Time for Coleford

Courtesy of Kathy Lewis

Community Strategic Plan for Coleford and the surrounding Parishes

Coleford Partnership
December 2003

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Chairperson's Statement

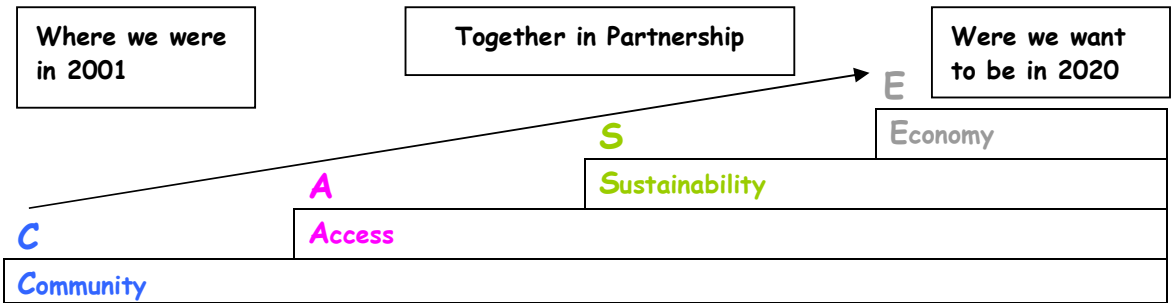
Coleford matters to us. Whether we live in the town, or it is our local service place, whether we were born here or have chosen to move in, we care about what is happening to our place and our people.

That is why we have taken up this opportunity through MCTi to start from where we are now and plan the way forward for the next ten or twenty years. It has been hard work at times, but we intend to try to achieve what local residents asked for in Stage 1 of the process. This Plan is the next step, and we feel we have a framework, which is consistent and makes sense, and addresses the issues. The meetings and consultation have always been challenging and Agencies, parishes, local businesses, schools and residents involved should feel proud that as partners we have produced this result.

But it does not end there. This is a working document, which will evolve as more people join and move on, as the work gets done, and as circumstances change.

We want Coleford to be sustainable. We need to keep the interaction of town and surroundings and ensure that you can buy your goods, visit the doctor, walk in the woods, gain the support you need – **here.** Our children will have different needs from us, so we must ensure that they can live and play here using the Coleford area we have left in good shape.

Fig. 1 Check the CASE for Coleford-



See how the whole is *planned* by us for us – the Washing Line diagram Fig 2 will help to show how we have prepared the CASE.

Please spend some time reading this, hopefully agreeing with it, muttering about certain sections, and coming back to us to contribute. Make no mistake, we welcome you. Help us to put these strategies and projects into effect.

Waiting to hear from you…….

Marilyn Cox
Coleford Partnership

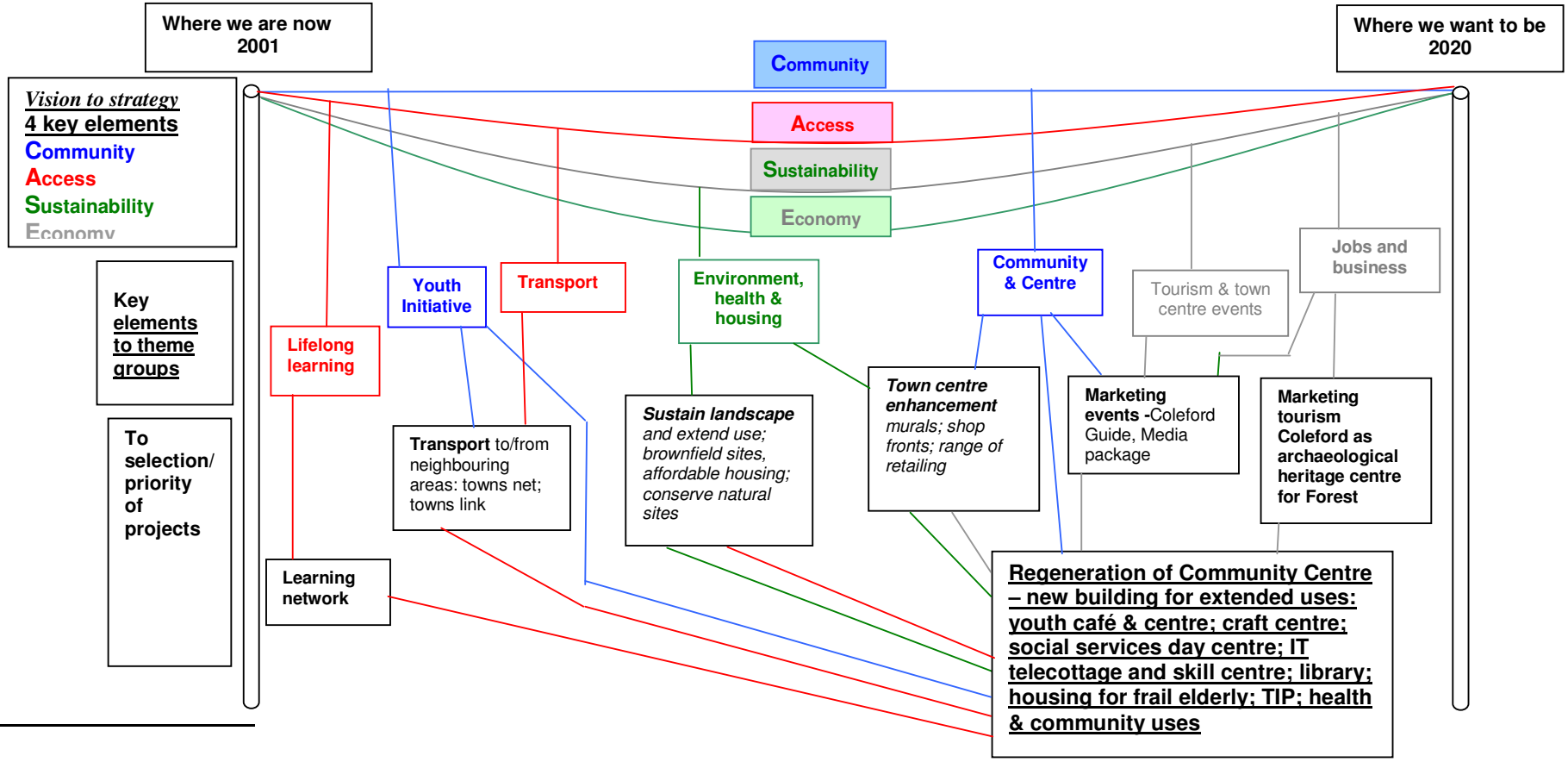
Fig 2 **Coleford Partnership MCTi Community Strategic Plan**

Vision

"To ensure that Coleford and its neighbouring areas remain attractive places to live and work by increasing the prosperity of the area, improving the quality of life of its citizens while maintaining and enhancing the area's natural heritage."

Consultation to vision to strategy to selection of projects: "The Washing Line"[1]

The image below reflects the following stages: from consultation to vision; vision to strategy – development of key elements fundamental to process and focus for monitoring/priorities; key elements to derivation of theme groups; theme group objectives, and selection/prioritisation of projects



[1] After Alan Caldwell for MCTi

Summary

Being part of the Market and Coastal Towns Initiative, the MCTI, has given the Coleford community the opportunity to put together a Plan that will make the Coleford area a better place in which to live and work for many years to come.

This ***Community Strategic Plan*** has been prepared after many hours of consultation and discussion with the public so that the projects in it are what the community wants and needs.

The purpose of the Plan is:

"To ensure that Coleford and its neighbouring areas remain attractive places to live and work by increasing the prosperity of the area, improving the quality of life of its citizens while maintaining and enhancing the area's natural heritage."

What needs to be done

The Coleford area *is already* an attractive place to live and work – and we all want it to stay that way. However, there are specific aspects that the public has told us needs to be addressed to make things even better:

- There is great concern over the future of the existing Community Centre and library
- Greater effort needs to be made to attract new businesses to the area and to encourage existing businesses to grow
- The local work force has to have the proper skills to be able to take up the jobs that are available
- Tourism in the area should be developed
- The improvement of Coleford town centre needs to continue
- More affordable housing is required
- Better facilities for young people are needed
- Better NHS facilities are required
- Public transport could be improved - especially access from the surrounding villages to Coleford.

We have developed projects under ***Three Priorities*** to make sure that our plan tackles these issues. Each of the projects contributes to our **'CASE'** of improving the area's **C**ommunity, **A**ccessibility, **S**ustainability and **E**conomy.

Our Priorities

Our ***number one priority*** is to work to ensure that a new Community Enterprise Centre and library are built on the site of the existing community centre and library. A new Community Enterprise Centre will help in so many ways to secure the area's future.

Our ***second priority*** is to ensure the renewal of the local economy by providing sites, premises and business support for new and growing business; training for the local workforce and local residents to help people get back to work or to make them more successful in the jobs they have. The new Community Enterprise Centre will also help to do this.

We will also seek to develop the tourist industry by working with other towns in the Forest and by developing the area's unique archaeological assets; making Coleford Town centre more attractive and by developing the highly successful *events* that take place in the town every year.

Our ***third priority*** is to improve the quality of life for the whole community by making sure that the high quality of environment that the area enjoys is not spoilt; working to ensure that there is adequate housing to suit everyone's needs; seeking improvements in the provision of local health facilities; developing facilities for young people and by improving transport, particularly bus services in the area.

What happens now?

The successful delivery of the plan will rely on a wide range of people and organisations in both the public and private sectors. The Steering Group cannot complete this task on its own. Local people need to come forward and become involved in making the plan a reality.

We are already talking to the organisations that can support the development of the new Community Enterprise Centre but much needs to be done to push forward the other projects in the Plan. If the Plan is to make a real improvement to the Coleford area, it must have the full support of the local community, now, and in the future.

1 Introduction

What is *a Market Town?*

1.1 The term 'market town' refers to towns in rural England that have traditionally hosted an agricultural market, as well as seaside resorts, fishing ports, mining and farming communities. These towns 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 (MCTi)

1.2 Following the Government's Rural White Paper, published 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 South West, the South West Regional Assembly, the Housing Corporation, Lottery Funds South West and the South West Area Network of Rural Community Councils.

1.3 The '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 providing employment, shopping and other services.

1.5 The 'White Paper' tries to do this by addressing the many changes happening in the countryside, such as the decline in tourism, agriculture, fishing and mining.

1.6 Part of the Government's strategy involves *local communities* working 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 to prepare plans to secure the future of their towns and the surrounding parishes and to build up the skills necessary to make these plans a reality

1.7 Coleford and its surrounding parishes have been successful in their bid to join the Market and Coastal Towns Initiative. The Coleford Partnership has attracted financial assistance of £45,000, plus a Technical Fund of £10,000, to help develop a Community Strategic Plan for the Coleford Area.

1.8 The Coleford Partnership includes Coleford itself and the villages of:

- Staunton
- English Bicknor
- Lydbrook
- Berry Hill
- Coalway
- Sling
- Bream
- Broadwell
- Redbrook
- Clearwell
- Newland
- St.Briavels
- Hewelsfield.

Coleford – the historical perspective

1.9 Coleford is one of the three main towns in the southern part of the Forest of Dean. Together with the settlements of Christchurch, Berry Hill, Coalway and Milkwall, Coleford forms a single catchment area with a population of c12,000. Coleford is the main shopping and service centre for the area.

1.10 Heavy industry has had a significant influence on the development of the Coleford area and, although there is surviving archaeological evidence of this industrial past,

1.11 the area has been fortunate to escape the legacy of dereliction which afflicts many other post industrial locations.

1.12 Most heavy industrial activity has now ceased - leaving Coleford and its surrounding area to develop its role as a market town providing shopping and other services to the town and its hinterland.

1.13 The town is one of a number of towns close to the Forest of Dean and the Wye Valley, an Area of Outstanding Natural Beauty and, as a consequence, benefits from the tourist activity in the area.

2 The Community Planning and Consultation Process

The Coleford Partnership

2.1 The Coleford Partnership was set up by local residents and businesses as a focus for the *local community* in the consultation process and in the preparation of the ***Community Strategic Plan***. Any member of the resident or business community has been free to join the Partnership.

2.2 The *local community* has a central role to play in developing its aspirations and achieving a new future for Coleford through the MCTI process.

Partnership Steering Group

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

2.4 The purpose of the Partnership Steering Group was, and still is, to encourage the participation of the Coleford community and the surrounding parishes to develop a ten to twenty year Community Strategic Plan for the area which, when implemented, will:

- *Support and encourage economic, social, and environmental regeneration in a sustainable form*
- *Contribute to the improvement of the health and well being of the community*
- *Widen participation in learning, work and leisure opportunities*
- *Maximise the potential of existing assets and resources*
- *Increase the capacity of individuals, groups and agencies in order to participate and strengthen community involvement.*
- *Respond to the changing needs of the Coleford community and the surrounding parishes*

2.5 Time for Coleford is the result of the Partnership's work brought together through the Steering Group.

The Plan Making Process

2.6 The Community Strategic plan making process is divided into three stages:

- ***Stage 1*** *– Comprises a 'Visioning Event' and consultation with the local community to create a 'vision' for the Coleford area that will inspire and guide the area's regeneration. Stage 1 was completed in July 2002.*
- ***Stage 2*** *– Involves the preparation of a detailed Community Strategic Plan for the area. The plan includes specific projects, programmes and activities that will help to achieve the overall 'vision' for the area. This plan is the result of that process.*
- ***Stage 3*** *– In Stage 3 the projects in the Community Strategic Plan will be implemented.*

2.7 Being part of the MCTI helps Coleford and the surrounding parishes to prepare a plan which will encourage private and public investment through which a start may be made on implementing the plan.

2.8 Public and private sector investment will be a major component in the area's regeneration, including the possible redirection of the local County and District Councils' investment plans.

2.9 However, *change will not happen overnight*, but will evolve over several years and involve all sections of the community, the private sector and the many different agencies that currently operate in the area.

2.10 The Partnership *cannot* achieve the vision working on its own. Although it may promote some projects, much of the Partnership'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.

2.11 Although it is hoped that the long-term vision for Coleford will be consistent over the next ten to twenty years, the Community Strategic Plan will be reviewed and updated regularly, as new ideas and opportunities arise.

2.12 The next steps are to ensure that the local community supports this, the first Plan, and to take forward the implementation of the projects and programmes contained within it.

Community Consultation Process

2.13 Following approval of Coleford's bid to join the MCTI, the Partnership Steering Group was set up and a public meeting held to agree the next steps.

2.14 This initial meeting was followed by series of further public meetings and workshops at which ideas were canvassed from the public and suggestions made for public comment.

Community Event

2.15 A community event took place in Coleford town centre on 27th July 2002. The event was planned to coincide with 'Dancing through the Dean' a local carnival which brings a large number of local residents and visitors into the town.

2.16 People were invited to a display of pictures and documents relating to the area's past and to suggest ideas and visions for its future. The event was widely publicised through local media, leaflets, and posters and through give-away balloons.

2.17 In the past there have been other public consultation exercises and studies undertaken with a view to regenerating the town and the surrounding area including the Coleford Town Appraisal (1992), Coleford Survey and Analysis Report (1996), Coleford Shopping Survey (1999), Town centre Regeneration and Action plan (2000), Coleford planning for Real (2001) and a Second Town Centre Retail Survey (2003).

2.18 There has also been a Planning for Real exercise in Coalway.

2.19 The responses obtained at the Visioning Event complement and concur with those that have already been identified through previous studies and consultations in the area.

2.20 A separate report on the outcome of the consultation exercise is available.

The Coleford Youth Forum

2.21 Aided by funding from the SRB6 Young People's Support project, the Coleford Youth Forum was formally set up in June 2003 to provide the young people of Coleford with an opportunity to have a voice in the future of their area.

2.22 Not only is the Forum a place where discussion on youth issues can take place, it also provides opportunities for ideas to take shape on future projects and events that the Coleford area young people identify as meeting the needs of their peers.

2.23 The Youth Forum has also had the opportunity to feed into the Market and Coastal Towns initiative by direct involvement in other "Theme Groups" and by inviting MCTi members to attend their own meetings.

2.24 To further aid the task of giving young people a voice, the Forum has commissioned a needs analysis with the results being used to inform decision makers in the coming months and years. The outcome of this work will be built into future reviews of the plan.

2.25 Previous youth surveys have already seen innovative projects developed such as the 'Youthwize Wagon', which provides new opportunities for hard to reach young people in the outlying areas of Coleford.

Theme Groups

2.26 To examine particular issues in greater depth than was possible at public meetings, 'Theme Groups' meetings were set up covering:

- *Community*
- *Youth Initiatives*
- *Economy and Business*
- *Lifelong Learning*
- *Tourism and Events*
- *Environment, Health and Housing*
- *Transport and Accessibility*

2.27 The Theme Groups invited interested residents and members of the business community to join the Groups, to put forward their views on the future for Coleford and to share any expertise they had in the particular topic area the Group was considering.

2.28 At the same time research was carried out into any existing strategies, programmes and projects that were proposed for the area together with an examination of the trends in population, employment, tourism and a range of other factors that affect the community.

2.29 Existing surveys were examined and new ones undertaken, to establish the views of different sections of the Coleford community.

2.30 The surrounding parishes were also engaged to establish what their views were on the future of the area, particularly the way in which accessibility from the parishes to the towns was important and the services and shopping the towns provided.

2.31 All of this information was brought together in the form of a separate 'Community Healthcheck' document that established the current socio-economic status of the community.

Projects and Programmes

2.32 Each Theme Group then brought forward projects and other proposals that it felt would help to address some of the issues identified and take advantage of the opportunities that were available.

2.33 These projects and programmes were developed, prioritised and priced by the Theme Groups before being discussed by the Steering Group and either deferred for later development or included in the Community Strategic Plan.

2.34 Project and Programme proposals fall into three broad categories:

- Those that can go ahead *now* with no further approval required or any further work needed. These are called '*Quick Wins'*;
- Those that *need to be developed further* before proceeding;
- Those that may *take some time* and require a considerable amount of work to develop.

2.35 When they are sufficiently developed, those proposals that need financial support will be taken to a 'Brokering Table' to obtain the necessary finance to implement them.

2.36 The Brokering Table comprises representatives of the Partnership and the organisations forming part of the MCTi which may provide the financial resources to implement the projects or programmes contained in the plan.

2.37 *Not all projects or programmes of activity will have to go to the Brokering Table.* Some proposals may simply be about improving the quality of existing public services, while others may require existing local authority budgets to be redirected, rather than new funding to be found and still others delivered by the private sector.

Quick wins

2.38 Even though much of our time has been spent consulting on and preparing this plan, our budget has allowed us to support and finance three 'Quick Win' projects:

- The gable mural in Market Place
- A first run of the 'Coleford Guide'
- The 'Festive foods and Christmas Crafts Fayre'

Remainder of report

- ***Chapter 3*** sets out our visions, aims and objectives for Coleford and the surrounding area.

- ***Chapter 4*** explores the issues, strengths, weaknesses, opportunities and threats to the Coleford area that the community will

need to address in order to achieve its vision for the future of Coleford.

- Our Plan is described in ***Chapter 5*** and
- ***Chapter 6*** outlines the management structures that we believe are required to ensure that the projects in the plan are implemented.

Visions Aims and Objectives

Overarching Vision

2.39 The Partnership has adopted the following 'vision' for Coleford as a guide to its regeneration efforts:

"To ensure that Coleford and its neighbouring areas remain attractive places to live and work by increasing the prosperity of the area, improving the quality of life of its citizens while maintaining and enhancing the area's natural heritage."

2.40 The Partnership also feels that, in order to give the plan the necessary direction and focus, it is important that each of the key 'Themes' in the Plan also has its own *'aim''* and a clear *set of objectives* which the Plan should try to achieve.

2.41 The following aims and objectives have all been checked against the CASE key elements in Fig 2 by means of a short table at the end of each section.

Community

Aim

'To maintain and enhance a safe, clean, healthy and crime free environment in which all sections of the area's community can fulfil themselves. To ensure adequate social and leisure facilities which can be accessed by all sections of the community and to ensure a healthy and well educated community.'

Community facilities objectives

- To secure the future of the Youth and Community Centre and library and to expand the contribution that a new Community and Enterprise Centre might make to the socio-economic well-being of the town
- To use a new Community Enterprise Centre to develop the socio-economic well-being of the Coleford area
- To seek to have the existing leisure facilities which serve the area upgraded, better maintained and more accessible

Youth objectives

- To assist the young people to develop their own identity.
- To provide safe meeting and recreational places for young people
- To reach out to the disaffected.

Housing objectives

- To satisfy housing need, by the provision of affordable housing, especially for the ageing population, young people and those with disabilities.

Health objectives

- To increase access to health and other related services for all.
- To encourage a healthy lifestyle.

Community – the CASE

Community	C	√
Access	A	√
Sustainability	S	√
Economy	E	√

Economy and business

Aim

'To create a more prosperous and diverse economy which:

- ***Increases the variety of local employment and careers opportunities***
- ***Promote social inclusion***
- ***Provide a business environment where firms and individuals can prosper and grow. '***

Employment objectives

- To improve permanent employment opportunities by working with local businesses.

Business objectives

- To provide appropriate space and opportunity for firms to locate and prosper.
- To support businesses through growth and so provide existing employees with better opportunities.

Town Centre objectives

- To create a town centre with an attractive balance of shopping, business, entertainment and cultural attractions which will the first choice for local people by day and in the evening.
- To exploit the town centre's unique environment and to attract new investment from shoppers, tourists and the private sector.
- To create a more attractive environment in the retail area to attract both businesses and visitors to Coleford.
- To increase the range of shopping in the town centre and so retail spend in the town centre.

Coleford Town Centre Mural

Tourism objectives

- To promote Coleford as a high quality year-round holiday destination
- To develop and market sustainable tourism
- To build on existing and develop new attractions to encourage staying visitors and the contribution they make to the social economy
- To develop tourism in line with the transport and accessibility aims of the strategy

Education and Skills

- To include all of the community in lifelong learning in order to develop their personal skills as well as maximising their opportunity for employment.
- To increase the skills base in the community in line with local and national strategies.

Economy – the CASE

Community	C	√
Access	A	√
Sustainability	S	√
Economy	E	√

Environment

Aim

'To attract investment to the area by improving and enhancing its built and natural environments for the benefit of future generations and to ensure that all the people of Coleford and its surrounding area enjoy a consistently high quality of life'.

Objectives

- To ensure that action is taken to investigate and solve the problems of pollution – actual and potential – within Coleford and its surrounding area
- To conserve the natural environment in a sustainable manner for the enjoyment and use of the local population and visitors.
- To manage the green areas between discrete settlements and maintain the landscape value.

Environment – the CASE

Community	C	√
Access	A	√
Sustainability	S	√
Economy	E	√

Transport and accessibility

Aim

'To ensure that all sections of the community have quality access to either public or private transport and services and to improve the area's transport connections with the rest of the UK.'

Objectives

- To develop integrated transport links to meet the needs of local people for employment, education and leisure.
- To integrate transport links, within and into the area, between tourism attractions and the integrated transport network.
- To ensure that these transport links are properly marketed and managed.

- To provide alternatives to car dependency.
- To support initiatives to increase access for people with mobility problems.

Transport and accessibility – the CASE

Community	**C**	√
Access	**A**	√
Sustainability	**S**	√
Economy	**E**	√

Relationship to other strategies

2.42 We are aware that there are already many organisations operating in the Coleford area that have their own strategies and plans.

2.43 These plans exist at many 'levels' – National Government and other national organisations such as the Learning and Skills Council and the Housing Corporation; the regional level - including the Regional Development Agency and South West Tourism; the County level through Gloucestershire County Council and at the local level through the District and Town Council and organisations such as the Royal Forest of Dean College and the Primary Care Trust.

2.44 Naturally, many of these Strategies have overlapping objectives so in we have prepared Table 1 which gathers all of the strategies and objectives under six broad headings:

- Economy
- Skills and learning
- Tourism and leisure
- Arts and Culture
- Conservations and the environment
- Housing and sustainable communities

2.45 We have tried hard to make sure that the projects that we have put into our plan contribute to these strategies. This should ensure that our plan is fully supported by ***all*** of the organizations whose support will be vital for the Plan's successful implementation.

2.46 Each project has been tested against the strategies and we believe that each one makes a contribution to the achieving the aims of that strategy in the Coleford area.

Table 1: Strategic objectives summary

Strategies and objectives					
Economy	**Skills & Learning**	**Tourism & Leisure**	**Arts & Culture**	**Conservation/ Environment**	**Housing & Sustainable Communities**
Increase Business Productivity	Foster the development of an effective and flexible workforce.	To encourage tourism through conservation-led projects	Look after and enhance cultural assets.	To encourage private-sector investment through conservation-led projects.	To improve communications & partnership
To increase economic inclusion	Create a learning culture that encourages community-wide participation.	Provide a high-quality experience for the visitor	Encourage high-quality and innovative arts provision in communities.	Provide sustainable economic benefits from tourism	Provide community benefits from tourism.
Allow people to realise their full potential in order to contribute to a competitive economy.	Access to high-quality learning opportunities through system that meets the needs of the whole community.	Encourage sustainable tourism visits.	Easy and affordable access for all to a wide range of local cultural activities.	Contribute to the maintenance & enhancement of the natural and built environment through quality tourism.	Make existing homes decent & improve quality of new homes.
Promote new business and jobs and encourage established businesses to prosper.	Allow people to realise their full potential in order to contribute to inclusive society.		A pattern of cultural facilities, services and activities matched to needs and aspirations.	Look after and enhance natural assets.	Build sufficient new and affordable homes.
Contribute to the economic well-being of the region through housing strategy.	To improve the skills base of the area.			Contribute to the environmental well-being of the region through housing strategy	Contribute to the social well-being of the region through housing strategy.
Support economic development through the release and re-use of land and buildings.	To improve access to work, education, training and re-training opportunities.			Maintain a rich, diverse, distinctive built and natural environment.	To improve transport services, including public transport provision.
To improve the economy and business base.				To improve the physical environment of the area.	To enhance the provision of good quality affordable housing in the area.
To assist the development of a dynamic & sustainable economy in rural areas.				To develop the natural environment.	To improve services and facilities for young people.
To encourage innovative service delivery through the development of multi-use facilities, support for social enterprise and improved access to ICT					To develop community facilities in line with local need.

Key Issues

Introduction

2.47 Funding bodies require detailed evidence of strategic compliance, demand, and the costs and benefits of projects before committing themselves to supporting particular projects and programmes.

2.48 Often such information is only obtained at considerable cost, and it would be unwise for us to spend considerable sums of public money to obtain the information required, only to have our projects rejected.

2.49 We have therefore used our best efforts to obtain the information required at this stage, to enable our projects to be approved 'in principle', but we are aware that much may still require to be done before projects are finally approved.

2.50 The key issues identified in this chapter draw on the community consultations that have taken place, specific Theme Group research, the Healthcheck, research of existing strategies and any planned programmes of activity by the local authorities and other agencies.

2.51 The issues are drawn together in a 'SWOT' analysis at the end of the Chapter, which highlights the strengths and weaknesses and the opportunities and threats that Coleford and the surrounding parishes face in achieving the long-term vision.

2.52 The Key Issues and the SWOT analysis form the rationale and justification for the Plan.

Key Issues

A new Community Enterprise Centre

2.53 The existing **Community Centre** is in danger of closure, particularly since it does not meet the required standards for disabled access.

2.54 This will be disastrous for the town and will not only deny the current users a place for learning and recreation, it will also prevent the site being properly developed as the hub of the community - offering support in education, health, and employment.

2.55 There exists an opportunity to combine the existing library, which is small, dilapidated and of 1960's design and specification, with a new Community Enterprise Centre, including space for social work activities, IT training, a young people's area and craft workshops. The community strongly supports this project.

Employment

2.56 Although there is low unemployment generally in the area, there is little, if any, **provision of sites and premises** to encourage new, expanding and relocating businesses to set up in the area. Development is further constrained by the inadequate sewerage infrastructure in the town.

2.57 The inward investment focus in the Forest seems to be on Cinderford, and while this is reasonable, the development of the Northern Arc will further disadvantage the Coleford area where 40% of the work force currently commutes to work outside the area.

2.58 If Coleford and the surrounding parishes are to prosper and attract new, full time, quality jobs then they have to have **a well trained and motivated work force.**

2.59 One way to achieve this is to overcome the **poor basic skills in numeracy and literacy** that Gloucester LSC has identified in the area. (See below)

Table 2: Employment and qualifications

Ward	Retired	Unemployed	No qualifications	Degree level +
Berry Hill	**16.6**	**4.5**	**34.6**	**10.6**
Bream	14.0	**3.4**	**33.2**	**12.6**
Christchurch and English Bicknor	**19.4**	2.2	29.7	20.3
Coleford east	14.0	**3.4**	**34.3**	**10.9**
Coleford central	**16.6**	**3.8**	**31.6**	**15.7**
Hewelsfield	**15.5**	**3.1**	21.2	29.2
Lydbrook	14.5	**3.5**	**33.6**	**14.6**
Newland & St Briavels	**15.5**	2.8	24.5	22.6
Forest of Dean	14.9	3.0	29.9	16.4
England & Wales	13.6	3.4	29.1	19.8

Highlighted wards – where % is worse than Forest of Dean mean

2.60 While RFDC can do a lot, the availability of IT and other training accommodation in the centre of Coleford would be a great advantage. A new **Community Enterprise Centre** could help to achieve this by providing the atmosphere, accommodation, and equipment which will enable it to become a local focus for learning.

2.61 **Tourism** in Coleford and the Forest has the potential to increase and to create new jobs, but the Forest Towns and Forest of Dean Tourism must work together to promote the area and to 'manage' tourism.

2.62 The main drawbacks to improving tourism are the current **lack of skills**, **inadequate tourist accommodation** and poor marketing.

2.63 Coleford lacks a **new middle market 'chain' hotel** targeted at tourists and other visitors which would help to attract visitors to the town through its Europe wide, or worldwide, marketing.

2.64 A further issue in the attraction of tourists is the **range of attractions** available in Coleford and the Forest, and the ease with which tourists can move from one to the other.

2.65 Discussions between the four Forest Towns have highlighted the benefits of the **towns working together** with the Forest of Dean Tourist Association to encourage long stay visitors.

2.66 We also propose that a **Tourist Information Point (TIP)** is included in the new Community Enterprise Centre.

2.67 Training in **Tourism and hospitality skills** is vital. RFDC is now a Centre of Vocational Excellence in Hospitality and Tourism.

2.68 Coleford has a lively and successful **arts, music, heritage festival** culture, which might be built on to enhance the town's tourist offer.

2.69 The availability of new **Community Enterprise Centre** would provide a focus for a number of these endeavours.

2.70 **Coleford town centre** is the embodiment of the 'health and confidence' of the town. In addition to the impression that visitors get when visiting the Forest itself, the town centre is an area that both residents and visitors are sure to visit and from which they will gain an early impression of the town and whether they want to revisit it, or recommend it to others.

2.71 We feel that, although Coleford town centre has improved, much still requires to be done to improve the **town's appearance and shopping offer.**

Housing

2.72 Housing in the Coleford area is expensive and would-be first time home buyers are finding it difficult to find a home. **Affordable housing** is therefore a priority if we are to ensure that Coleford has a balanced population, which will in turn support our social infrastructure of schools, shops and other facilities.

2.73 A key issue affecting future developments in Coleford is the need to **increase the capacity of the existing sewerage system.**

2.74 It is also the case that much of the existing **public and private housing stock** is in need of improvement

Youth

2.75 The percentage of elderly in the population is increasing yet Coleford still has a **vibrant youth culture**.

2.76 If the town is to have a balanced population structure action has to be taken to create jobs and provide housing together with the kind of environment that will keep young people and families in the town to ensure that the town's vital **social infrastructure** is maintained.

2.77 The youth of Coleford are the town's mature citizens of the future. We believe that the community **should support our young people** to develop into well informed citizens with a commitment to the town.

2.78 There is also need for some outdoor and indoor space dedicated to young people and a **skateboard park** is of particular interest.

2.79 Although the town and the surrounding area has a number of **outdoor sports facilities** they require to be upgraded and better maintained.

Health

2.80 The **long Travel distances for hospital care** are of concern, as is the lack of a NHS dentist

2.81 The PCT's interest in **Public Health Education** and its interest in using a **New Community Enterprise Centre** to provide this are important considerations, since a number of the wards are 40th on the **Health Deprivation index**

Transport and access

2.82 **Bus timetabling and routing** might be usefully reviewed especially in respect of providing access from the parishes throughout the day.

2.83 **Diversion of through traffic** would benefit the environment of the town centre

Community Confidence

2.84 A potent, yet intangible force in raising the quality of life in Coleford and the surrounding area is the **community 'feel good factor'** which usually comes from a feeling that 'things are happening for the better'.

2.85 The other side of this coin is that, if nothing seems to be happening, community confidence can quickly ebb away.

2.86 The Coleford public is suffering from **'consultation fatigue'.**

2.87 There have been many consultation exercises, plans and promises made in the past – yet things are very much as they were.

2.88 There is therefore understandable scepticism about whether the MCTi process will *actually deliver any benefits* for the town, despite the considerable efforts made by the local people.

2.89 There is therefore a great deal to be done **to give the community the confidence** to believe that this new programme will actually ***deliver*** what other programmes have failed to do.

2.90 We believe that the development of a **new Community Enterprise Centre** would go a long way to giving the community this confidence

2.91 We believe that the **resolution of many of these key issues lies in the public domain**. The solution to the range and quality of shopping is something that the private sector will have to resolve, albeit with the assistance of the public sector.

Coleford: SWOT Analysis

Strengths	Weaknesses
Occupies a location close to the Forest of Dean.	There is a skills shortage in the area
Compact town centre, with Conservation Area Status, which has a unique and distinctive historic character.	Despite have some good companies there is a danger that, if there was a major closure the town could be in difficulty.
Town hosts a successful music festival and other events	Limited number of quality eating establishments
Unique industrial heritage and a large number of major visitor attractions located only a short distance from the town centre	Shopping centre lacks national multiple shops, particularly clothing outlets. Existing retail units are mainly small offering limited opportunities for larger national operators to locate within the historic centre
The town has been fortunate to accommodate a major supermarket in the town centre thus retaining spend which could have leaked away.	Large delivery and other commercial vehicles pass through, rather than bypass, the town
Is the location of the District's Main Tourist Information Centre	Town centre pedestrian/ vehicle conflict and congestion problems caused by service vehicles
Two screen cinema and close links to other leisure facilities including golf courses, forest walks and cycle trails;	Poor pedestrian signage
Within commuting distance of major centres such as Bristol and Gloucester where major services and education facilities are located.	Limited public transport and poor provision for cyclists
Well located within easy reach of the national motorway network	Some B&B accommodation is having difficulty complying with new legislation
Has benefited recently from a high quality and very successful environmental improvement and SRB programme	Few 'wet weather' attractions
Safe and secure town centre, benefiting from a CCTV surveillance system and ample free parking	Some prominent buildings require external maintenance.
Despite its industrial past the town and area does not suffer from continuing industrial dereliction.	Town centre is divided between the traditional Market Place, Pyart Court and Gloucester Road.
Well organized and efficient local government organization with a dynamic community	
Opportunities	**Threats**
Existence of strong partnerships with considerable experience of working together to create and implement regeneration projects.	Closure of the community centre and the loss of community facilities from the town centre.
Development of Coleford's tourism potential, its historic, industrial and archaeological heritage, its setting in the National Forest Park, near the Wye Valley.	Lack of sites and premises for new and expanding businesses. Development of the Northern Arc at Cinderford might siphon off companies that might locate in Coleford.
Improving the town's tourist offer in terms of eating drinking and accommodation.	Failure of the public, private and the community to work together could stifle regeneration efforts
Increase in the number of the events and festivals held in the town and the surrounding area	Further weakening of the economy due to the closure of Xerox or another major closure
Development of the town as a centre for mixed living, working, leisure and shopping.	Continuing effect of the foot and mouth crisis on the number of visitors coming to the area.
Strengthen Coleford as a shopping destination by introducing new retail development on vacant sites and within existing buildings.	Increased shopping competition from neighbouring town centres
Promotion of Coleford town centre as a shopping eating and leisure venue.	
Opportunity to link the divided parts of Coleford town centre with new shopping/ leisure attractions	

3 The Community Strategic Plan

Introduction

3.1 Any Community Strategic Plan is prepared *at a particular point in time* with the benefit of an extensive, but necessarily limited, level of consultation with the local community.

3.2 Our Community Strategic Plan is not a *fixed or static document*. Its function is to set a ***vision*** of what the Coleford Community 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 Coleford move towards its vision.

3.3 Any 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.

3.4 While there are clear and specific projects in this plan to be delivered in the short term, other proposals detail 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 should be re-directed to better effect.

The overarching vision

3.5 Our overarching Vision for Coleford and the surrounding area, on which we have based this Coleford Community Strategic plan is:

'To ensure that Coleford and its neighbouring areas remain attractive places to live and work by increasing the prosperity of the area and improving the quality of life of its citizens while maintaining and enhancing the area's natural heritage.

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

3.7 The overall impression of Coleford is of a community that is reasonably satisfied with the quality of education, housing, health, emergency services and the general level of services it receives. The community also has a positive attitude towards itself and its area and certain projects will emphasise this positive approach.

3.8 Nevertheless there is also the feeling that the town is 'idling along' and could make better use of its assets.

Our priorities

3.9 We have tried to ensure that all of the projects we propose will contribute to achieving our key goals of Community, accessibility, sustainability and economy.

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

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

Priority One:
The New Community Enterprise Centre – a project that can contribute to all of the **CASE** goals

Priority Two:
Economic Projects that will help to re-invigorate the local economy

Priority Three:
Projects that will improve the quality of life for the whole community

Priority One: A New Community Enterprise Centre

Introduction

3.12 We believe that the successful creation of a new combined Community Enterprise Centre/ Library is an essential ***first step*** in the regeneration of the town.

3.13 There is a strong feeling in the community that, if the existing Community Centre is closed, this will be a sign of the reduction in the status of the town, with a consequential loss in civic pride and confidence.

3.14 Our consultations suggest that the existing centre is not fulfilling its potential and that a number of organisations have already relocated elsewhere.

The Project

3.15 We believe that the development of a new **Community Enterprise Centre**, including a new library, would allow a much wider range of activities to take place in the town and that many of these activities are central to the achievement of the vision for Coleford.

3.16 These activities include:

- Development of the library as a modern learning resource.
- An all-weather performance venue to allow the town's successful music festival to expand
- An attractive all-weather venue for other festival related activities
- Provision of learning facilities including IT training
- Facilities for skills training
- Provision of Public Health and other clinics
- Creation of new facilities for young people
- Provision of new facilities for disabled adults
- A focus for local arts and crafts activities including an exhibition and retail space
- Users of the existing centre
- Child care facilities for returning mothers
- A café which would act as a social focus for the town
- A Tourist Information Point (TIP), Citizens Advice Bureau (CAB) and Job Information Point (JIP)

Priorities

3.17 It is clear to us that, more than any other project we have considered, the creation of a new Community Enterprise Centre has the possibility of achieving many of the social, educational, health, youth and tourism objectives in our plan. Success in this particular project will also go a long way to rebuilding community confidence in the town and in the MCTi process.

Present position

3.18 We have been working with the County Council, District Council, RFDC and the PCT to put together a plan for the creation of the new Community Enterprise Centre on the site of the existing Community Centre and Library.

3.19 Each of these organisations supports the *principle* of a new Community Enterprise Centre like the one proposed in this plan.

3.20 The Royal Forest of Dean College, Social Services, Youth Services, the Primary Care Trust, and the Citizen's Advice Bureau have all expressed an interest in moving into a new Community Enterprise Centre, but that will depend on the cost and timing of the project.

3.21 The Coleford Partnership has agreed to set up a Charitable Company limited by guarantee to organise the development of the new Centre, arrange the finance for its construction and to manage it once it is completed.

3.22 The Partnership has also submitted an application to the Regional Development

Agency (SWRDA) for an 'in principle' approval for financial support for the project.

3.23 There is still some way to go before this particular project becomes a reality, but we and the community believe that the project is *so important* that we have made it the ***top priority*** in our plan.

Priority Two: Renewing the Local Economy

Introduction

3.24 The economy of Coleford and Gloucestershire is the engine that will secure prosperity and a higher quality of life for residents.

3.25 Although the Coleford economy is doing reasonably well at present, we believe that it would be prudent to take steps *now* to ensure that the economy is broadly based and therefore more able to deal with any future economic downturn.

3.26 We have therefore made proposals to provide assistance and support to existing and inward investing companies.

3.27 Gloucester LSC has identified a skills shortfall in the area. Accordingly, we propose education and training measures to remedy this.

3.28 We believe that there is scope for Coeford, together with other towns in the Forest, to develop the tourist industry in the area.

3.29 We have made proposals to achieve this.

Sites, premises, infrastructure and marketing

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

3.31 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.

3.32 Although the private sector *is* involved in the creation of 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.

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

3.34 We intend to approach FoDDC, the County Council and SWRDA to review the provision of space and the promotion of the area to ensure that Coleford is properly represented.

3.35 We are also led to believe that the sewerage infrastructure will have to be improved if development is to take place. We will approach the statutory authorities to have this done.

3.36 A specific project which we intend to pursue is the provision of up to twenty small craft units for start up craft companies as part of the new ***Community Enterprise Centre*** project.

3.37 This will encourage craftworkers to come to Coleford. It will also be promoted as a specific tourist destination, where the public can see craftworkers at work, attend demonstrations and lectures and purchase high quality craft goods.

3.38 We believe that this project will add to Coleford's attraction as a tourist location.

Skills

3.39 The business skills of local companies will be of great importance in ensuring that these companies prosper. We intend to work with SWRDA, RFDC, Forest of Dean DC and Business in the Community to promote *'BizzFizz'* – a programme targeted at increasing the business skills of small producers.

3.40 A further component of successful economic development is a highly skilled work force.

3.41 Gloucester LSC has indicated the need to improve the basic skill levels of the workforce. We will work with RFDC and the LSC to achieve this.

3.42 RFDC has researched the need to extend the take up of life long learning within the community. The Partnership proposes to highlight 'geographical priority areas' for action within which it will seek to develop new learning 'partners'.

3.43 The Partnership proposes with Gloucestershire Learning and Skills Council and Gloucestershire Rural Community Council, to set up, as **a *flagship learning project***, a Local Learning Network based around Primary Schools/group residential housing as the centres for their immediate communities and connected by Net to RFDC and by Internet access to the wider Learning Network. This will start in highlighted geographical priority areas, firstly extending the Coalway Project model, then to Berry Hill.

3.44 These Net Centres will attract those adults hard to reach who will not naturally go to RFDC, and it will extend on a rolling programme through the wider neighbouring areas. The new Community Enterprise Centre will also be included in the Net.

3.45 The Partnership will work to develop a Learning Advice Bureau which will comprise a 'learning Buzz' to tour the neighbouring parish areas and advise/ bring learning opportunities to the people with less access and link them to the Local Learning Network.

3.46 In order to identify more clearly the skills requirements of local companies, the RFDC will work with the Partnership to devise an 'easy-to-use' checklist for employers from which companies' needs may be accurately predicted.

3.47 We will also work with RFDC to support the continuation of their work to reach tenants and older learners in Coleford's housing estates.

Town Centre renewal

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

3.49 To ensure that the centre is enhanced we intend to:

3.50 Ensure the implementation of Phase 3 of the town centre environmental improvement programme

- Seek the continuance of the Shop front improvement scheme
- Ensure that maintenance of the public realm is carried promptly
- Support and build up the capacity of the Chamber of Trade
- WE will ensure that FoDDC completes the HERS improvement scheme

3.51 We shall also work with local traders and the FoDDC to support the the marketing initiative being undertaken by RPS on behalf of the District Council.

Tourism

3.52 We 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 Tourist Association.

3.53 We also believe that out tourist product will be enhanced if we have a workforce well skilled in hospitality and tourism. We are pleased therefore to note that RFDC is now a 'Centre of Excellence' in that area and we will give the college every support.

3.54 We also intend to work with the public and private sectors to attract a middle market chain hotel to the town since we believe that it a crucial part of Coleford's tourist offer.

Archaeological, eco and educational tourism

3.55 We believe that one of the areas for tourist growth is the area of archaeological tourism and craft development and we would hope to develop this by:

- Working with Gloucestershire Archaeology, DAG and the Forest of Dean History Society to promote Coleford as a heritage centre
- Developing 'Heritage Walks'
- Working with Gloucestershire Guild of Craftsmen and the occupants of the new craft workshops to promote Coleford as an arts and crafts centre
- Developing educational and eco tourism through RFDC, private providers and universities
- Themed Marketing

Festivals and events

3.56 Coleford has an excellent track record in promoting and staging music and other festivals. We have brought forward proposals to support and encourage this activity and we

Dancing through the Dean

3.57 intend to seek finance to put these into practice.

3.58 We have therefore put together a package of measures aimed at enhancing the mix and duration of Coleford's annual events programme. This package includes:

- Assistance with securing the viability of Coleford events
- Delivering a co-ordinated promotional package for all town events
- Financing for a joint events workshop and storage facility
- Finance to enhance the mix of events from Easter to Christmas
- Meetings with other Forest towns to agree the 'branding' of each town so that each town promotion complements the other towns in the Forest.

Priority Three: Improving the Quality of life

Introduction

3.59 A high quality of life is something that all residents aspire to. We are aware that to achieve this requires activity on a wide range of issues that we are not yet in a position to address.

3.60 There are, however, certain things we can do now to improve the quality of life of the community.

The Environment

3.61 The quality of the environment is central to the quality of life for any community.

3.62 To ensure that our community has an environment that is safe, secure and attractive for both today and tomorrow's citizens we will:

- Press Dwr Cymru and other agencies to remove the long term problems of pollution in Whitecliff Brook
- Seek a resolution to the inadequate foul sewer/ drainage system in the town
- Encourage the use of brownfield sites as development priorities
- Work with the statutory authorities and developers to introduce measures to prevent flooding
- Seek to have stricter measures introduced to reduce dust and noise from quarrying
- Investigate the possibility of further designated environmental/ tree planting areas
- Seek to maintain the designation of areas of landscape importance
- Encourage the formation of local groups to own their 'own' community forests
- Seek to conserve playing fields and encourage their improvement and adaptation for the benefit of local residents.

Housing

3.63 Adequate and affordable housing is an essential component of our regeneration plan.

3.64 House values are such that many first time buyers are being denied access to the housing ladder.

3.65 FoDDC have also identified a need for housing for the elderly.

3.66 We will work with FoDDC and the private sector to ensure that adequate land is made available to accommodate the town's future housing needs.

3.67 The development opportunity at the new Community centre would release sufficient land in the ownership of FoDDC to allow the construction of between ten to fifteen new dwellings for the elderly or as affordable housing. We will work to make this project happen.

3.68 We will also press the Council to complete the improvement of both the public and private sector housing stock as early as possible.

3.69 We will also work with the relevant agencies to seek to eradicate fuel poverty.

Health

3.70 Good health is a prerequisite of a high quality of life for all members of our community.

3.71 We will work with the PCT to create the new health facilities proposed for the New Community Enterprise Centre, while pressing the Trust to improve the provision of existing facilities such as dentistry and podiatry

3.72 We will also look at a number of programmes to encourage health and well-being, especially among the elderly. These include:

- Combating rural isolation through 'House Bound' clubs and dial-a-ride services
- Promoting physical and mental well-being through a programme of managed 'health walks'
- Promoting 'healthy eating' classes
- Alleviating fuel poverty

Facilities for Youth

3.73 The young people of Coleford will inherit the Coleford of the future. We believe that they deserve our support.

3.74 Consultation with Youth Groups and individuals has highlighted the need to provide certain facilities specifically targeted at addressing the needs of teenagers.

3.75 The key facilities which have been suggested include:

- A youth cafe –which we propose to include in the new Community Enterprise Centre
- A skateboard park, the location for which is proving more difficult to identify, although we will continue to seek an appropriate location
- The development of Broadwell Boys Club by 'Churches Together'
- Working with the County Youth service to see if we can strengthen and extend the Outreach Service.

Transport

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

3.77 We will:

- Work with the local public transport providers to develop a transport strategy that makes sure that everyone has reasonable access to facilities and businesses in the area. This will involve reviewing timetables and other provision.
- Work with the traffic authorities to lessen the impact of through traffic in Coleford
- Seek to develop the 'Townsnet' information by linking the local transport companies via web sites and by producing an accessible IT link for local people to be able to obtain up-to-date information. This will be made available over the learning network for those without internet access
- Work with the results of local parish surveys and school travel plans to extend provision with links to a from Coleford and between parishes
- Encourage use of existing transport initiatives such as the 'Forest Flier' and 'Jumpstart'
- Support an investigation into the linkages from national rail via Lydney station into the Forest at Parkend
- Investigate the development of linked cycles for hire and a bus/ minibus service.

Building Community Confidence

3.78 Much of the effort and impetus for the changes to our community will come from within the community itself.

Christmas and Festive Fayre

3.79 It is therefore vital that we can maintain a high level of commitment from the community to our plan and to build up the community's capacity to see the plan through to fruition.

3.80 In order to achieve this we will promote and publicise the implementation of the plan and encourage all members of the community to take part in its delivery.

3.81 The Partnership will provide training to allow its members to participate fully in the delivery of the plan and in future reviews.

Project description, timing, cost and champions

Priority One: A New Community Enterprise Centre

No	Project Description	When	Unallocated	Committed Sources of Finance (£000)							Total (£000)	Champion
				SWRDA	LSC	GCC	FoDDC	H Corp	PCT	Private		
1	**Coleford Community Enterprise Centre including**: Library Hall IT Suite Craft Studio Rehearsal Studio Young Persons Space Adult day Care centre Craft Workshops Meeting Rooms Café/Bistro Creche Health Suite TIP CAB JIP	Soon	2,250			1,300					3,550	Coleford Partnershipship / GCC
2	Evaluate IT Employment Opportunities	Soon									Nil	Coleford Partnership
	Sub Total											

Priority Two: Re-invigorating the Local Economy

No	Project Description	When	Unallocated £x000	Committed Sources of Finance (£000)								Total (£000)	Champion
				SWRDA	Welsh Water	LSC	GCC	FoDDC	H Corp	PCT	Private		
	Sites premises, infrastructure and marketing												
3	Encourage business investment	Soon	TBA										SWRDA
4	Improve sewerage system	Later	300									300	Welsh Water
	Skills												
5	Learning Advice Bureau	Now	62.5									62.5	Partnership
6	BizzFizz	Now	TBA										Partnership
7	Skills checklist	Now	TBA										Partnership
8	Life long Learning	Now	44.5									44.5	Partnership
9	LLL Geographical priorities	Now	1.5									1.5	Partnership
10	LLL in housing estates	Now	3.0									3.0	Partnership
	Town Centre Renewal												
11	Phase 3 Improvements	Soon	TBA										FoDDC
12	Shop front grants	Now	TBA										FoDDC
13	Town centre maintenance	Now	TBA										FoDDC/GCC
14	Support Chamber of Trade	Now	TBA										Partnership
15	HERS scheme	Now	TBA										FoDDC/EH
16	Improve Coleford Shopping	Soon	TBA										FoDDC
	Tourism												
17	Coleford Heritage Centre	Soon	TBA										Partnership
18	Heritage Walks	Soon	TBA										Partnership
19	Educational/ Eco Tourism	Soon	TBA										Partnership
20	Europe Marketing	Soon											
21	Tourst Information Points	Soon											
	Festivals and Events												
22	Finance for Coleford events	Now	200									200	Partnership
23	Events promotional Package	Now	20									20	Partnership
24	Town events workshop	Now	18									18	Partnership
25	Events mix	Now	50									50	Partnership
26	Town branding	Soon	10									10	Partnership
	Sub Total												

Priority Three: Improving the Quality of Life

No	Project Description	When	Unallocated £x000	Committed Sources of Finance (£000)								Total (£000)	Champion
				SWRDA	Welsh Water	LSC	GCC	FoDDC	H Corp	PCT	Private		
	Infrastructure												
27	Whitecliff Brook	Soon	TBA										Welsh Water
28	Develop brownfield sites	Now	TBA										FoDDC
29	Alleviate Flooding	Later	TBA										Welsh Water
30	Reduce dust and noise	Soon	Nil										FoDDC
31	Designated planting areas	Soon	Nil										FoDDC
32	Maintain Landscape areas	Soon	Nil										FoDDC
33	Local community forest areas	Soon	Nil										FoDDC
34	Conserve playing fields	Soon	Nil										FoDDC
	Housing												
35	Improve housing Stock	Later	TBA										FoDDC
36	Affordable housing	Later	TBA										FoDDC
	Health												
37	NHS Dentistry	Soon	TBA										PCT
38	Podiatry services	Soon	TBA										PCT
39	Combating rural isolation	Now	TBA										Partnership
40	Health Walks	Now	TBA										Partnership
41	Healthy Eating	Later	TBA										Partnership
42	Eradicate fuel poverty	Soon	TBA										Partnership
	Facilities for Youth												
43	Youth Park	Later	TBA										Partnership
44	Broadwell Boys Club	Later	TBA										Partnership
45	Outreach Service	Soon	TBA										Partnership
	Sub Total												

Priority Three: Improving the Quality of Life (Cont'd)

No	Project Description	When	Unallocated £x000	Committed Sources of Finance (£000)								Total (£000)	Champion
				SWRDA	Welsh Water	LSC	GCC	FoDDC	H Corp	PCT	Private		
	Transport and accessibility												
47	Develop transport Strategy	Soon	Nil										Partnership
48	Alleviate through Traffic	Later	Nil										Partnership
49	Transport information net	Soon											Partnership
50	Local Parish Surveys	Soon	Nil										Partnership
51	Existing Transport Initiatives	Now	Nil										Partnership
52	Develop Rail Links	Later	Nil										Partnership
53	Cycles for Hire/ rail links	Soon	Nil										Partnership

4 The Next Steps

Ongoing consultation

4.1 This chapter 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.

4.2 The Plan and its projects exist for this moment in time. As time moves on, other issues and opportunities will arise that will need to be taken into account. The Plan will be considered to be a framework for development and decision-making. It should not be so rigid that it denies us the ability to seize an opportunity or to tackle a new issue.

4.3 Crucial in this will be ongoing work in Coleford and in the surrounding parishes to ensure that action and developments of the Plan are in line with the needs and wishes of local residents. It will also be important for us to engage with those who traditionally would not become involved in this activity. Young people, for example, have been involved to a certain extent in the consultation stages of making the Plan, but they should be involved also in the research and development of services for the future – one reason why we have endorsed a project in the Plan specifically to engage them in decision-making.

4.4 The Plan will evolve as project actions are carried out and implemented and new areas for attention and action come forward. It will be a continuous process of planning, implementation and review.

Monitoring progress

4.5 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:

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

4.6 In the Steering Group meetings we will review this information and, in the light of any discrepancies, will take action to ensure that the programme remains in line with its Plan. In addition an annual review will take place with the production of an annual report highlighting the achievements of the Plan. All of this information will be readily available to the public in line with our Communications Strategy (see Appendix 3).

4.7 Much of our work will be innovative, and the lessons learned during implementation of the Plan would be of value to our local partners as well as other organisations elsewhere engaged in this type of work. For this reason, we will seek to share our findings with key audiences. We will highlight lessons learned and suggest models of good practice as a continuous process. Different audiences will require different types of communication. The table below provides examples of audiences we will try to engage and methods of communication.

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*

4.8 We are keen to engage with the local community and will have an annual community event for residents to highlight achievements and identify new and emerging issues for action.

Publicity

4.9 We want to market and publicise our activities. Audiences will be those as outlined in the table above. We will pursue a number of routes in marketing and promotion:

- 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;
- An annual progress report;
- An annual community event
- The use of local media including press, television and radio.

4.10 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.

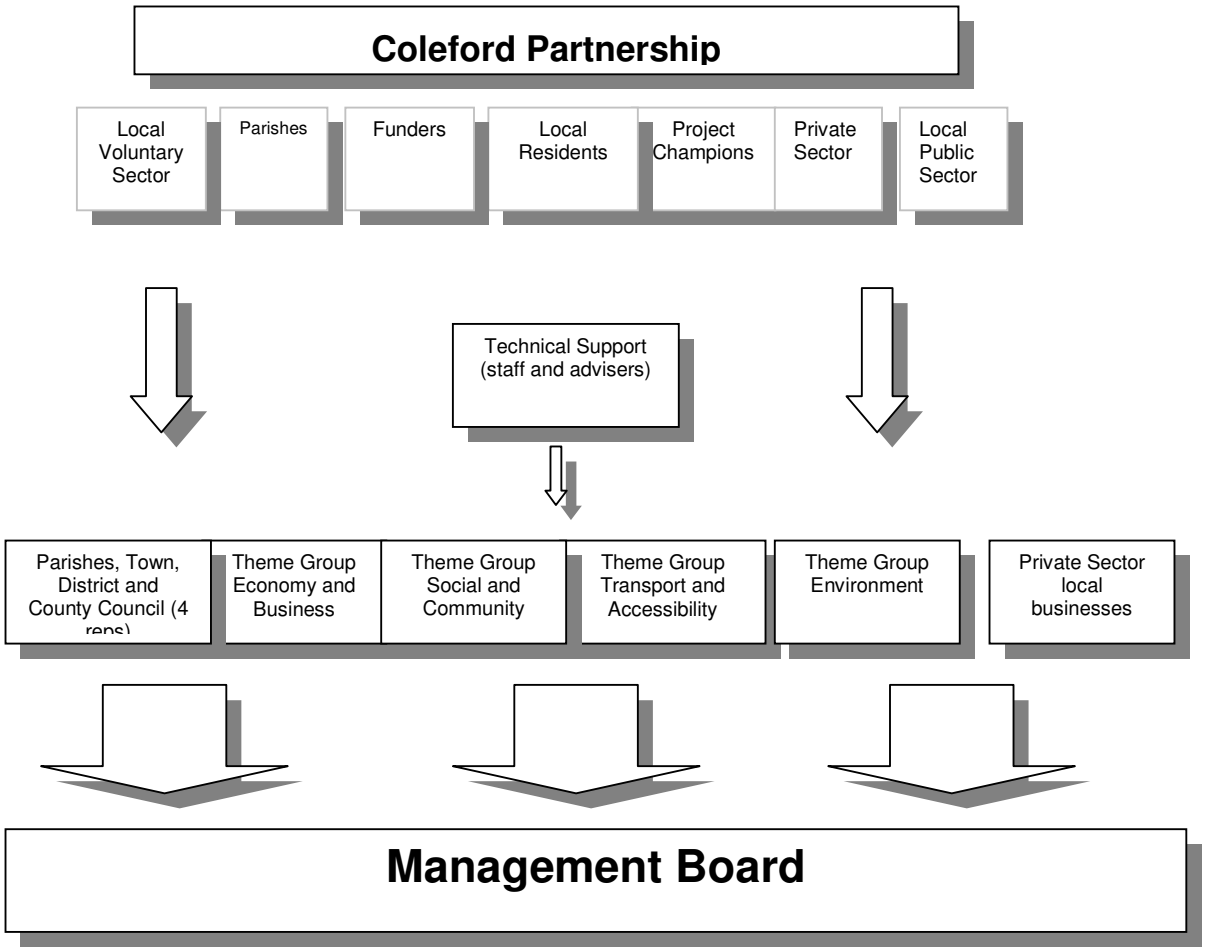
4.11 We propose that a budget of £10,000 per annum is set aside for marketing and publicity within the annual budget needed to operate the MCTi Steering Group. In addition, the issue of a logo and branding for the Steering Group should be considered.

4.12 One of the ways that this could be addressed would be through a competition perhaps involving young people from Coleford and the surrounding parishes to design a logo for future publicity materials. An estimated one off budget of £2,000 would be required for this project to cover expenses and design costs.

MCTi Management Structure

4.13 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.

Proposed Coleford MCTi Plan Management Structure



4.14 The roles of the various groups would be:

- *The Coleford 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. It would be the 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, 3 representatives of the local authorities and the chairs of the Theme groups;*
- *The 'Theme' Groups would be responsible for taking day to day action on the projects, programmes and service improvements identified in the Community Strategic Plan.*

4.15 The seven existing Theme Groups which have been developing the Plan to date will be reviewed and possibility regrouped into four:

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

4.16 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.

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

4.18 These groups 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 Community Forum.

4.19 The Management Committee 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.

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

4.21 It might be possible that the Regeneration Manager could be a secondee from the public or private sector and the technical support could also include could be work in kind from locals who wish to contribute their skills to the regeneration of the area.

Legal Structures

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

4.23 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.

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

- Unincorporated bodies; and
- Incorporated bodies.

Unincorporated bodies

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

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

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

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

4.29 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 Coleford 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

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

4.31 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.

4.32 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; and*
- *Industrial and Provident Societies (IPS) – similar to companies but are especially for co-operatives.*

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

4.34 The government will shortly be bringing into being, an incorporated legal structure known as a 'charitable company'.

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

4.36 Given our remit, we have identified the potential to establish as a *Development Trust*.

4.37 Development Trusts are usually incorporated bodies, but the term is often used to describe a constituted organisation operating with community involvement for regeneration purposes.

4.38 Three types of organisations can be Development Trusts:

- *A company limited by shares;*
- *A company limited by guarantee; and*
- *An Industrial and Provident Society.*

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

4.40 Prior to making a final decision we will seek further advice on options and visit other similar organisations who have followed the Development Trust route - and perhaps wait until the legal form of 'charitable company' is introduced.

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

4.42 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 on structure, widening membership, and support on project, appraisal, development and management.

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

4.44 A budget for an established Development Trust covering the same comparable area and activities and employing one full time Trust Manager and administrative

support is currently around £80,000 per annum.

Funding Sources and the Brokering Table

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

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

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

4.48 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.

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

4.50 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.

4.51 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.*

4.52 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.

4.53 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.

Coleford Partnership 2003

Appendix

Project contribution to Objectives: Priorities One and Two

Objectives **All objectives conform to CASE**	**Projects**																						
	Community Enterprise Centre and adjacent site	Business Sites	Improve Sewage System	Learning Advice Bureau	Skills Checklist	LLL Geographical Priorities	LLL In housing Estates	Life Long Learning	Part Time Employment	Phase 3 Town Centre Improvements	Shop front grants	Town centre maintenance	Support Chamber of trade	HERS Scheme	Improve Coleford Shopping	Coleford Heritage Centre	Heritage walks	Educational/ Eco Tourism	Finance for Coleford Events	Events promotional package	Town events package	Events mix	Town Branding
Community facilities objectives																							
To secure the future of the Community Enterprise Centre and library and to expand the contribution that a new Centre might make to the socio-economic well-being f the town.	√			√	√			√	√							√		√			√	√	√
To use a new Community Enterprise Centre to develop the socio-economic well-being of the Coleford area.	√			√	√			√	√							√		√		√	√	√	√
To seek to have the existing leisure facilities which serve the area upgraded, better maintained and more accessible.	√			√				√															
Youth objectives																							
To assist the young people to develop their own identity.	√			√	√	√	√	√	√														
To provide safe meeting and recreational places for young people	√																						
To reach out to the disaffected.	√																						
Housing objectives																							
To satisfy housing need, by the provision of affordable housing, especially for the ageing population, young people and those with disabilities.	√																						

Objectives All objectives conform to CASE	Projects																						
	Community Enterprise Centre	Business Sites	Improve Sewage System	Learning Advice Bureau	Skills Checklist	LLL Geographical Priorities	LLL In housing Estates	Life Long Learning	Part Time Employment	Phase 3 Town Centre Improvements	Shop front grants	Town centre maintenance	Support Chamber of trade	HJERS Scheme	Improve Coleford Shopping	Coleford Heritage Centre	Heritage walks	Educational/ Eco Tourism	Finance for Coleford Events	Events promotional package	Town events package	Events mix	Town Branding
Health objectives																							
To increase access to health and other related services for all.	√			√		√	√	√															
To encourage a healthy lifestyle.	√			√		√	√	√															
Employment objectives																							
To improve permanent employment opportunities by working with local businesses.		√	√	√	√				√				√										
Business objectives																							
To provide appropriate space and opportunity for firms to locate and prosper.	√	√	√		√										√								
To support businesses through growth and so provide existing employees with better opportunities.		√		√	√	√	√	√	√				√										

Objectives All objectives conform to CASE	Projects																						
	Community Enterprise Centre	Business Sites	Improve Sewage System	Learning Advice Bureau	Skills Checklist	LLL Geographical Priorities	LLL In housing Estates	Life Long Learning	Part Time Employment	Phase 3 Town Centre Improvements	Shop front grants	Town centre maintenance	Support Chamber of trade	HJERS Scheme	Improve Coleford Shopping	Coleford Heritage Centre	Heritage walks	Educational/ Eco Tourism	Finance for Coleford Events	Events promotional package	Town events package	Events mix	Town Branding
Town Centre objectives																							
To create a town centre with an attractive balance of shopping, business, entertainment and cultural attractions that will the first choice for local people by day and in the evening.	√									√	√	√	√	√	√	√		√	√	√	√	√	√
To exploit the town centre's unique environment and to attract new investment from shoppers, tourists and the private sector.	√									√	√	√	√	√	√	√		√	√	√	√	√	√
To create a more attractive environment in the retail area to attract both businesses and visitors to Coleford.										√	√	√	√	√	√	√		√	√	√	√	√	√
To increase the range of shopping in the town centre and so retail spend in the town centre.										√	√	√	√	√	√	√		√	√	√	√	√	√
Tourism objectives																							
To promote Coleford as a quality year-round holiday destination	√									√	√	√	√	√	√	√	√	√	√	√	√	√	√
To develop and market sustainable tourism	√									√	√	√	√	√	√	√	√	√	√	√	√	√	√
To build on existing and develop new attractions to encourage staying visitors and the contribution they make to the social economy	√									√	√	√	√	√	√	√	√	√	√	√	√	√	√
To develop tourism in line with the transport and accessibility aims of the strategy	√																						

Objectives **All objectives conform to CASE**	**Projects**																						
	Community Enterprise Centre	Business Sites	Improve Sewage System	Learning Advice Bureau	Skills Checklist	LLL Geographical Priorities	LLL In housing Estates	Life Long Learning	Part Time Employment	Phase 3 Town Centre Improvements	Shop front grants	Town centre maintenance	Support Chamber of trade	HJERS Scheme	Improve Coleford Shopping	Coleford Heritage Centre	Heritage walks	Educational/ Eco Tourism	Finance for Coleford Events	Events promotional package	Town events package	Events mix	Town Branding
Education and Skills																							
To include all of the community in lifelong learning in order to develop their personal skills as well as maximising their opportunity for employment.	√			√	√	√	√	√	√														
To increase the skills base in the community inline with local and national strategies.	√			√	√	√	√	√	√														
Environment Objectives																							
To ensure that action is taken to investigate and solve the problems of pollution – actual and potential – within Coleford and its surrounding area			√																				
To conserve the natural environment in a sustainable manner for the enjoyment and use of the local population and visitors.																							
To manage the green areas between discrete settlements and maintain the landscape value																							

Objectives **All objectives conform to CASE**	**Projects**																						
	Community Enterprise Centre	Business Sites	Improve Sewage System	Learning Advice Bureau	Skills Checklist	LLL Geographical Priorities	LLL In housing Estates	Life Long Learning	Part Time Employment	Phase 3 Town Centre Improvements	Shop front grants	Town centre maintenance	Support Chamber of trade	HJERS Scheme	Improve Coleford Shopping	Coleford Heritage Centre	Heritage walks	Educational/ Eco Tourism	Finance for Coleford Events	Events promotional package	Town events package	Events mix	Town Branding
Transport Objectives																							
To develop integrated transport links to meet the needs of local people for employment, education and leisure.																							
To integrate transport links, within and into the area, between tourism attractions and the integrated transport network.																							
To ensure that these transport links are properly marketed and managed.																							
To provide alternatives to car dependency.																							
To support initiatives to increase access for people with mobility problems.																							

Project contribution to Objectives: Priority Three

Objectives All objectives conform to CASE	Projects																		
	Whitecliff Brook	Develop brownfield sites	Alleviate Flooding	Reduce dust and noise	Designated planting areas	Maintain Landscape areas	Local community forest areas	Conserve playing fields	Improve housing Stock	Affordable housing	NHS Dentistry	Podiatry services	Combating rural isolation	Health Walks	Healthy Eating	Eradicate fuel poverty	Youth Park	Broadwell Boys Club	Outreach Service
Community facilities objectives																			
To secure the future of the Youth and Community Enterprise Centre and library and community centre and to expand the contribution that a new Centre might make to the socio-economic well-being f the town.																			
To use a new Community Enterprise Centre to develop the socio-economic well-being of the Coleford area.																			
To seek to have the existing leisure facilities which serve the area upgraded, better maintained and more accessible.																			
Youth objectives																			
To assist the young people to develop their own identity.		√							√	√							√	√	√
To provide safe meeting and recreational places for young people																	√	√	√
To reach out to the disaffected.																	√	√	√
Housing objectives																			
To satisfy housing need, by the provision of affordable housing, especially for the ageing population, young people and those with disabilities.		√							√	√									

Objectives **All objectives conform to CASE**	**Projects**																		
	Whitecliff Brook	Develop brownfield sites	Alleviate Flooding	Reduce dust and noise	Designated planting areas	Maintain Landscape areas	Local community forest areas	Conserve playing fields	Improve housing Stock	Affordable housing	NHS Dentistry	Podiatry services	Combating rural isolation	Health Walks	Healthy Eating	Eradicate fuel poverty	Youth Park	Broadwell Boys Club	Outreach Service
Health objectives											√	√	√	√	√	√			
To increase access to health and other related services for all.											√	√	√	√	√	√			
To encourage a healthy lifestyle.											√	√	√	√	√	√			
Employment objectives																			
To improve permanent employment opportunities by working with local businesses.		√																	
Business objectives																			
To provide appropriate space and opportunity for firms to locate and prosper.		√	√																
To support businesses through growth and so provide existing employees with better opportunities.																			

Objectives **All objectives conform to CASE**	**Projects**																		
	Whitecliff Brook	Develop brownfield sites	Alleviate Flooding	Reduce dust and noise	Designated planting areas	Maintain Landscape areas	Local community forest areas	Conserve playing fields	Improve housing Stock	Affordable housing	NHS Dentistry	Podiatry services	Combating rural isolation	Health Walks	Healthy Eating	Eradicate fuel poverty	Youth Park	Broadwell Boys Club	Outreach Service
Town Centre objectives																			
To create a town centre with an attractive balance of shopping, business, entertainment and cultural attractions which will the first choice for local people by day and in the evening.		√																	
To exploit the town centre's unique environment and to attract new investment from shoppers, tourists and the private sector.																			
To create a more attractive environment in the retail area to attract both businesses and visitors to Coleford.																			
To increase the range of shopping in the town centre and so retail spend in the town centre.																			
Tourism objectives																			
To promote Coleford as a quality year-round holiday destination					√	√	√												
To develop and market sustainable tourism					√	√	√												
To build on existing and develop new attractions to encourage staying visitors and the contribution they make to the social economy					√	√	√												
To develop tourism in line with the transport and accessibility aims of the strategy																			

Objectives **All objectives conform to CASE**	**Projects**																		
	Whitecliff Brook	Develop brownfield sites	Alleviate Flooding	Reduce dust and noise	Designated planting areas	Maintain Landscape areas	Local community forest areas	Conserve playing fields	Improve housing Stock	Affordable housing	NHS Dentistry	Podiatry services	Combating rural isolation	Health Walks	Healthy Eating	Eradicate fuel poverty	Youth Park	Broadwell Boys Club	Outreach Service
Education and Skills																			
To include all of the community in lifelong learning in order to develop their personal skills as well as maximising their opportunity for employment.																			
To increase the skills base in the community inline with local and national strategies.																			
Environment Objectives																			
To ensure that action is taken to investigate and solve the problems of pollution – actual and potential – within Coleford and its surrounding area	√	√	√	√	√	√	√	√											
To conserve the natural environment in a sustainable manner for the enjoyment and use of the local population and visitors.	√	√	√	√	√	√	√	√											
To manage the green areas between discrete settlements and maintain the landscape value	√	√	√	√	√	√	√	√											

Objectives **All objectives conform to CASE**	**Projects**																		
	Whitecliff Brook	Develop brownfield sites	Alleviate Flooding	Reduce dust and noise	Designated planting areas	Maintain Landscape areas	Local community forest areas	Conserve playing fields	Improve housing Stock	Affordable housing	NHS Dentistry	Podiatry services	Combating rural isolation	Health Walks	Healthy Eating	Eradicate fuel poverty	Youth Park	Broadwell Boys Club	Outreach Service
Transport Objectives																			
To develop integrated transport links to meet the needs of local people for employment, education and leisure.																			
To integrate transport links, within and into the area, between tourism attractions and the integrated transport network.																			
To ensure that these transport links are properly marketed and managed.																			
To provide alternatives to car dependency.																			
To support initiatives to increase access for people with mobility problems.																			

Project contribution to Objectives: Priority Three (cont'd)

Objectives All objectives conform to CASE	Projects						
	Develop transport Strategy	Through Traffic	Transport information net	Local Parish Surveys	Existing Transport Initiatives	Develop Rail Links	Cycles for Hire/ rail links
Community facilities objectives							
To secure the future of the Youth and Community Enterprise Centre and library and community centre and to expand the contribution that a new Centre might make to the socio-economic well-being f the town.							
To use a new Community Enterprise Centre to develop the socio-economic well-being of the Coleford area.							
To seek to have the existing leisure facilities which serve the area upgraded, better maintained and more accessible.							
Youth objectives							
To assist the young people to develop their own identity.							
To provide safe meeting and recreational places for young people							
To reach out to the disaffected.							
Housing objectives							
To satisfy housing need, by the provision of affordable housing, especially for the ageing population, young people and those with disabilities.							

Objectives **All objectives conform to CASE**	**Projects**						
	Develop transport Strategy	Through Traffic	Transport information net	Local Parish Surveys	Existing Transport Initiatives	Develop Rail Links	Cycles for Hire/ rail links
Health objectives							
To increase access to health and other related services for all.							
To encourage a healthy lifestyle.							
Employment objectives							
To improve permanent employment opportunities by working with local businesses.							
Business objectives							
To provide appropriate space and opportunity for firms to locate and prosper.							
To support businesses through growth and so provide existing employees with better opportunities.							

Objectives **All objectives conform to CASE**	**Projects**						
	Develop transport Strategy	Through Traffic	Transport information net	Local Parish Surveys	Existing Transport Initiatives	Develop Rail Links	Cycles for Hire/ rail links
Town Centre objectives							
To create a town centre with an attractive balance of shopping, business, entertainment and cultural attractions which will the first choice for local people by day and in the evening.		√					
To exploit the town centre's unique environment and to attract new investment from shoppers, tourists and the private sector.		√					
To create a more attractive environment in the retail area to attract both businesses and visitors to Coleford.		√					
To increase the range of shopping in the town centre and so retail spend in the town centre.		√					
Tourism objectives							
To promote Coleford as a quality year-round holiday destination	√	√	√			√	√
To develop and market sustainable tourism	√	√	√			√	√
To build on existing and develop new attractions to encourage staying visitors and the contribution they make to the social economy	√	√	√			√	√
To develop tourism in line with the transport and accessibility aims of the strategy	√	√	√			√	√

Objectives **All objectives conform to CASE**	**Projects**						
	Develop transport Strategy	Through Traffic	Transport information net	Local Parish Surveys	Existing Transport Initiatives	Develop Rail Links	Cycles for Hire/ rail links
Education and Skills							
To include all of the community in lifelong learning in order to develop their personal skills as well as maximising their opportunity for employment.							
To increase the skills base in the community inline with local and national strategies.							
Environment Objectives							
To ensure that action is taken to investigate and solve the problems of pollution – actual and potential – within Coleford and its surrounding area							
To conserve the natural environment in a sustainable manner for the enjoyment and use of the local population and visitors.							
To manage the green areas between discrete settlements and maintain the landscape value							

Objectives **All objectives conform to CASE**	**Projects**						
	Develop transport Strategy	Through Traffic	Transport information net	Local Parish Surveys	Existing Transport Initiatives	Develop Rail Links	Cycles for Hire/ rail links
Transport Objectives							
To develop integrated transport links to meet the needs of local people for employment, education and leisure.	√		√	√	√	√	√
To integrate transport links, within and into the area, between tourism attractions and the integrated transport network.	√		√	√	√	√	√
To ensure that these transport links are properly marketed and managed.	√		√	√	√	√	√
To provide alternatives to car dependency.	√		√	√	√	√	√
To support initiatives to increase access for people with mobility problems.	√		√	√	√	√	√