii</sup>
7	Economic development through re-use of land & buildings. [1]	Realise fully the economic potential of the rural environment whilst preserving the countryside <sup>xlix</sup>	Strengthen the arts & work in partnership <sup>l</sup>	Develop Transport and infrastructure <sup>li</sup> [8, 9]	Develop rural and urban regeneration plans that allow self-supporting communities <sup>lii</sup> [4, 5, 6, 12]	Harmonised rating scheme for accommodation providers <sup>liii</sup> [4]	Raise standards for all children & young people	Involve and consult service users in the decision-making process <sup>liv</sup>
8	Attract new investments and retain existing businesses <sup>lv</sup> [1]	Manage and enhance Gloucestershire's environment <sup>lvi</sup> [7]	Improve learning, leisure & cultural opportunities for everyone <sup>lvii</sup>	Meet local transport needs more effectively <sup>lviii</sup> [8, 9]	Promote initiatives for disadvantaged groups <sup>lix</sup> [10, 12]	Improve England's image through effective branding & marketing plans <sup>lx</sup>	Improve access to work, education, training & retraining opportunities <sup>lxi</sup> [8]	Develop solutions for services to vulnerable users in rural communities <sup>lxii</sup>



Key Issue	Summary of Objectives							
	Economy	Conservation/ Environment	Arts & Culture	Transport	Housing/ Sustainable Communities	Tourism & Leisure & Sports	Skills & Learning	Social Care
	A	B	C	D	E	F	G	H
9	Tackle the decline manufacturing industry <sup>lxiii</sup>	Enhance the appeal of local destinations <sup>lxiv</sup> [1, 7, 8]	Work with others to improve access to arts & cultural activities <sup>lxv</sup>	Control the growth of traffic & encourage use of non-car modest <sup>lxvi</sup> [9]	Support community regeneration in Gloucestershire County <sup>lxvii</sup> [4, 5, 6, 12]	Sustain an effective programme of communication with the industry <sup>lxviii</sup>	Guidance on tourism training development, design and implementation <sup>lxix</sup> [11]	Ensure affordable, accessible high-quality childcare & early education opportunities <sup>lxx</sup>
10	Facilitate appropriate infrastructure <sup>lxxi</sup> [1]	Tourism environmental & economic impacts to be considered by businesses & public bodies <sup>lxxii</sup>	Ensure arts cross social divisions & help communities <sup>lxxiii</sup>	Improve accessibility to & within region by different forms of transport <sup>lxxiv</sup> [8]	Develop partnerships <sup>lxxv</sup> [12]	Improve the quality & communication of statistical data <sup>lxxvi</sup>	Programme of investment in people in tourism <sup>lxxvii</sup> [11]	Ensure sufficient number of trained, qualified & competent staff <sup>lxxviii</sup>
11	Promote investment, business efficiency & competitiveness <sup>lxxix</sup> [1]	Promote a tourism industry that supports the maintenance of natural environment & industrial heritage <sup>lxxx</sup>		Assist in improving access within the district <sup>lxxxi</sup> [9]	Increase economic inclusion in rural Gloucestershire <sup>lxxxii</sup> [4, 5, 12]	Provide consumers with better access to information <sup>lxxxiii</sup> [11]	Increase employers' participation in skills development <sup>lxxxiv</sup> [3, 11]	Promote equality of access & opportunity for all <sup>lxxxv</sup>
12	Develop employment opportunities <sup>lxxxvi</sup> [1, 3]			Improve town centre environments <sup>lxxxvii</sup> [8, 9]	Increase affordable housing <sup>lxxxviii</sup> [4]	Strengthen leadership, partnership & expertise <sup>lxxxix</sup> [11]	Raise individuals' aspirations & skills for working <sup>lxxx</sup> [3]	High-quality service information to be made available to children & families <sup>lxxxci</sup>
13	Address urban and rural challenges <sup>lxxxii</sup> [1, 4]			Improve accessibility for those without a car <sup>lxxxiii</sup> [9]	Strengthen rural communities in Gloucestershire <sup>lxxxiv</sup> [4, 12]	Co-ordinate & modernise delivery of tourist information <sup>lxxxv</sup> [11]	Develop efficient & inclusive working of labour market <sup>lxxxvi</sup> [3]	Develop co-ordinated child-care & early education strategy <sup>lxxxvii</sup>
14	Achieve higher wages and less unemployment <sup>lxxxviii</sup> [3]			Reduce the level of car commuting to Gloucester <sup>lxxxix</sup> [9]	Improve the quality of life for children & families by tackling child poverty <sup>c</sup>	visitor experience should exceed expectations <sup>ci</sup> [11]	Ensure that young people & adults gain higher levels of qualifications <sup>cii</sup> [3]	Achieve "Best Value" by ensuring effectiveness of all services. <sup>ciii</sup>



Key Issue	Summary of Objectives							
	Economy	Conservation/ Environment	Arts & Culture	Transport	Housing/ Sustainable Communities	Tourism & Leisure & Sports	Skills & Learning	Social Care
	A	B	C	D	E	F	G	H
15	Develop derelict site as high-quality business park <sup>civ</sup>			Promote walking and cycling <sup>cv</sup>	Improve the quality of life of older people <sup>cvi</sup> [10]	Efficient UK marketing of county <sup>cvi</sup> [11]	Ensure all adults have essential literacy & numeracy skills <sup>cvi</sup> [3]	Promote mental health for all <sup>cix</sup> [10]
16	A dynamic & sustainable economy in rural areas <sup>cx</sup>				Support & encourage a thriving local community <sup>cx</sup> [4, 5, 6, 12]	Sufficient tourism intelligence for businesses <sup>cxii</sup> [11]	Ensure employers can recruit the skilled employees they need <sup>cxiii</sup> [3]	Combat discrimination & promote social inclusion <sup>cxiv</sup>
17	Encourage innovative service delivery <sup>cxv</sup> [11]				Support safer communities <sup>cxvi</sup> [5, 6]	Encourage tourism development in a customer-focussed way <sup>cxvii</sup> [11]	Ensure everyone can learn in ways & places to suit the individual <sup>cxviii</sup> [3]	Improve the quality of life for older people <sup>cxix</sup> [10]
18	Create climate of confidence for investors in tourism, hospitality & leisure industries <sup>cxx</sup> [11]				Ensure social housing stock is to a standard exceeding "Decent Homes" standard <sup>cxxi</sup>	Endeavour to get more people of all ages and all social groups taking part in sport <sup>cxii</sup>	Improve learning, leisure & cultural opportunities for everyone <sup>cxiii</sup> 3, 4]	Improve the quality of life of children and families at risk <sup>cxiv</sup> [10]
19					Realise capital receipts to be used to provide substantial additional affordable homes <sup>cxv</sup> [4]	Achieve more success for top competitors and teams <sup>cxvi</sup>		Raise standards for all children & young people <sup>cxvii</sup>
20					Realise receipts to be used for community & regeneration <sup>cxviii</sup> [4]	Increasing participation by young people; Lifelong participation; Talent development <sup>cxix</sup>		Improve health & wellbeing of local people including <sup>cxx</sup> [10]
21						To make England a successful sporting nation <sup>cxxi</sup>		Involve local people in decision-making <sup>cxxii</sup>



Key Issue	Summary of Objectives							
	Economy	Conservation/ Environment	Arts & Culture	Transport	Housing/ Sustainable Communities	Tourism & Leisure & Sports	Skills & Learning	Social Care
	A	B	C	D	E	F	G	H
22						Increase participation in sport to improve health of the nation <sup>cxxxiii</sup>		Develop health & social care services where people can best use them <sup>cxxxiv</sup> [10]
23						Retain people in sport & recreation <sup>cxxxv</sup>		Health Priorities: Coronary Heart Disease; Teenage Pregnancy; Diet & Obesity <sup>cxxxvi</sup> [10]
24						Making sporting success happen at the highest level <sup>cxxxvii</sup>		
25						sport to be “joined up” - wide range of regional initiatives <sup>cxxxviii</sup>		

Note: Detailed reviews of each of the strategies are contained in the ‘Strategic Review’ Appendix  
FOOTNOTES TO STRATEGIC CHARTS

<sup>i</sup> Twenty-first Century Skills Realising our Potential, DES, DTI, DWP, HM Treasury, July 2003

<sup>ii</sup> Regional Economic Strategy for South West England 2003-2012, SWERDA.

<sup>iii</sup> Ambitions for the Arts 2003-6 and Corporate Plan, The Arts Council England

<sup>iv</sup> Bringing Government Closer to the Regions, Government Office for the South West 2003/4

<sup>v</sup> Regional Economic Strategy for South West England 2003-2012, SWERDA

<sup>vi</sup> Ibid.

<sup>vii</sup> “Realising the Potential”: A Tourism Strategy for the Forest of Dean District 2003-2008, Tourism & Marketing Services, Forest of Dean District Council

<sup>viii</sup> Supporting People, Interim Strategy July 2002, Supporting People Partnership in Gloucestershire

<sup>ix</sup> Regional Economic Strategy for South West England 2003-2012, SWERDA

<sup>x</sup> Needs and Priorities, English Heritage [from web site November 2003]

<sup>xi</sup> Ambitions for the Arts 2003-6 and Corporate Plan, The Arts Council England

<sup>xii</sup> Bringing Government Closer to the Regions, Government Office for the South West 2003/4

<sup>xiii</sup> Regional Economic Strategy for South West England 2003-2012, SWERDA.

<sup>xiv</sup> Needs and Priorities, English Heritage [from web site, November 2003]

<sup>xv</sup> Twenty-first Century Skills Realising our Potential, DES, DTI, DWP, HM Treasury, July 2003





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<sup>xvi</sup> Supporting People, Interim Strategy July 2002, Supporting People Partnership in Gloucestershire

<sup>xvii</sup> Regional Economic Strategy for South West England 2003-2012, SWERDA.

<sup>xviii</sup> Towards 2020: A Tourism Strategy for the South West, South West Tourism

<sup>xix</sup> Ambitions for the Arts 2003-6 and Corporate Plan, The Arts Council England

<sup>xx</sup> Bringing Government Closer to the Regions, Government Office for the South West 2003/4

<sup>xxi</sup> Regional Economic Strategy for South West England 2003-2012, SWERDA.

<sup>xxii</sup> Towards 2020 – A Tourism Strategy for the South West, South West Tourism

<sup>xxiii</sup> Regional Economic Strategy for South West England 2003-2012, SWERDA.

<sup>xxiv</sup> Supporting People, Interim Strategy July 2002, Supporting People Partnership in Gloucestershire

<sup>xxv</sup> Regional Economic Strategy for the South West of England 2003-2012, SWERDA.

<sup>xxvi</sup> Towards 2020 – A Tourism Strategy for the South West, South West Tourism

<sup>xxvii</sup> Ambitions for the Arts 2003-6 and Corporate Plan, The Arts Council England

<sup>xxviii</sup> Bringing Government Closer to the Regions, Government Office for the South West 2003/4

<sup>xxix</sup> South West Regional Housing Strategy 2002-5, South West Regional Housing Forum

<sup>xxx</sup> Integrated Service and Performance Plan 2003/4, Gloucestershire County Council, June 2003

<sup>xxxi</sup> Ibid

<sup>32</sup> Supporting People, Interim Strategy July 2002, Supporting People Partnership in Gloucestershire

<sup>xxxiii</sup> Sustainable Communities South West Region, Government Office for the South West [from web site November 2003]

<sup>xxxiv</sup> South West Regional Housing Strategy 2002-2005, South West Regional Housing Forum.

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<sup>xxxv</sup> Regional Economic Strategy for South West England 2003-2012, SWERDA.

<sup>xxxvi</sup> A New Deal for Transport Better for Everyone, [A Ten Year Plan] DETR 1998

<sup>xxxvii</sup> South West Regional Housing Strategy 2002-2005, South West Regional Housing Forum

<sup>xxxviii</sup> Success Through Partnership, Department of Culture, Media and Support

<sup>xxxix</sup> Gloucestershire Economic Strategy First Review 2000-2, Gloucestershire Development Agency

<sup>xi</sup> Supporting People, Interim Strategy July 2002, Supporting People Partnership in Gloucestershire

<sup>xii</sup> South West Regional Housing Strategy 2002-2005, South West Regional Housing Forum

<sup>xiii</sup> Gloucestershire Economic Strategy First Review 2000-2002, Gloucestershire Development Agency.

<sup>xliii</sup> Arts Council England, South West [from web site November 2003]

<sup>xliii</sup> Regional Planning Guidance for the South West, 2001

<sup>xlv</sup> South West Regional Housing Strategy 2002-2005, South West Regional Housing Forum

<sup>xlvi</sup> Success Through Partnership, Department of Culture, Media and Sport

<sup>xlvi</sup> The Provisional Gloucestershire Economic Strategy 2002-2012, Gloucestershire First [Consultation Draft]

<sup>xlviii</sup> Supporting People, Interim Strategy July 2002, Supporting People Partnership in Gloucestershire

<sup>xlvi</sup> Provisional Rural Economic Strategy for Gloucestershire 2003-2010, Gloucestershire First

<sup>i</sup> Gloucestershire Arts Strategy, Gloucestershire County Council

<sup>li</sup> The Provisional Gloucestershire Economic Strategy 2003-2012, Gloucestershire First [Consultation Draft]

<sup>lii</sup> Integrated Service and Performance Plan 2003/4, Gloucestershire County Council, June 2003.

<sup>liii</sup> Action 2000, English Tourist Board

<sup>liv</sup> Supporting People, Interim Strategy July 2002, Supporting People Partnership in Gloucestershire

<sup>lv</sup> Integrated Service and Performance Plan 2003/4, Gloucestershire County Council, June 2003.



lvi Corporate Strategy 2003/6, Gloucestershire County Council  
 lvii Gloucestershire Arts Strategy, Gloucestershire County Council  
 lviii Corporate Strategy 2003/6, Gloucestershire County Council  
 lix Integrated Service and Performance Plan 2003/4, Gloucestershire County Council, June 2003  
 lx Action 2000, English Tourist Board  
 lxi Rural Renaissance: An Operational Guidance, SWRDA  
 lxii Supporting People, Interim Strategy July 2002, Supporting People Partnership in Gloucestershire  
 lxiii Integrated Service and Performance Plan 2003/4, Gloucestershire County Council, June 2003.  
 lxiv Visitor Focus, Autumn 1997, Heart of England Tourist Board  
 lxv Gloucestershire Arts Strategy, Gloucestershire County Council  
 lxvi The Local Transport Plan 2001/2-2005/6, Gloucestershire County Council  
 lxvii Gloucestershire Economic Strategy First Review 2000-2002, Gloucestershire Development Agency  
 lxviii Action 2000, English Tourist Board  
 lxix Ibid  
 lxx Gloucestershire Early Years Development and Childcare Plan 2001-4, Gloucestershire County Council  
 lxxi Gloucestershire Economic Strategy First Review 2000-2002, Gloucestershire Development Agency.  
 lxxii Progress Through Partnership: A Tourism Strategy for Gloucestershire 1999-2004, Gloucestershire Tourism  
 lxxiii Arts Strategy, Forest of Dean District Council, 2003  
 lxxiv Visitor Focus, Autumn 1997, Heart of England Tourist Board  
 lxxv The Provisional Gloucestershire Economic Strategy 2003-2012, Gloucestershire First [Consultation Draft]  
 lxxvi Action 2000, English Tourist Board  
 lxxvii Progress Through Partnership: A Tourism Strategy for Gloucestershire 1999-2004, Gloucestershire Tourism  
 lxxviii Gloucestershire Early Years Development and Childcare Plan 2001-4, Gloucestershire County Council  
 lxxix Gloucestershire Economic Strategy First Review 2000-2002, Gloucestershire Development Agency.

lxxx "Realising the Potential": A Tourism Strategy for the Forest of Dean District 2003-2008, Tourism & Marketing Services, Forest of Dean District Council  
 lxxxi The Local Plan, Forest of Dean District Council 2002  
 lxxxii Provisional Rural Economic Strategy for Gloucestershire 2003-2010, Gloucestershire First  
 lxxxiii Action 2000, English Tourist Board  
 lxxxiv The South West Framework for Regional Employment & Skills, South West Regional Employment Forum, October 2002  
 lxxxv Gloucestershire Early Years Development and Childcare Plan 2001-4, Gloucestershire County Council  
 lxxxvi The Provisional Gloucestershire Economic Strategy 2003-2012, Gloucestershire First [Consultation Draft]  
 lxxxvii The Local Plan, Forest of Dean District Council 2002  
 lxxxviii Provisional Rural Economic Strategy for Gloucestershire 2003-2010, Gloucestershire First  
 lxxxix Visitor Focus, Autumn 1997, Hear of England Tourist Board  
 xc The South West Framework for Regional Employment & Skills, South West Regional Employment Forum, October 2002  
 xci Gloucestershire Early Years Development and Childcare Plan 2001-4, Gloucestershire County Council  
 xcii Provision Gloucestershire Economic Strategy 2003-2012, Gloucestershire First [Consultation Draft]  
 xciii The Local Plan, Forest of Dean District Council 2002  
 xciv Provisional Rural Economic Strategy for Gloucestershire 2003-2010, Gloucestershire First  
 xcvi Visitor Focus, Autumn 1997, Heart of England Tourist Board  
 xcvi The South West Framework for Regional Employment & Skills, South West Regional Employment Forum, October 2002  
 xcvi Gloucestershire Early Years Development and Childcare Plan 2001-4, Gloucestershire County Council  
 xcvi Provisional Rural Economic Strategy for Gloucestershire 2003-2010, Gloucestershire First  
 xcix The Local Plan, Forest of Dean District Council 2002  
 c Corporate Strategy 2003/6, Gloucestershire County Council  
 ci Progress Through Partnership: A Tourism Strategy for Gloucestershire 1999-2004, Gloucestershire Tourism



- <sup>cii</sup> Local Strategic Plan 2002-5, Learning & Skills Council Gloucestershire, May 2002
- <sup>ciii</sup> Gloucestershire Early Years Development and Childcare Plan 2001-4, Gloucestershire County Council
- <sup>civ</sup> Cinderford Northern Arc, Forest of Dean District Council/Cinderford Town Council/English Partnerships/SWRDA [from SWRDA web site]
- <sup>cv</sup> The Local Plan, Forest of Dean District Council 2002
- <sup>cvi</sup> Corporate Strategy 2003/6, Gloucestershire County Council
- <sup>cvi</sup> Progress Through Partnership: A Tourism Strategy for Gloucestershire 1999-2004, Gloucestershire Tourism
- <sup>cviii</sup> Local Strategic Plan 2002-5, Learning & Skills Council Gloucestershire, May 2002
- <sup>cix</sup> A Strategy for Promoting Mental Well-being in Gloucestershire 2002-5, Gloucestershire Partnership NHS Trust
- <sup>cx</sup> Rural Renaissance: An Operational Guidance, SWRDA
- <sup>cxii</sup> Corporate Strategy 2003/6, Gloucestershire County Council
- <sup>cxii</sup> Progress Through Partnership: A Tourism Strategy for Gloucestershire 1999-2004, Gloucestershire Tourism
- <sup>cxiii</sup> Local Strategic Plan 2002/5, Learning & Skills Council Gloucestershire, May 2002
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- <sup>cxvii</sup> "Realising the Potential": A Tourism Strategy for the Forest of Dean District 2003-2008, Tourism & Marketing Services, Forest of Dean District Council
- <sup>cxviii</sup> Local Strategic Plan 2002/5, Learning & Skills Council Gloucestershire, May 2002
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- <sup>cxx</sup> "Realising the Potential": A Tourism Strategy for the Forest of Dean District 2003-2008, Tourism & Marketing Services, Forest of Dean District Council
- <sup>cxxi</sup> Housing Strategy 2002-5, Forest of Dean District Council
- <sup>cxxii</sup> A Sport Future For All, Department for Culture, Media & Sports
- <sup>cxxiii</sup> Gloucestershire Arts Strategy, Gloucestershire County Council

- <sup>cxxiv</sup> Integrated Service and Performance Plan 2003-4: Social Services Level 1 of 4, Gloucestershire County Council
- <sup>cxv</sup> Housing Strategy 2002-5, Forest of Dean District Council
- <sup>cxvi</sup> A Sport Future For All, Department for Culture, Media & Sports
- <sup>cxvii</sup> Integrated Service and Performance Plan 2003-4: Social Services Level 1 of 4, Gloucestershire County Council
- <sup>cxviii</sup> Housing Strategy 2002-5, Forest of Dean District Council
- <sup>cxix</sup> A Sport Future For All, Department for Culture, Media & Sports
- <sup>cxx</sup> West Gloucestershire NHS Primary Care Trust 2002-3
- <sup>cxxi</sup> Sport England's Policy Recommendations, Sport England [from web site November 2003]
- <sup>cxvii</sup> Integrated Service and Performance Plan 2003-4: Social Services Level 1 of 4, Gloucestershire County Council
- <sup>cxviii</sup> Sport England's Policy Recommendations, Sport England [from web site November 2003]
- <sup>cxviii</sup> Integrated Service and Performance Plan 2003-4: Social Services Level 1 of 4, Gloucestershire County Council
- <sup>cxviii</sup> Sport England's Policy Recommendations, Sport England [from web site November 2003]
- <sup>cxviii</sup> Integrated Service and Performance Plan 2003-4: Social Services Level 1 of 4, Gloucestershire County Council
- <sup>cxviii</sup> Sport England's Policy Recommendations, Sport England [from web site November 2003]
- <sup>cxviii</sup> South West Sports Board, Sport England South West News

