



TURNING THE TIDE

at **Lydney**
a community strategic plan

Prepared for:
Lydney Area Partnership

August 2002
Sustainable Futures



the Lottery Distributors

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FOREWORD

I will never ever forget reading in an ancient copy of the Shell Guide to England, that Lydney was a rather uninspiring little town. I am sure that the people living and working here over the centuries might have something to say about that! And in terms of where the town is now, where it is going, its sense of pride, purpose and direction is nowhere summed up better than in the pages you are about to read, and later dip into for reference. For here is a document, part of an evolving process, which states eloquently in a practical fashion that Lydney is charged to deal with its future appropriately and inspiringly.

David Clarke, Chair of the Lydney Area Partnership Steering group

BBC Radio Gloucestershire Thurs 4 July 2002

-part of an item in the breakfast programme

Andy Vivian, BBC Radio Gloucestershire, said:

Potentially this is nothing short of a revolution. A new way of improving the community...It all started when Lydney was given £60,000 last year as part of the Market and Coastal Towns Initiative. The idea was to come up with a wish list of improvements that people in the town would like to see...Lydney Greenway and Lydney Links...a new town square...renewable energy...

But the big question has always been who is going to make it all happen? Well now we know the answer, it is going to be a social enterprise society...which people and organisations can own...

Toni Fagan, Lydney Area Partnership Co-ordinator, said:

This is the exciting thing ...its an opportunity for people in the community to actually work in partnership with the different statutory organisations ...a lot of people feel excluded from the processes that affect their quality of life...

Partnership is a buzz word at the moment but that's how it works...in terms of accessing funding, if you have partnerships which involve the community, local authorities, other agencies, voluntary bodies then you have a much better capacity to draw down funds and get projects moving. I honestly think that partnership working will be what makes Lydney...

Programme presenter said:

Well that's breaking the mould in Lydney...

1 The Lydney Area Partnership's Vision - an Executive Summary

1.1

Historically Lydney in Gloucestershire (Figure 2) was the port for the Forest of Dean area, especially exporting locally produced stone, coal, iron and timber until the demise of those industries. It also acted as an agricultural market town for the area, including river based economy and like many market towns also developed manufacturing skills to serve its surrounding countryside. This manufacturing tradition was also stimulated by the mining industry and dock related trades. Over time the manufacturing base was broadened and the coming of the railway further stimulated this. However Lydney has not been able to escape the impact of the general decline of mining and manufacturing nor the infrastructural changes to agriculture and retailing.

1.2

In response to this general and in many cases accelerated decline, the Market and Coastal Towns Initiative (MCTI) was launched in 2001, to support people in market and coastal towns and their hinterland to regenerate their areas. The Lydney Area Partnership was selected as one of nine pilot projects in the south west.

During 2001 and 2002, the Lydney Area Partnership (LAP) has been led by a steering group in producing this community strategic plan and has paid great attention to developing partnerships and to involving local people and organisations. During this period the Steering Group has successfully raised funds that it has invested in early partnership projects, preparing this long-term strategic plan/action plan, which is recognised as the gateway to further funding and in developing a new organisation. It has also enlisted the support of Business in the Community which is now tasked with helping support the town centre retail sector and leading on developing local sourcing initiatives.

1.3

Various partners have been undertaking projects which have been incorporated into the Partnership's work, such as the Skate Board Park. The Partnership has also raised funds to support projects such as the Youth Café feasibility study for Naas Lane Community Centre, information boards at Lydney Docks, a feasibility study to increase the capacity of Lydney Hospital, set-up costs for the Farmers Market, enhancement of the main gateways to the town and LAP signboards.

1.4

At a UK national, regional, county and district level, policies and strategies highlight the need to improve social, cultural, economic and environmental conditions through:

- Developing sustainable plans and strategies for the regeneration of areas;
- Developing joined up solutions to joined up problems; and
- The involvement of all relevant stakeholders and communities.

This strategy and action plan for the regeneration of Lydney has been developed within this context. For example, it has taken account of the major town expansion that is planned for Lydney whereby 72 hectares of land east of Lydney have been allocated for mixed development of over 1,250 dwellings with nine hectares of employment land. This means that the population is planned to increase by 25% over the next 10 years.

1.5

The Vision for this strategic plan is the regeneration of the Lydney Area to provide:

A high quality rural and urban environment celebrating its Severnside location and acting as a gateway to the Forest, promoting:

- Lydney as a thriving, prosperous, safe, integrated and attractive market town, serving its rural hinterland and a centre from which to visit the area's attractions
- The area's own unique identity for visitors and residents
- A sustainable mixed community with jobs, homes and facilities for all
- An inclusive process whereby local people can voice their aspirations and local talent and skills can be used in achieving strategic solutions

The Partnership's long-term remit is to regenerate the whole area illustrated in figure 4. By focusing early action in and around Lydney, the main town in the area, the Partnership intends to kick-start the regeneration of the whole area. Also, the Village Voice project will further develop collaboration within the Lydney Area Partnership between Lydney town and the surrounding villages and parishes, including identifying opportunities to bid into other regional and national programmes such as "Vital Villages" and "Rural Renaissance".

1.6

Based on thorough research and consultation, the plan has identified early action that will help to:

Establish a community based organisation with the capability of co-ordinating strategic regeneration action to:

- Revitalise Lydney town centre and support local enterprise:
 - Service industries

- Social enterprises
- Lydney town centre revitalisation
- Local sourcing of food and Dean Oak
- The development of people's skills
- Developing a town centre focus for tourism
- Establishing a hotel
- Lydney's appearance and identity by:
 - Enhancing its open space network and landscape setting
 - Celebrating local sports, culture and the arts
 - Promoting the Dean Forest Railway
 - Managing and increasing appropriate access to the natural environment with a focus on the Docks, the River Severn and Forest of Dean
- Develop and promote an integrated transport system which links Lydney and the villages, improves access to and around the town, linking town centre with main line railway station and the docks and improves the rail service
- Improve community and youth facilities, including establishing a Youth Café and enhancements to the Naas Lane Community Centre
- Enhancing sports and recreation provision, developing Lydney as a centre of excellence for sport.

The plan will be used to seek resources to deliver the action identified for the short-term and to provide a framework for further action. This is a continuing process.

1.7

The Partnership and its steering group was constituted as an unincorporated association in 2001 and has lead the preparation of this strategic plan. The Lydney Town Council has acted as banker to the partnership and let a contract for the Partnership's Co-ordinator during 2001 and 2002. During this time the steering group researched the need and suitability of establishing an appropriate independent organisation. At the time of writing, it is establishing an Industrial and Provident Society as a community owned, not for profit organisation.

This new organisation welcomes local people and organisations to join it so that its future action plans continue to reflect the hopes and aspirations of local stakeholders.

Figure 1 - Lydney Area Partnership Achievements

Lydney Area Partnership

Achievements, so far, include:

- Securing and using a £20,000 Quick Wins budget to support projects
- Developing strong communication base through a New Years card and issues of Lydney Beacon
- Going 'On Tour' to find out what communities of place and communities of interest want
- Hosting a Business in the Community visit May 2002
- Delivering five topic based seminars to address particular issues
- Developing long term vision and regeneration projects
- Hosting two community consultation events July 2002
- Developing stronger working relationships with particular partners e.g. Lydney Local Power; Lydney Docks Partnership
- Developing a new, community owned organisation to support and fundraise for the wider Partnership

2 A Rising Tide

2.1

Rural towns throughout the country are under going transformation. Through the Market and Coastal Towns Initiative (MCTI), communities in coastal and market towns are invited to make this a positive transformation and to develop partnerships to regenerate themselves within a surrounding rural hinterland.

The MCTI is a national initiative that is led in the South West by the Regional Development Agency in collaboration with other partners such as the Government Office for the South West and the Countryside Agency. The initiative has been set up to address the changing roles of market and coastal towns, such as their diminished traditional role as buying/selling places for locally made agricultural produce and other local goods and services.

2.2

Despite the loss of traditional employment and trading methods, these towns are potentially vital centres for employment and other services for residents and for those in the outlying villages. The MCTI is all about realising this potential.

In the South West, nine towns have been funded as pilots in the initiative. Lydney in the Forest of Dean, Gloucestershire has been identified as one of these pilots due to a number of recognised problems and opportunities, including:

- Its traditional farming, mining and manufacturing base have undergone major changes and decline.
- It lies within a Rural Priority Area and is designated as a Former Coalfields Mining Area.
- The Countryside Agency are supporting an Integrated Rural Development programme across the Forest of Dean.
- It has been identified as a centre for major town expansion in Structure and Local Plans It lies between two of the areas most important and valued natural resources - the River Severn and the Forest of Dean.
- The area suffered greatly from the 2001 Foot and Mouth outbreak.
- Lydney had not benefited from funding and initiatives to the same extent as other market towns in the district, largely because of a lack of community capacity and action or strategy.

During 2001, the other market towns in the Forest of Dean were also accepted into the MCTI (Figure 3).

2.3

Each of the pilot towns has been tasked to prepare a community strategic plan and to begin to develop their capacity to deliver it. Through creating a strategic organisation that will co-ordinate and encourage long-term planning and action by the public, private, community and voluntary sectors to ensure well-being for all, these plans provide a holistic approach to managing change and regenerating their areas economically, socially, culturally and environmentally. These "Elements of Community Regeneration" are also the key building blocks of sustainable development, ensuring that this plan has sustainability at its centre.

The plan is also prepared in the context of Strategic Local Partnerships, Community Plans and Integrated Rural Development Plans.

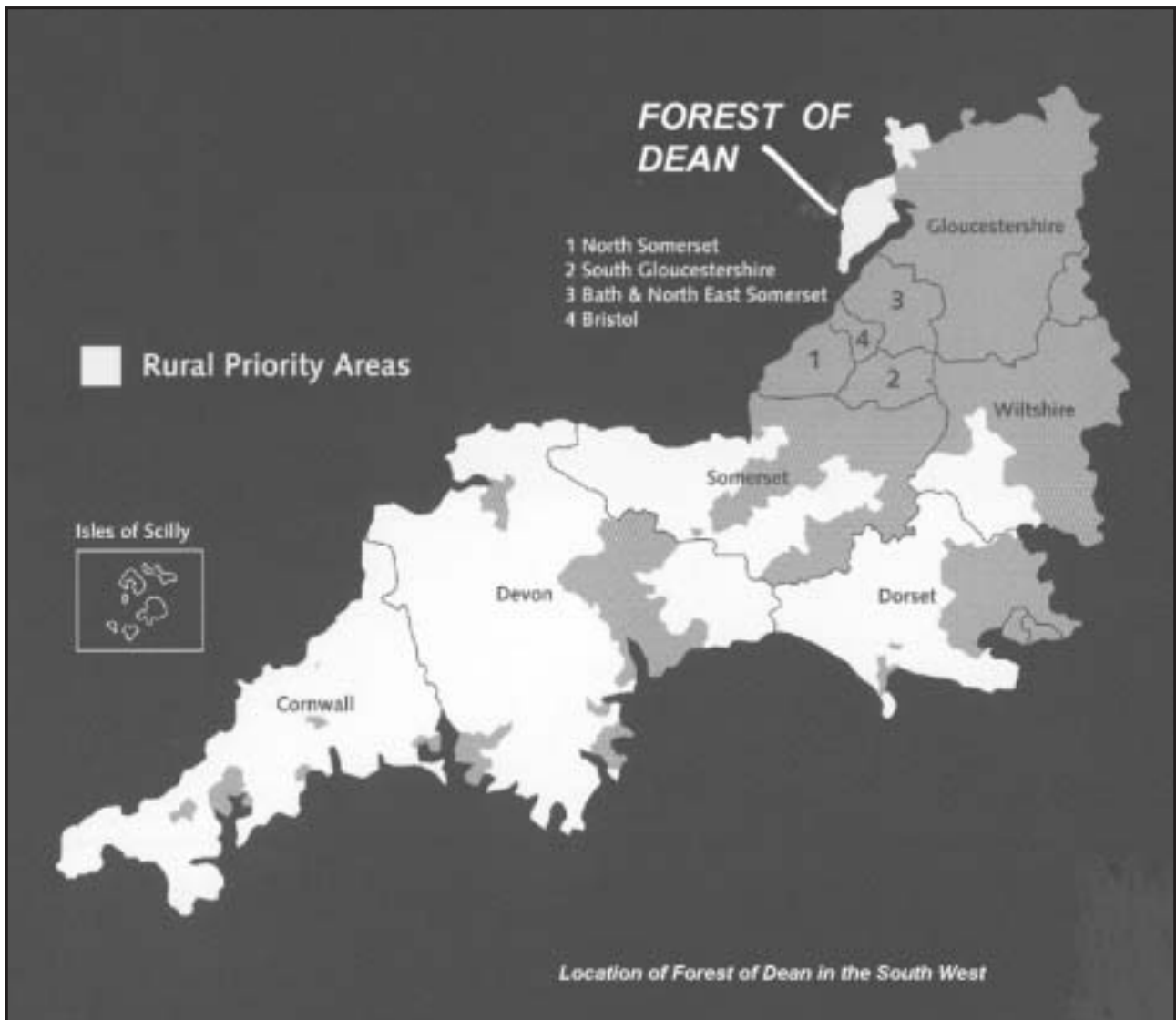
2.4

The purpose of this, The Lydney Area Partnership's Plan, is to:

- Introduce the MCTI
- Describe the Lydney area and The Lydney Area Partnership's process
- Set out the issues and opportunities facing the area
- Present a Strategic plan which outline solutions and makes proposals
- Prioritises action for funding

The Lydney Area Partnership's next step is to take this plan to the "MCTI Brokerage Table" to secure funding to deliver the prioritised action in order to start regenerating the area now. In future years, other action plans will be produced and other priority projects will come on line; these future actions will help deliver the overall Strategic Plan described.

Figure 2 - Lydney's location



Map supplied by South West Regional Development Agency

3 About the Lydney Area

Lydney is the most southerly of the four Forest towns and the only one on Severnside. It is the more accessible of the Forest towns, as the mainline railway along the west bank of the river from South Wales to the Midlands and the A48 trunk road pass very close but not through the town centre. There is another transport axis (road and rail) which climbs the steep high ground behind the town centre into the Forest. The town has an exceptionally attractive setting between the Forest and the Severn and enjoys many fine views of the estuary which, with its immense tidal range, is always changing.

Lydney is the largest shopping centre in the district but much of the town centre has a drab, even neglected appearance, with some cramped spaces dominated by traffic and other open spaces which look as though they need development. There are few distinctive historic buildings. Locals say they would like better shops, there is not enough entertainment and nothing for young people. They also say they like living in a small rural town and it is convenient. To the north east and north west of the town is a large scattering of settlements, very typical of the Forest edge.

But all this could change dramatically. Major town expansion is planned including a 25% growth in population and all that this could bring. How to accommodate the change and turn it to advantage has been a predominant consideration.

The following information has been extracted from a Forest of Dean District area profile and various strategic documents. (See Appendix One) This has provided a context and background for the Partnership's work.

3.1 Population:

The resident population of Lydney in 1998 was 8,200 people, 11% of the population of Forest of Dean District. The population of Lydney and its surrounding rural area was 19,700, 25% of the District's population. 22% of Lydney's town population in mid 1998 were aged under 16, 56% were aged between 16 and 59 and 22% were aged 60 and over. For the Lydney area 20% were aged under 16, 58% were aged 16-59 and 23% were aged 60 and over. This compares with 19%, 58% and 23% respectively for Forest of Dean as a whole.

Ward	Total Population	% Aged 0-16	% Aged 16-59	% Aged 60 +
Alvington and Aylburton	1300	24	54	22
Awre	1600	18	55	27
Bream	4000	18	60	22
Lydney	8200	22	56	22
Pillowell	3400	18	60	22
Woolaston	1200	18	62	20
Lydney Area	19700	20	58	23

3.2 Employment & Jobs:

The rate of unemployment in Lydney has been in decline for a number of years and currently stands at 2.2% (October 2001) which is the same rate as for the whole Forest of Dean District, and slightly higher than the County rate of 2.1%.

Ward	Unemployment		
	% Total	% Male	% Female
Alvington and Aylburton	2.2	2.4	2.0
Awre	2.7	2.8	2.5
Bream	2.5	3.2	1.5
Lydney	2.2	2.4	2.0
Pillowell	2.6	2.9	2.1
Woolaston	0.7	0.7	0.5
Forest of Dean	2.2	2.6	1.0

Unemployment for Lydney and its surrounding area is estimated at 2.1%, although it is more appropriate to use figures for the Cinderford travel to work area (TTWA) which records unemployment rates at 3% compared to 2% for the County and South West Region as a whole.

Cinderford TTWA	County	South West Region	Great Britain
3%	3%	2%	2%

There was a workforce of 3900 (employee jobs) in Lydney at September 1998, 18 per cent of the Forest of Dean total. Within the Lydney area there is a workforce of 5,600 representing 26% of the District total. In March 2000 there were 245 VAT registered businesses in Lydney and 655 in the whole Lydney area. The table shows some significant employers in Lydney:

Company	Activity	Employees
Federal Mogul Camshafts	Foundry manufacturing cast iron car engine parts	250-499
Watts Industrial Tyres Ltd	Manufacturing & distribution of industrial rubber tyres; rubber compounding	250-499
JR Crompton Ltd	Manufacture of speciality filter paper for hot beverage filtration	250-499
Watts Tyres & Rubber Co Ltd	Distribution & fitting of tyres, exhausts & batteries	100-249
Oxford, Swindon & Gloucester Co-op County Store	Retail groceries	100-249
Tesco	Retail groceries	100-249
Thompson & Thompson	Motor trade, franchise dealers	25-49
Forest of Dean Transport	General hauliers & caravan specialist	25-49

Income Support: In August 1998 there were 465 Income Support claimants in Lydney. This represents 7 per cent of the resident population aged 16 or over. For the Forest of Dean the proportion was 6 per cent compared with an average of 8 per cent for Great Britain overall.

Ward	Income support claimants	% Population Aged 16+
Alvington and Aylburton	70	7
Awre	145	11
Bream	210	6
Lydney	465	7
Pillowell	155	6
Woolaston	40	4
Forest of Dean	4005	6

3.3 Indices of Deprivation:

The Indices of Deprivation 2000 measures the levels of deprivation in wards across the whole of England and takes into account a range of factors including income, employment, health, education, housing, access and child poverty. The table below shows the percentage rank position of wards at a national, county and district level with 1% being the most deprived.

Ward	England %	Gloucestershire %	Forest of Dean %
Awre	23	8	10
Alvington	29	11	14
Pillowell	36	16	21
Lydney	41	20	29
Bream	43	23	43
Woolaston	53	29	60

The Indices show that Lydney and its surrounding area feature largely within in the most deprived 50% of wards in England, Gloucestershire and the Forest of Dean. Awre is the most deprived ward and Woolaston the least deprived ward in the area.

Deprivation in Gloucestershire's Market Towns

Household Survey May 2000: A MORI poll sought to uncover the degree of social and economic deprivation present within some preselected areas of Gloucestershire's market towns and to monitor progress against a similar survey carried out in 1998. The results compare 12 areas surveyed across the County including two from the Lydney area - Lydney and Bream. The key findings are:

Lydney

- The rate of single person households at 35% is higher than the survey average of 29% whilst those occupied by two people is considerably lower at 25% than the average of 34%
- Lydney has the third highest rate of single parent families at 9%
- Lydney residents are the least likely to have access to a car with 67% owning a car. Local public transport is seen as good by 48%.
- 24% of respondents had a long-term illness, health problems or disability that limited the activities/work they were able to do. This rate was second only to Coleford
- 17% of respondents have a household income of less than 5,000pa, second only to Coleford and a key trend in this area.
- Full time and part time employment in the area is slightly lower than the average at 44% and 10 % respectively. The number of retired persons is higher than the average.
- 49% of respondents held a qualification from school, college, university etc, however 51% said they did not hold a qualification which is considerably higher than both the figures for England at 19% and the surveys average of 37%

Bream

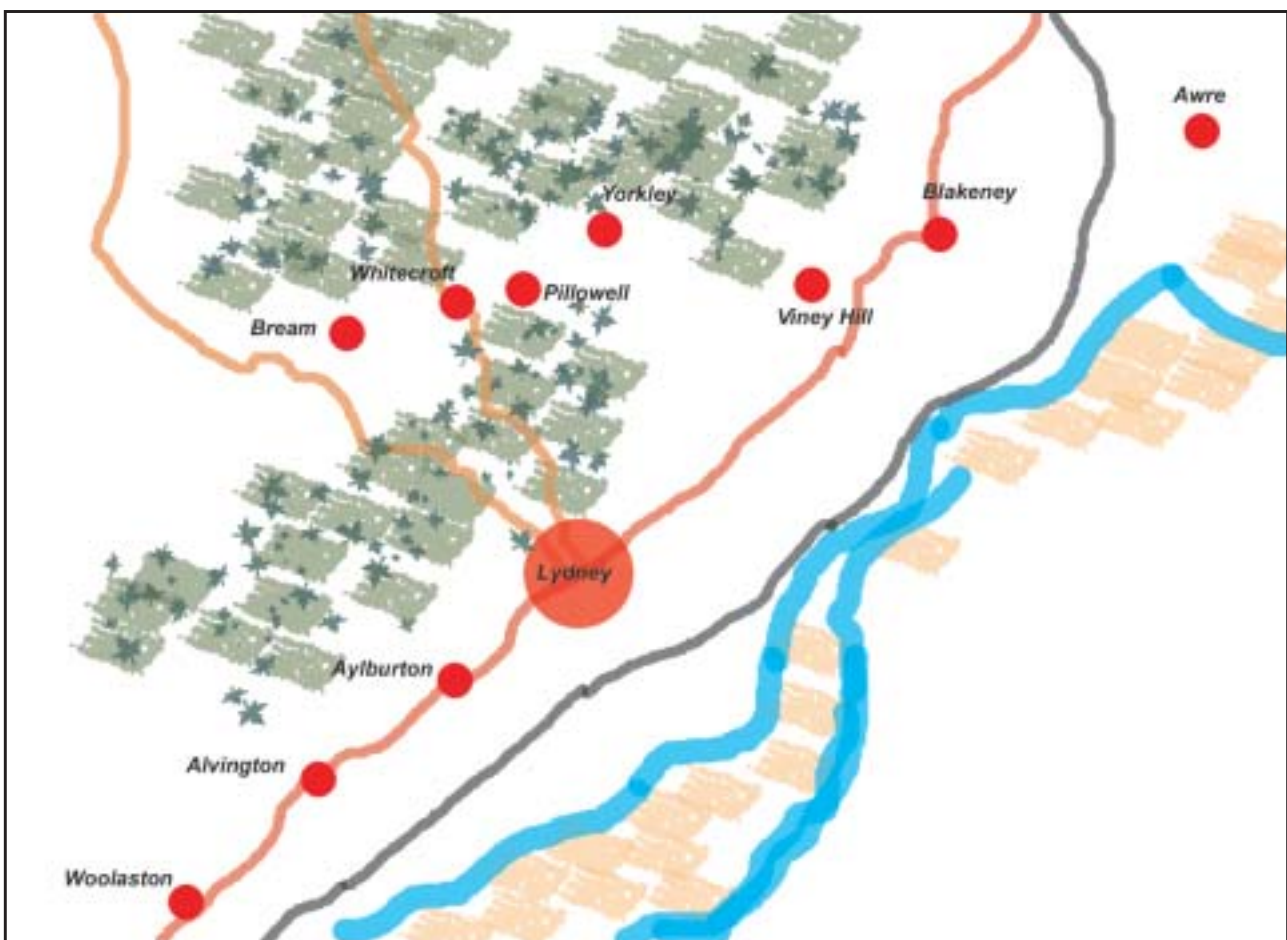
- The rate of single person households at 20% is lower than the survey average and those occupied by two people is considerably higher than the average of 34%
- 36% of the surveyed population is below 35 years of age, which is notably lower than the average of 44%

- 1 % of households with children are single-parents, and this is the lowest rate compared to an average of 6%, the county rate of 4.1% and a national rate of 6%.
- 84% of residents surveyed have access to a car with 58% believing public transport services were bad
- 23% of respondents had a long-term illness, health problem or disability that limits the activities/work they were able to do
- 6% of respondents have a household income of less than 5,000pa, the lowest rate for low household incomes.
- Full time employment is considerably lower at 38% than that of the average (45%)
- 64% of respondents held a qualification from school, college, university etc, however 36% said they did not hold a qualification which is considerably higher than both the figures for England at 19% but in line with the surveys average of 37%

some cause for concern about the ability of the town in its present form to fulfil its potential. This neutral state of health is a reflection of the towns vulnerability to trade leakage, and unattractive public areas in the town centre.

However, between 1997-2011 Lydney has the highest forecast convenience expenditure growth increase (3.49m) within the District reflecting forecast growth in new dwellings, and its competitive position will be strengthened by the new Tesco. The town has a high proportion of well established retailers, which provides a good base for the future development of the town. In addition, the town has excellent access, good parking facilities and is in a position to attract tourist trade through the presence of the Dean Forest Railway.

Figure 4 - Lydney Area Partnership - the area



3.4 Town Centre Economy:

In 1999, Drivers Jonas were commissioned to appraise the vitality and viability of the town centre retail trade in the four Forest of Dean market towns. The Town Centre Health Check for Lydney shows that Lydney is in a neutral state of health. The town centre contains the largest amount of retail floor space and number of units of any town centre in the District, although the report considers that whilst the town continues to function as a local centre, the indicators give

3.5 Major town expansion:

The District Local Plan Development Strategy proposes significant additional levels of employment and housing land allocations. The strategy identifies Lydney as the principal strategic development location in the District with the potential to accommodate a large part of the proposed new development. The principal reasons are that:

- Lydney already has a well developed commercial, retail and industrial base

- It has good communications, the best in the District
- There is suitable land available which is readily capable of development on the scale under consideration
- There is the ability to integrate development of such sites with the existing urban form
- There is the opportunity offered by large scale development to underpin and further develop the role and functioning of the town and the town centre for the benefit of both existing and new occupants
- There is potential for further development beyond the end of the Plan period should that be considered desirable at a future Plan Review.

The development strategy for Lydney therefore proposes the allocation of 34 hectares of employment land and around 1,313 dwellings. It is forecast that the population of Lydney will increase significantly over the Plan period, giving rise to additional economically active people.

The Plan strategy emphasises a requirement to provide for a balance of employment opportunity and new population, particularly in the principal development locations (the towns), in order to minimise the number and distance of private car journeys and maximise accessibility to jobs and services. A core element of the strategy for Lydney therefore is to seek to ensure that a range of employment land and site opportunities are available within the Plan period to meet the needs of the existing and new economically active population. Such sites must include good quality, viable and accessible locations which will be attractive for both locally derived business investment and inward investment.

The overall Plan strategy for the revitalisation of the District, particularly the south Forest, is strongly dependant upon securing such planned employment growth opportunities. Within this framework Lydney is considered to offer the principal opportunity for new business investment. It is likely that the housing land allocations in the Plan will be developed over time, even if the new job opportunities were not to be forthcoming. Should this occur, the effect would be to greatly increase the level of out-commuting from Lydney, which would be a wholly unsustainable outcome, would have limited benefits for Lydney itself and the District as a whole, and would potentially undermine the overall Plan strategy.

The Plan therefore must ensure maximum opportunity for new jobs to be provided over the Plan period. A range of employment sites will be allocated to provide choice. The Council will require a legal agreement as part of a planning permission for large scale housing development to provide for the overall availability of a minimum of 9 hectares of serviced employment land. The aim will be to secure the strategic aim of balancing planned housing and job growth over the Plan period.

4 Making the Plan

Collecting the kind of information set out above was a part of the process that the Partnership undertook in making its plan. A more complete picture of the process is illustrated in figure 6 and described below.

THE PROCESS

4.1 Start

The Lydney Area Partnership was constituted in early 2001 as an unincorporated association. The Steering Group for the Lydney Area Partnership (Figure 5) was formed from an area wide meeting in January 2001. Over 70 local stakeholders agreed about the issues facing the Lydney area and decided on the vision for Lydney as “the gateway to the Forest”. Following this, the Steering Group secured Market and Coastal Towns Initiative funding of £61,000 and the Lydney Area became a pilot for the initiative. The funding was used to support several ‘quick win’ projects, to develop communications and community engagement, and to employ consultants to support the Partnership, all with a view to producing this long-term community strategic plan for regeneration.

4.2 Guidelines

The Partnership’s approach to the preparing the plan was guided by:

- Developing community involvement, inclusivity and leadership
- Adopting a strategic approach to securing funds
- Building community capacity
- Encouraging self determination within a wider geographic and policy context
- Honouring the past to create the future – i.e. taking account of built, cultural and natural heritage.

4.3 Approach

A significant aspect of the approach that the Partnerships has taken is to recognise that this is an iterative and learning process. So output from meetings and seminars has often been recorded (sometimes within this report) in the words used at the time. This helps participants recognise their ideas and be a party to developing those ideas as they get refined, clarified or evolve into the different language of documents, project bids etc.

Another significant aspect of the Partnership’s approach, as implied above, is to recognise that the work describe in this

plan and the plan itself is only the start of a process. And this is a process in which many people will contribute and many people will come and go as it progresses.

4.4 Steering Group

The Steering Group itself has met monthly and additional people have been co-opted. An Operational Framework and Business Plan were adopted. (Appendices Two and Three) The Steering Group established a Projects Sub-Group to manage the funding and development of the ‘quick win’ projects and a Communications Sub-Group to develop an identity, community involvement and consultation. Reports and recommendations were received from the sub-groups by the Steering Group and decisions made.

4.5 Projects Sub-Group - Quick Wins

Managed by the Projects Sub-Group, the Partnership has made funds available to:

- The Youth Café for establishing a premises
- The Lydney Docks Partnership for information boards
- The Lydney Hospital for a feasibility study to increase the capacity of the outpatients unit
- The Farmers Market in Lydney for set-up costs and stalls
- Mowing and planting schemes for the enhancement of the town’s gateways
- Naas Lane Community Centre feasibility study

4.6 Communications Sub-Group

The need for communications, keeping people informed, involving more people and developing community agents, creating opportunity for people to contribute to the work and their views to the plan was seen as an important part of the Partnerships work.

The Communications Sub-Group met six times between October 2001 and January 2002 to support some of this work and developed a communications strategy. Work included:

- Establishing links with Forest Review local newspaper
- Ideas for a Festival - Steering Group opted to help coordinate and publicise activities in the area by publishing a leaflet featuring all events, etc.
- Planning a “Science Day” to launch the plan and the new community organisation
- Ship with beacon Partnership identity

Figure 5. The Lydney Area Partnership Steering Group

<p>Forest of Dean District Council (2)</p> <ul style="list-style-type: none"> • David Clark, Chair of Steering Group • Val Hobman <p>Lydney Town Council (2)</p> <ul style="list-style-type: none"> • Derek Biddle - Vice Chair of Steering Group, Projects Group Convener, Co-ordinator's Line Manager, Arts and Culture Seminar Champion • Margaret Duncan <p>Gloucestershire County Council</p> <ul style="list-style-type: none"> • Bill Hobman, Transport Seminar Champion <p>Lydney Chamber of Trade & Commerce (2)</p> <ul style="list-style-type: none"> • Mike Green (until January) <p>Local Churches</p> <ul style="list-style-type: none"> • Pastor Townsend <p>Private Sector/Local Employers (2)</p> <ul style="list-style-type: none"> • Kat Luddecke, Oxford, Swindon & Gloucester Co-op, Convener of Constitution Group, Social Enterprise Seminar Champion <p>Education (2)</p> <ul style="list-style-type: none"> • Louise McGuinness, Communications Group Convener, Sports & Recreation Seminar Champion • Aruna Mills • Sherille Clarke <p>Local Youth</p> <ul style="list-style-type: none"> • Graham Spearman <p>Health Sector</p> <ul style="list-style-type: none"> • Brian James <p>Local Voluntary Sector</p> <ul style="list-style-type: none"> • John Hale • Lorraine Hadley 	<p>Community Agents (2)</p> <ul style="list-style-type: none"> • Tim Rogers • Paul Wharmby <p>Police/Crime Prevention</p> <ul style="list-style-type: none"> • Dave Edwards <p>Arts & Culture</p> <ul style="list-style-type: none"> • Dirk Rohwedder, Tourism Seminar Champion <p>Co-ordinator from February 2002</p> <ul style="list-style-type: none"> • Toni Faga <p>Advisers to Steering Group</p> <ul style="list-style-type: none"> • Owen Davies and Cath Stenson, Gary Woodman, Forest of Dean District Council • Sarah Owens, GRCC • Esther Tills, RDA • Val Kirby, Countryside Agency • Claire Caffall, Market Towns Project Manager • Graham Ayling, Severn Wye Energy Agency <p>Members but not active.</p> <ul style="list-style-type: none"> • Ros Daniels, Forest Education Business Partnership • R. Johnson • A. Thompson <p>Administration Support</p> <ul style="list-style-type: none"> • Jean Ramsden, Helen Vine, Carol Raymond, Lydney Town Council
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- New Years card – “I saw three ships”...showing the area with surrounding villages and explaining what was going to happen in 2002.
- Naming competition – Turning the Tide at Lydney
- Lydney Beacon preview - Forest link, the Forest of Dean District Council newspaper, delivered to most homes in March, included Lydney Beacon, a double spread centre spread featuring the work of the Partnership.
- On Tour consultation programme - interviewed people out side the supermarkets on three Saturday mornings and took workshops to 17 clubs and groups in the area gathering views about what people liked and wanted.
- Training 'community agents' for going On Tour
- Lydney Beacon – a draft plan. 5000 copies of an eight page newspaper, Lydney Beacon, showing the main elements of the draft plan and highlighting quick win projects were distributed to homes.
- Community planning events 11th & 13th July 2002. The detail of the draft plan were presented to open house meetings, of about 45 people at each

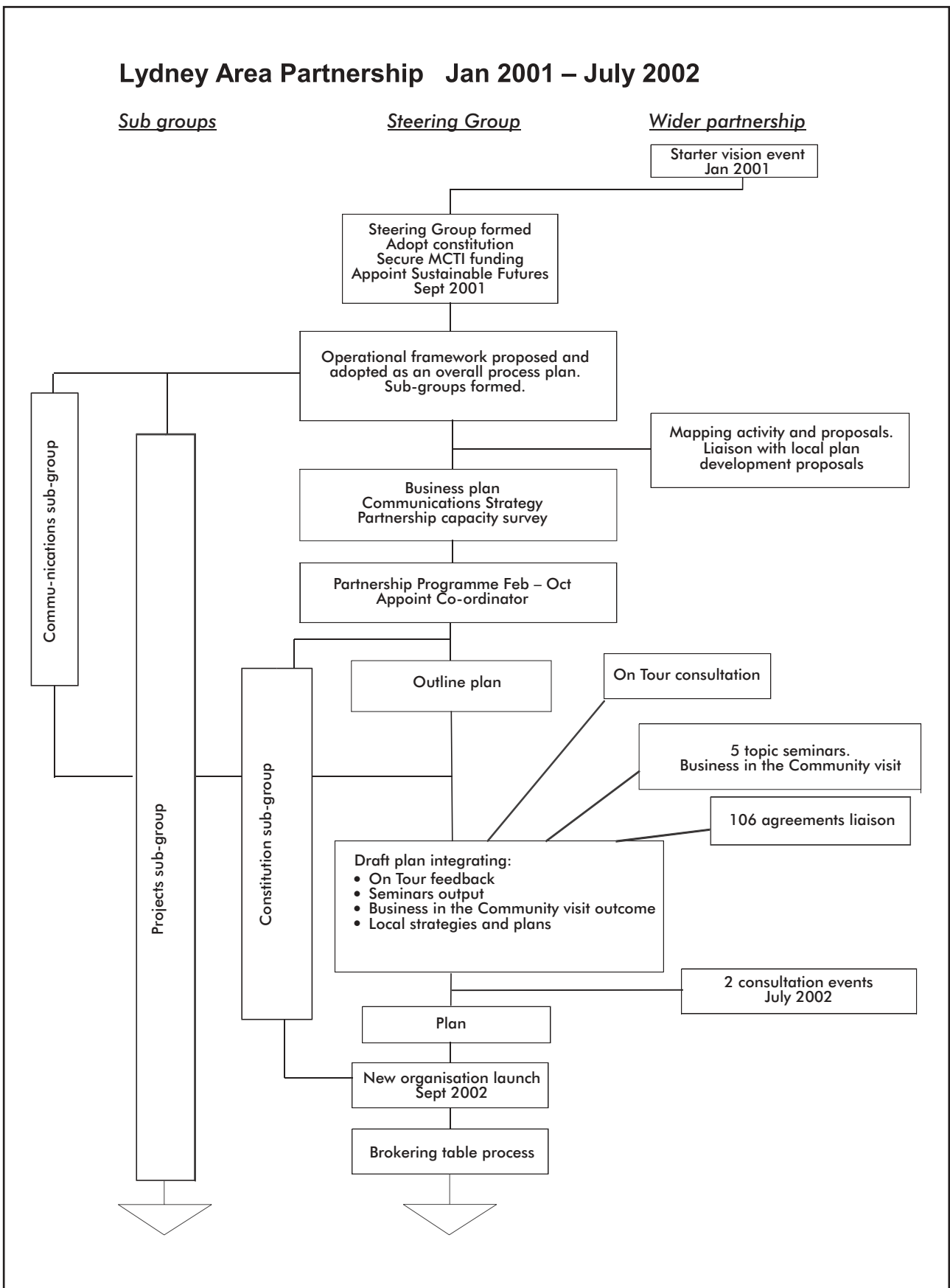
- Lydney Beacon supporting launch on 28 September 2002, distributed to 5000 homes.

4.7 Mapping what is going on

An event in October 2001 invited local stakeholders, including representatives from local organisations and projects to help map what was already going on and what was proposed in the area. Local strategies and studies were incorporated into a “Health Check” for the area and a summary of this included in the initial edition of the Lydney Beacon, which:

- Set out what the Partnership aimed to do
- Reported what it was already achieving
- Invited community involvement and comment.

Figure 6. The Lydney Area Partnership - the process



4.8 Review

In February 2002, progress was reviewed and a Partnership Programme running to October 2002 was adopted (Appendix Four).

Around this time, the Steering Group also set up an ad hoc Administrative and Finance Sub-Group to appoint a part-time Co-ordinator for the Partnership, providing support to the Steering Group from February 2002. The Vice-Chair of the Steering group acted as the co-ordinator's line manager.

4.9 Constitution Sub-Group

A Constitution Sub-Group was formed to investigate and make recommendations for an appropriate structure for a new organisation to come into place to champion the plan, support the wider Partnership and raise money to deliver the plan (Appendix Five).

4.10 Wide Consultation

An outline plan to regenerate Lydney as the focus for the area's regeneration was prepared and local activists were trained to consult on this with local people and organisations through the 'On Tour' programme between March and June 2002. The feedback from people in the street and groups and clubs was incorporated into a series of presentations made to the Steering Group and at two open house Community Planning events.

4.11 Stakeholder and partner input

Another key element of making the plan has been the visit by Business in the Community and five topic seminars.

In May 2002, 20 representatives from national businesses visited Lydney as part of Business in the Community's "Seeing is Believing" programme. The visit focused on trade and retail in the town centre, local sourcing of food and social enterprise.

During May and June, five topic seminars gathered a wide range of stakeholders and partners to develop aspirations and projects for transport, tourism, sports and recreation, arts and culture, social (community) enterprise. (See Appendix Six)

During this period the Steering Group invited the Town Council and other interested parties to a meeting with the District Council's officer responsible for negotiating the 106 Agreement with the developers of the land identified for major town expansion. 106 Agreements (sometimes called Planning Gain) are made with developers and house builders to include appropriate infrastructure or financial support for community facilities as part of granting permission for development. The output of this meeting was included in the strategy and the aspirations of the Partnership will help inform the 106 Agreement.

4.12 Outline plan

Five thousand copies of an outline plan, in the Partnership's Lydney Beacon newspaper, were delivered to households and comments sought.

4.13 Final events

Feedback from the "On Tour", Review of Policies, Business in the Community visit and the five seminars was presented to the Steering Group in July. The Steering Group then invited the general public to two open house community planning meetings in July, where they presented the plan in detail to over 50 people and collected comment as a final contribution to the plan.

4.14 First draft plan

A first draft plan was circulated to an editorial group of the Steering Group and their comments were incorporated into a second draft plan. At the same time updates on fundable, early action projects were sought and incorporated.

This coincided with refining ideas on the new organisation and preparing plans for its launch in September.

ISSUES COMING OUT OF THE PROCESS

Much of the Partnership's work has contributed to increasing a common understanding about the area and the issues it faces. The issues have been gathered from the work of the Steering Group and its Sub-Groups, from the review of strategies and documents at local, district, county and regional levels (Appendix One: Documents referred to in compiling this report), 'On Tour' interviews and workshops, from the Business in the Community visit, from the topic-focussed seminars, and from the open house community planning events.

The issues are listed below under the headings of the various ways in which they were raised. They are then collated as a Strengths, Weaknesses, Opportunities and Threats summary; Figure 7.

4.15 January 2001 Public Meeting

The following issues were reported as having been raised on 12th January, 2001.

- Lydney has a tendency of being slow to seize opportunities such as this
- Lydney is good location, with its road, rail and river links to be the gateway to the Forest
- The natural and built heritage needs to be valued while future expansion takes place
- Transport network is not integrated: villages not linked; rail service, including freight facilities poor; cycling and walking not fully catered for
- The work of the Docks Partnership must be integrated

- Local power initiative could be capable of income generation and improving domestic energy supply
- Lack of visitor facilities such as hotel and B&Bs
- Sporting and cultural traditions should be celebrated—develop Lydney as a centre of excellence for sport
- Decline in traditional industries calls for Life long learning provision
- Lydney town is split into “two ends”, there is a lack of centre and generally poor appearance
- Little information about existing provision and services

4.16 October 2001 Mapping Event

- A lot is happening, but in a disjointed way. The role and way of working of the LAP is not fully understood.
- People have been here before – there is a perceived block to progress
- Manufacturing is under severe pressure - Market employment land linked to new vision for town
- No clear way of linking the value of the Forest for tourism and local produce into regeneration plan
- The need to link benefits coming from major town expansion
- No clear links with the Lydney Docks Partnership
- Little evidence of people from the villages and outlying area
- Lack of shared vision and objectives for Naas Lane centre, Whitecross School site and Town Hall
- Taurus Crafts needs to be seen as an opportunity for the town rather than a threat
- Need to integrate the benefits and threats coming from the town expansion with Lydney’s Strategic Plan

4.17 Policy Review

Population:

- The current population of the area represents 25% of the districts population, of which 60% live in the rural area and 40% in Lydney
- Lydney’s population is set to expand by between 25% and 30% over the next ten years meaning that over 50% of the population will live in Lydney

Employment & Jobs:

- 1998 studies showed 26% of the District’s workforce to be in the Lydney area, with 70% of those in Lydney town
- As many as half of the jobs in Lydney are shown to be in manufacturing
- As many as 60% of the jobs are with less than ten employers

Indices of Deprivation:

- The Lydney area features largely within the most deprived wards in England

Town Centre Economy (taken from the Drivers Jonas 1999 Town Centre Health Check for Lydney):

- Lydney is in a ‘neutral’ state of health
- This ‘neutral’ state of health is a reflection of the town’s vulnerability to trade leakage, and unattractive public areas in the town centre
- The town centre contains the largest amount of retail floor space and number of units of any town centre in the District
- Indicators give some cause for concern about the ability of the town in its present form to fulfil its potential as the local centre
- Between 1997-2011, Lydney has the highest forecast convenience expenditure growth increase (£3.49m) within the next ten years
- The town has a high proportion of well established retailers, which provides a good base for the future development of the town
- The town has excellent access, good parking facilities and is in a position to attract tourist trade through the presence of the Dean Forest Railway and Taurus Crafts

Major development

- The District Local Plan Development Strategy identifies Lydney as the principal strategic development location in the District and proposes the allocation of 34 hectares of employment land and around 1,313 dwellings. It is forecast that the population of Lydney will increase significantly over the next ten years, giving rise to additional economically active people. The aim will be to secure the strategic aim of balancing planned housing and job growth over the Plan period. In addition, the Plan will provide for other employment opportunities, particularly in the town centre.
- There is the ability to integrate development with the existing urban form
- There is the opportunity offered by large scale development to underpin and further develop the role and functioning of the town and the town centre for the benefit of both existing and new occupants, such as additional town centre commercial, retail and service investment to provide for the new population and businesses. Policies and proposals for the town centre will provide for such development to take place.
- At present the town centre experiences high volumes of traffic and problems of environmental intrusion and pedestrian-vehicle conflict. The impact of the proposed new development would exacerbate this situation without ameliorative measures being taken. There will be a need to implement an integrated sustainable transport network in Lydney to cater for the increased travel needs arising from the proposed new development. A key element of the Lydney strategy will be to ensure that the new development is well-related to the existing urban form, particularly in terms of a choice of modes of convenient access to key trip attractors such as the town centre, employment areas and schools.

Health

- Need to increase the capacity of the hospital in Lydney to provide for accident and emergency to cope with predicted population increase
- The area experiences high levels of heart and respiratory related illness which suggests the need to encourage healthier diet and other lifestyle improvements such as by introducing health promotion initiatives such as health walks/cycling opportunities/swimming, healthy eating
- The area experiences high levels of teenage pregnancy
- A relatively high number of casualties and road deaths are recorded in the area, suggesting the need to address road safety issues

Housing

- As the rural and town area attracts more commuters from nearby cities, it becomes increasingly difficult for local people to compete on the housing market. There is a need to increase the provision of affordable homes, including more social housing and more affordable private rented sector
- Studies record a high level of poorly heated homes and a need to address fuel poverty, including improving insulation
- Improve local authority stock

Crime

The Forest of Dean Community Safety Partnership's Crime and Disorder Strategy points to the following key issues:

- Substance misuse
- Vehicle Crime and dwelling burglary
- Violent crime
- Racially motivated crime
- Crime by and against young people

Tourism

The Forest of Dean District Council Tourism Strategy says:

- the area has potential to develop a stronger tourism sector, especially the location in relationship to the Severn and the Forest. Appropriate promotion is called for
- Increasing the proportion of overnight visits compared to day visitors will increase visitor expenditure
- Lydney is identified as being a centre from which people can visit the area, calling for the provision of a fifty bed, four star hotel and upgrading of the town centre and its services
- The potential of the Dean Forest Railway needs to be integrated into tourism plans

Villages and rural areas

- Improve public transport between town and country
- Link rural economy with new vision in order to create new jobs – e.g. B&Bs, rail station at Park End, local sourcing of food and wood

- Address property prices for young
- General improvement of facilities

4.18 On Tour, March to June 2002

People in and around Lydney have been asked about what they like about life here, what they want and would see as improvements. Below is a very much-reduced summary of a great deal of information including many ideas and comments. (This information has been recorded in full by the Partnership Co-ordinator).

Give town more focus

- More trees
- Improve public spaces
- Connect town up better

Reduce and manage traffic

- Especially in town centre
- Especially heavy lorries

Want better shops

- More High Street names
- Want cinema
- More entertainment especially for young
- Skateboard park
- Better policing
- Keep ambulance service & hospital

More employment

- Especially for young
- Link employment development to local resource and produce e.g. timber
- Develop new more environmentally aware industries e.g. energy conservation; re cycling
- Link to education
- More affordable housing

Improve public transport

- Better bus services
- More information about buses
- Improve links with villages
- Especially for young
- Better train services

Lydney has an exceptional setting

- Like living in small rural town
- Recognise & safeguard this asset
- Improve links and routes

Develop tourism sensitively

- Not to overwhelm local character

Villages need more facilities

- Shops
- Recreation

Make more of arts potential

- Improve quality of surroundings

Build upon sporting heritage

- Better facilities for local clubs & teams

4.19 Business in the Community “Seeing is Believing” visit 23rd May 2002

The visit summarized the issues from the day under the three headings: partnership, skills and Social Enterprise/local sourcing. In terms of these issues there were a number of challenges for the business community which were identified and an opportunity for Lydney to develop good practice for replication elsewhere.

Partnerships

- The specific challenge the LAP faces is its ability to strengthen the role and involvement of the business community in its community based partnership.
- A closely related issue is the current status of the Lydney Chamber of Trade & Commerce. The challenge is whether the multiples and other businesses are willing to support and strengthen the role of the Chamber so that it becomes an effective voice for Lydney businesses or whether some other business forum is necessary.

Skills

- There was an emphasis placed on bridging the gap between the marketing and business development skills of the multiples and the independents. This work is crucial if the town's traders are to benefit from the planned growth of the town's population and the additional customers brought in. Through a new business forum or strengthened Chamber of Trade & Commerce a series of seminars or even on the job training could be organised to address these skills shortages.
- The application of business planning skills to the preparation of the LAP's own business plan
- The Town Hall is struggling to operate as a profitable community facility and a fresh look at the marketing of the Town Hall and its long-term future as a business would be welcomed.

Social Enterprise/local sourcing

- How the business community can help support the growing social enterprise sector. Business planning and marketing skills were two areas where the support of the business community was welcomed

- A specific area of social enterprise mentioned was local sourcing, in particular in support of the farming community. A particular issue in this regard was the lack of local processing facilities

4.20 Social Enterprise Seminar, 28th May 2002

- No Social Enterprise network, support or tradition
- Cost of accommodation and shop front for Social Enterprises in and around Lydney
- Understanding of the role of Social Enterprises in the Lydney area low
- Individual support for Social Enterprises
- No processing facilities or marketing for locally produced food or other produce
- No clear links between local power opportunities and new development and public services
- Early stage of establishing an enterprising local power initiative
- Lack of resource to deal with recycled materials such as aluminium
- Existing organisations such as Fairtide could be expanded
- Little promotion of use of recycled materials

4.21 Transport seminar, 10th June 2002

- Developing capacity at Lydney Rail Station. Linking to existing and potential employment opportunities.
- Lydney is the only mail line station in the Forest for commuting to Gloucester, Bristol and South Wales. Infrequent service, especially to Gloucester
- At times, of peak demand e.g. events at Millennium Stadium, people have been left behind at Lydney because train is too full
- Pedestrian access to both railway platforms (underpass or path by signal box)
- Review cycle path & footpath connections to station. Improve?
- Real-time information for transport network
- Use Lydney Local Power for improved lighting & security cameras, make a feature of demonstrating use of local power
- Bus services not well promoted
- Need to encourage less car use (& congestion)
- Improve walking and cycling infrastructure
- Promote more walking and cycling
- Look at journeys to school (esp primary schools)
- Look at journeys to work, esp in and out of town centre
- Particular problem of buses unable to get to schools because of car use and parking

4.20 Tourism seminar, 17th June 2002

- Link (integrate) docks to Lydney via station (in all senses i.e. with routes; promotion)
- Little on and off site information about docks restoration
- Lydney's heritage as a Severnside town is not celebrated or even apparent

- Potential of the docks for wildlife, industrial heritage, river etc
- Severnside walk not apparent or promoted
- Tourist info in centre of town has low profile – no visitor centre
- Taurus Crafts draws people into area but lack of transport links with docks, station or town centre
- Little promotion of leisure and arts; heritage; community information
- Must be commercially viable centre (revenue generating?)
- Town centre “closed” in evenings and Sundays
- Town centre needs facelift and improvements
- Offer better quality food
- No hotel
- No local guide books

4.23 Arts and Culture Seminar, 17th June 2002

- Excellent potential of green links between docks, town and forest
- Many local artists, historians, cultural groups and landscape and wildlife interests could be involved in enhancing open space and town spaces and developing a stronger sense of place - un-integrated
- Town in need of a face lift, improvement of public spaces, tree planting and art works
- Taurus Crafts provides an arts and crafts facility but no town centre celebration of local heritage
- No town centre meeting places to sit by river
- No Severnside identity apparent
- No cinema
- Call for increased town centre outlet for local arts and crafts
- Develop local artists network and link to Artspace
- Update history trail

4.24 Sports and Recreation Seminar, 18th June 2002

- Walking and cycling in Lydney and area not well promoted (maps & booklets?)
- Signage poor
- Paths and routes not open – especially link to docks
- Severnside path not open or signed
- Good sporting tradition, lots of clubs
- Many local clubs need appropriate (covered) venue suitable for regional leagues and other facilities
- Playing fields and pitches flood
- Non-commercial facilities and rates
- Provision for spectators – seating
- Site at Whitecross School
- Links to tourism
- Clubs unwilling to co-operate
- Problems around transport to fixtures, especially for young people in villages
- Existing golf course on land allocated for town expansion
- Outdoor pool popular but in need of upgrading and increased access for young people

- No water based sport locally

4.25 Gaps

A number of gaps have occurred in making this plan which further work by the new organisation and key partners will need to address. These include:

- While people pointed out the need to develop the role of the Town Hall and expressed their fondness for it, identifying it as an important asset, both in terms of townscape and its current use, more work is needed to identify its longer term and increased role
- The need to explore in more detail the issues within the rural areas and villages and link into other regeneration initiatives
- The need to win over a number of agencies and funding bodies regards the MCTI and in particular gain there support for the brokerage table
- The need to overcome issues around commercial confidentiality
- The need for the new organisation to generate income for itself rather than rely on grant funding

These will need to be a part of the ongoing, strategic process needed to deliver and update this plan.

Figure 7. Issues of strengths, weaknesses, opportunities and threats

<p>STRENGTHS</p> <ul style="list-style-type: none"> ■ Local landscape setting between River and Forest ■ Road rail links, best in Forest ■ Commitment to integrate benefits from town expansion into whole town ■ Sports heritage e.g.. clubs & teams; Bathurst Pool ■ Space within town to develop cycling and walking routes ■ Local arts and crafts community and activity ■ Parking in town centre 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ■ Lack of town centre focus ■ Unpleasant town centre environment, dominated by traffic ■ Poor public spaces ■ Lack of collaboration between Lydney & villages ■ Local transport, connection to villages ■ Success of Taurus Crafts needs to be seen as an opportunity not a threat ■ No town centre showcase for arts and crafts ■ Indices of poor health in area ■ Lack of accommodation and other facilities for visitors/tourists ■ Confusion about future of Town Hall ■ Lack of entertainment, especially cinema, especially for young ■ Lack of reliable police presence
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ■ Celebrate Lydney’s setting, a Severnside town ■ Major development opportunities ■ New, additional population ■ Scope for large scale improvements and adopting a strategic approach to regeneration ■ Lydney Local Power ■ Docks restoration and development proposals ■ Develop tourism building upon location, Dean Forest Railway, Docks restoration, Taurus Crafts, sporting heritage, arts and crafts ■ Build upon sporting and recreation history to add to quality of life for residents & visitors ■ Local desire to improve quality of life ■ Improve public transport, especially rail (very local and long distance, passenger & freight) ■ Water features - River Severn, River Lyd, Canal, Docks, lake - more access, more enjoyment ■ Improve shopping potential 	<p>THREATS</p> <ul style="list-style-type: none"> ■ ‘We have been here before... what is the block to progress?’ ■ Lydney town centre in a ‘neutral’ economic state of health and could easily decline ■ Continued polarisation of retail between east and west ends of town ■ Could become a commuter dormitory town ■ Rising property prices ■ Flooding, especially of playing pitches ■ Excessive and insensitive development of tourism potential ■ No broadband ■ Docks remain unconnected with town

5 Vision and Strategic Solutions

5.1

During the preparation of this plan, The Partnership has developed its twenty-year vision for regenerating the Lydney Area as:

A high quality rural and urban environment, celebrating its Severnside location and acting as a gateway to the Forest, promoting:

- Lydney as a thriving, prosperous, safe, integrated and attractive market town, serving its rural hinterland and a centre from which to visit the area's attractions
- The area's own unique identity for visitors and residents
- A sustainable mixed community with jobs, homes and facilities for all
- An inclusive process whereby local people can voice their aspirations and local talent and skills can be used in achieving strategic solutions

5.2

From an analysis of the issues and direct learning about the community's capacity, this vision has been further developed into the following medium term solutions (figures 7, 8, 9 & 10):

- Establish a community based strategic organisation with the capability of co-ordinating strategic regeneration action to:
 - Revitalise Lydney town centre and support local enterprise
 - Service industries
 - Social enterprises
 - Lydney town centre revitalisation
 - Local sourcing of food and Dean Oak
 - The development of people's skills
 - Developing a town centre focus for tourism
 - Establishing a hotel
 - Enhance Lydney's appearance and identity by:
 - Enhancing its open space network and landscape setting
 - Celebrating local sports, culture and the arts
 - Promoting the Dean Forest Railway
 - Managing and increasing appropriate access to the natural environment with a focus on the Docks, the River Severn and Forest of Dean
 - Develop and promote an integrated transport system which links Lydney and the villages, improves access to and around the town, linking town centre with main line railway station and the docks and improves the rail service
 - Improve community and youth facilities, including establishing a Youth Café and enhancements to the Naas Lane Community Centre

- Enhancing sports and recreation provision, developing Lydney as a centre of excellence for sport.

The detail of the Strategic Regeneration Action and the Strategic Organisation is set out on the following pages.

Figure 8. Lydney regeneration solutions

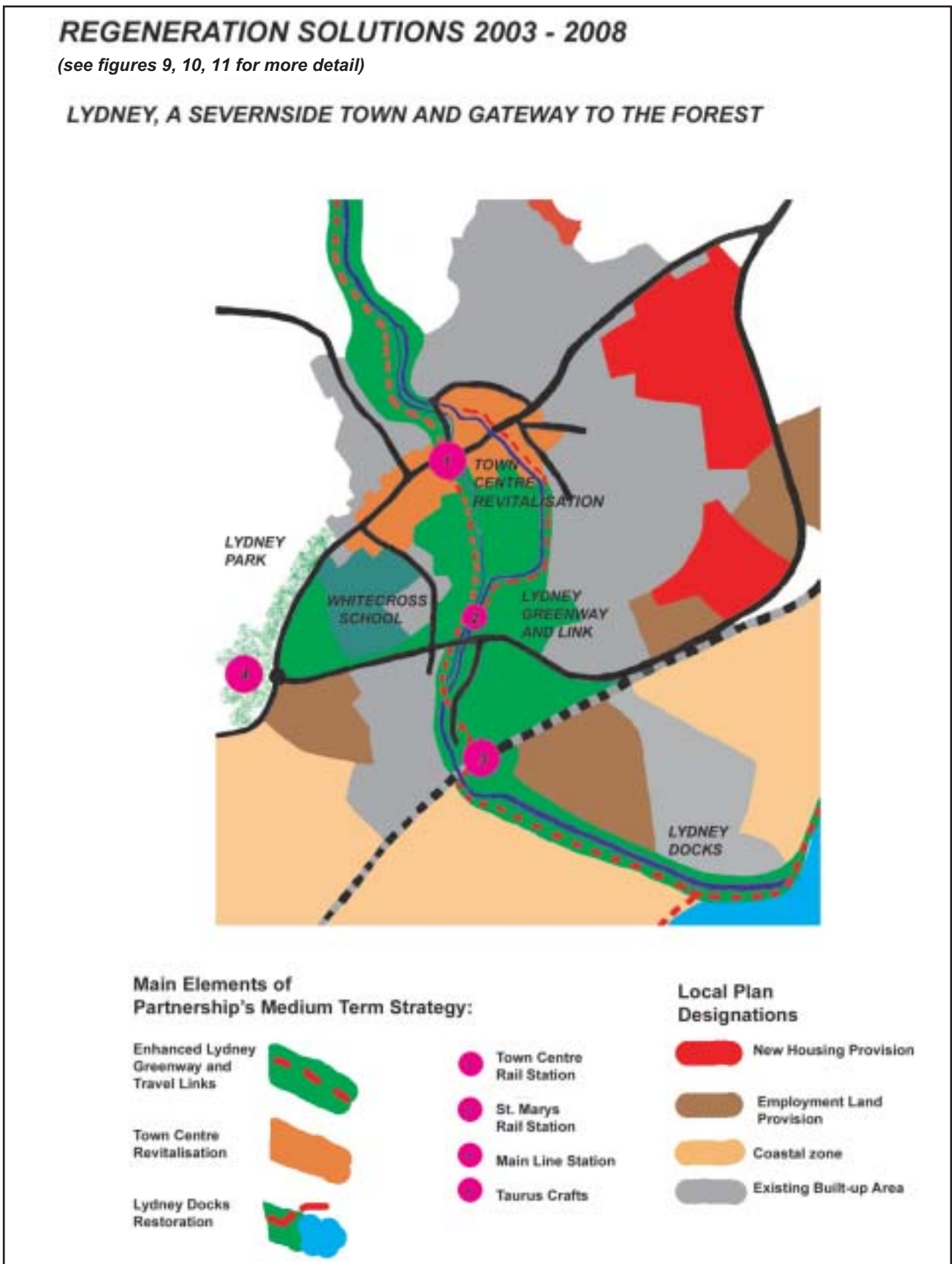


Figure 9. Town centre revitalisation

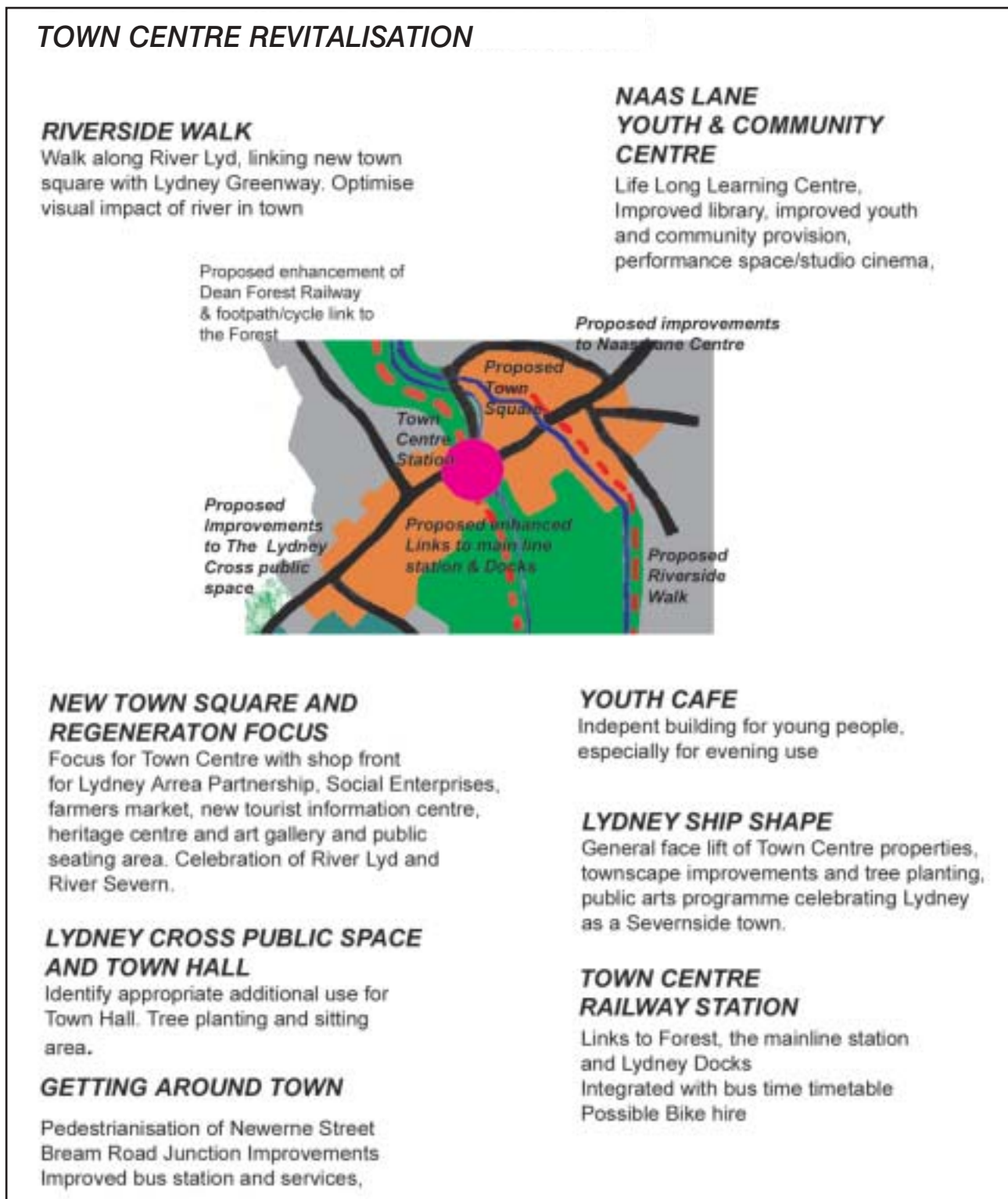


Figure 10. Town centre to mainline station

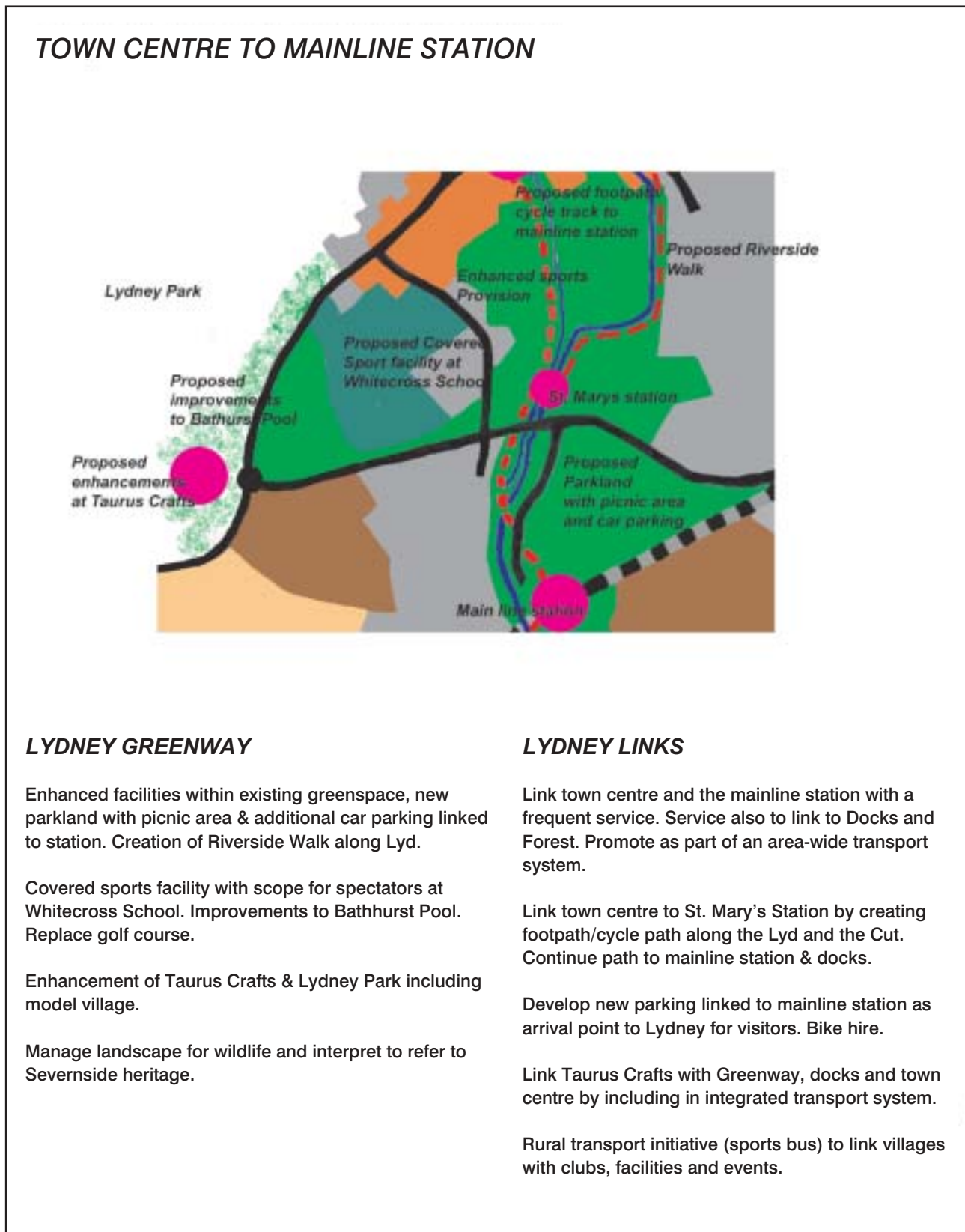
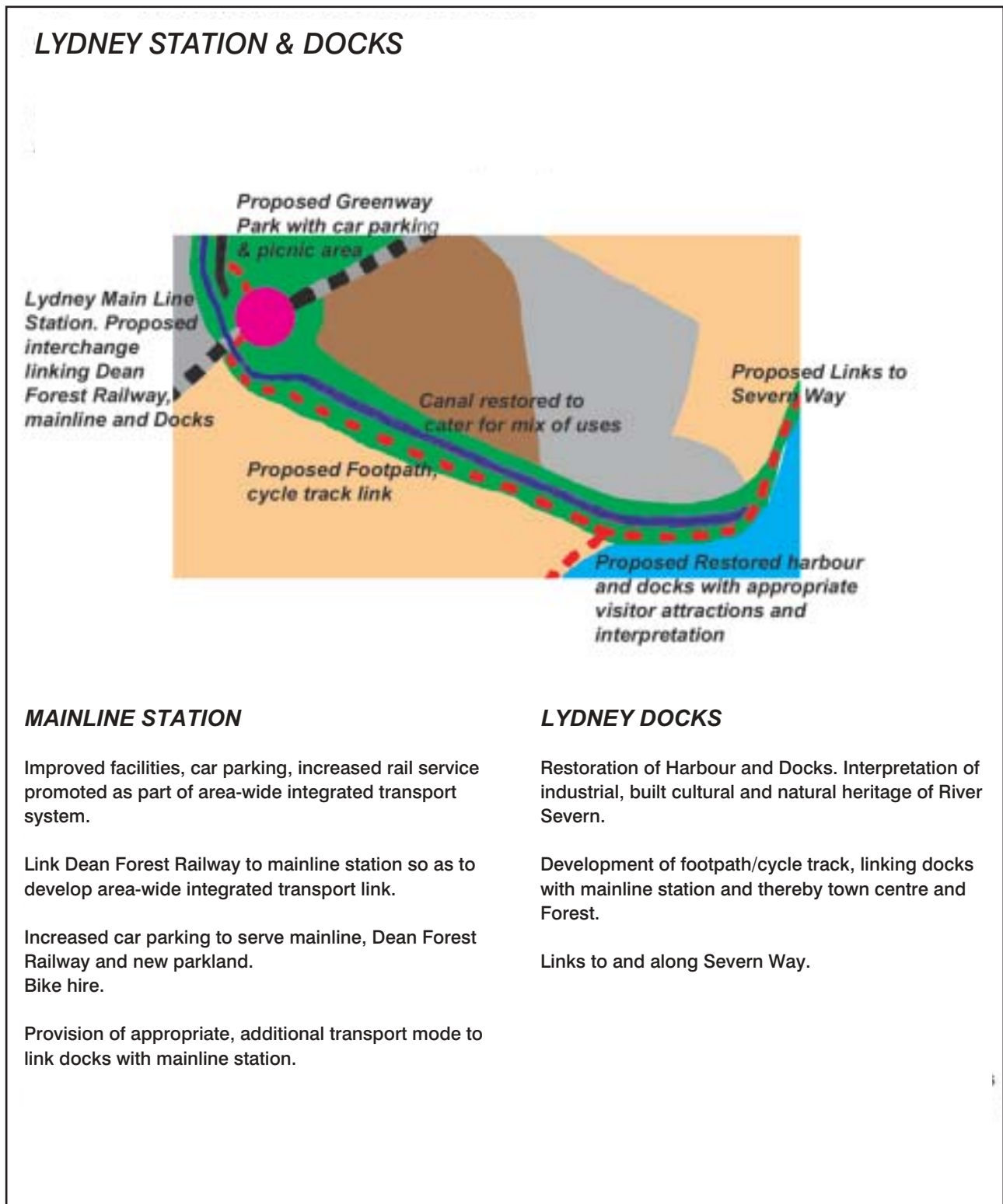


Figure 11. Mainline station to docks



STRATEGIC REGENERATION ACTION

To begin to achieve the above medium term solutions, the following action has been agreed. These priority projects for 2003 - 2008 include:

- All the solutions identified on Figures 8 - 11 and projects developed from seminars but not the Phase Two of the longer term projects e.g.. Phase Two of Town Centre Revitalisation (Heritage Centre etc.)
- Projects which continue to develop after benefiting from 'quick win' LAP funding

Key

FoDDC	Forest of Dean District Council
GCC	Gloucestershire County Council
LAP	Lydney Area Partnership (new organisation)
RDA	SW Regional Development Agency
LCTC	Lydney Chamber of Trade & Commerce

Name and scope	Project Partners (<u>lead partner</u>)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
Town Centre re-vitalisation and enterprise Projects to support the re-vitalisation of the town centre economy, including townscape and landscape improvements through out the town, celebrating Lydney as a Severnside town and a gateway to the Forest.							
Townscape improvements programme Develop town square and improve public spaces in town. Incorporate sculpture & planting. Reduce traffic/pedestrianise – create more people space Within this overall aspiration: Town Square Possible sites have been identified. Depending on choice, purchase of land could be involved. Feasibility and design proposals are needed.	<u>FoDDC</u> Town Council GCC LAP Design for LCTC Highways Agency Schools & young people	Feasibility study and consultation to agree site. Design proposals	15k estimate	RDA FoDDC	Work with FoDDC & Town Council to form project Steering Group. Establish Design for Lydney Forum. Develop and provide public involvement in design. Provide public consultation on proposals.	100	
Improve the Lydney Cross public space An 'immediate results' public spaces project – improve setting for Town Hall	<u>LAP</u> FoDDC GCC Town Council Design for Lydney	Let design study or develop competition for sitting area outside Town Hall and the Cross	10k estimate	LAP FoDDC RDA	Decide whether or not to start this project with a design competition. Coordinate fundraising. Manage project for FoDDC. Convene Design for Lydney Forum. Develop and provide public involvement in design. Provide public consultation on proposals.	40	

Name and scope	Project Partners (lead partner)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
Facelift Upgrade buildings programme	FoDDC LAP Town Council LCTC Design for Lydney	Investigate funding sources and their terms.	25k for five years	LAP FoDDC RDA	Help set up and promote 'facelift' programme. Convene Design for Lydney Forum.	20 days first year. 10 days a year after	
Town Centre local economy & community focus/shop window (to be named) Provide visible town centre focus for LAP , new Social Enterprise Network and support growth of Chamber of Trade & Commerce	LAP Social Enterprise Network LCTC	Secure town centre/shop front premises with space for: <ul style="list-style-type: none"> ■ LAP office and drop in counter ■ Social Enterprise Network co-ordination & promotion ■ Regular or 'hot desk' for LCTC 	6K per annum for premises	EQUALS Business in the Community	Find premises. Organise services & fitting out and find equipment /furniture. LAP to manage premises. LAP to set up and support Social Enterprise Network as necessary. LAP to support growth of LCTC and develop partnership working.	20 days set up. 12 days a year after.	3k capitol fitting out budget 2k a year revenue budget
Town Centre Youth Café Provide a place for young people in the town centre, in the evening. LAP have granted £1925 from Quick Wins budget towards set up.	Youth Café group LAP FoDDC	Secure premises. Decorate and equip.	Some funding in place, additional funding will be required				
Naas Lane Community Centre The Royal Forest of Dean College who are looking to expand their provision in Lydney, have taken the lead in working with all current users of the site and inviting the Library Service to join in considering future use. LAP have granted £3000 from Quick Wins budget towards cost of study. Feasibility study includes: <ul style="list-style-type: none"> ■ Life long learning development ■ Improving library ■ Improving youth and community service facilities ■ Who else could use facilities at Naas Lane and how 	Royal Forest of Dean College GCC Youth & Community Service GCC Arts and Library Service Town Council LAP Lydney Sea Cadets	Feasibility study is commissioned and will reveal potential next step	16k Funding for feasibility study in place	Local Initiative Fund	LAP involved with Feasibility Commissioning Group through Dave Clarke.	0	

Name and scope	Project Partners (lead partner)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
Further stages of this development					LAP to integrate this project into their wider understanding of developments in Lydney. Provide community consultation on proposals.	15	
TIC upgrade Provision of better more visible tourist information in town centre	LAP Tourism Group FoDDC TIC staff	Persuade District and County Tourism officers to invest in Lydney.	5 k per annum for premises estimate		Convene Tourism Group. Make a case to District and County Tourism officers. Propose premises.	15	
Lydney Greenway							
Conservation and enhancement of swathes of green space through and around Lydney. Particularly, enhancement of recreation and sports facilities, care of parkland plus creation of new parkland between by-pass and station, improved landscape corridor to docks and Taurus. An immediate significant part of this work is the restoration of Lydney Docks and surrounding land.							
Lydney Greenway overall design & plan Design & management plan for high quality green space linking town centre, railway station, docks and Taurus Crafts, taking into account Lydney Links and Riverside Walk. Particular focus on providing new parkland between by-pass and railway stations to encompass new car park and facilities for arrivals. Also to include signage and other appropriate infrastructure. A specific strand to review sporting facilities.	FoDDC LAP Design for Lydney Walking & Cycling for all Tourism Group Lydney Docks Partnership Environment Agency Sports clubs Recreation Trust Glos Wildlife Trust Dean Forest Railway Sustrans GCC Friends of Bathurst Pool Whitecross School Taurus Crafts	Partners Project group to meet to commission survey, overall design and management plan. Plan to: ■ address existing issues re. playing pitches/flooding etc; ■ Identify funding for implementation; ■ suggest phased work programme	20k estimate	English Nature New Opportunities Fund Landfill Tax 106 FoDDC RDA	Hold this larger Lydney Greenway picture within which parts need to fit together. Convene and engage Walking and Cycling for all Forum, Design for Lydney Forum, Tourism Group. Establish a grouping of sports clubs and interests that can work together. Fundraise. Let a contract for overall design and plan. Co-ordinate a Partners Project group to manage contract.	100	

Name and scope	Project Partners (lead partner)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
<p>Within the overall Greenway project: Interpretation at Lydney Docks.</p> <p>Themes to include industry of the Forest, and transport links to Severn. Development of Lydney Docks, Severn fishery, wildlife and conservation of estuary.</p>	<p><u>Lydney Docks P'ship</u> LAP</p>	<p>Secure funding as part of larger bid. Lydney Docks P'ship and LAP to develop more collaborative relationship.</p>	<p>100k (part of 1.9m HLF bid)</p>	<p>Lydney Harbour Regeneration Project thru Heritage Lottery Fund grant (2nd stage application in Nov 2002)</p>	<p>LAP to facilitate involvement of Design for Lydney Forum & particular local history interests.</p>	<p>50</p>	
<p>Temporary information about docks</p> <p>Meanwhile, many people have said they would like to know more about what is going on at the docks so LAP has granted £2,500 from the 'quick wins' budget for an immediate, temporary interpretation display at the docks.</p>	<p><u>LAP</u> Lydney Docks P'ship</p>	<p>LAP to work with Lydney Docks P'ship to create temporary info, arrange installation etc</p>	<p>2,500</p>				
<p>Bathurst Openair Pool</p> <p>A much loved facility needs renovation.</p>	<p><u>Friends of Bathurst Pool</u> LAP</p>	<p>LAP to continue negotiations about a grant from 'Quick win' budget.</p>					
<p>Skateboard Park</p> <p>The Park, to be built on Recreation Ground, includes ½ pipe and street course for skate boarders, a basket ball court and floodlighting. Plans are in place, bids are awaiting response</p> <p>Further stages of this project</p>	<p><u>Skateboard Park group</u> FoDDC Recreation Trust</p>	<p>Funding package in place</p>	<p>15k allocated from SRB 6. 10k allocated FoDDC. 53k bid to Sport England awaiting final response 9k Recreation Trust</p>		<p>LAP might need to be involved in further fund raising. LAP could provide consultation on design proposals.</p>		

Name and scope	Project Partners (lead partner)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
<p>Covered sports hall/arena</p> <p>Sports clubs and teams need a covered sports hall and running track as a shared facility for themselves and visiting teams. Must have facilities for spectators.</p>	<p><u>Whitecross School</u> LAP</p>	<p>Convene a stakeholder group to prepare brief for feasibility study to develop shared school and community facilities.</p>	<p>10k estimate</p>	<p>Sports Bodies GCC</p>	<p>Work with Whitecross School to convene stakeholder group. Fundraise.</p>	<p>15</p>	
<p>Lydney Links</p> <p>Development and promotion of the transport and access links between Lydney, the Forest and the Severn for residents and visitors. Also extending access along the River bank north and south of the docks. And to include consideration of main approaches to town / gateways.</p>							
<p>Regular integrated transport service (light rail / tram/ bus) between docks and town centre</p>	<p><u>FoDDC</u> LAP Transport Group Walking and Cycling for all Forum Tourism Group Dean Forest Railway Sustrans Lydney Docks P'ship GCC</p>	<p>Feasibility study to find appropriate transport links between town centre and docks. Looking especially at rail, possibly connecting Lydney Junction to Lydney mainline railway station, possible extension of rail to docks. And taking into account the provision of a new car park and facilities for arrivals between the by-pass and Lydney Junction.</p>	<p>15k estimate</p>	<p>Tourist Board RDA GCC</p>	<p>Hold this larger Lydney Links picture within which many parts need to fit together, esp integrate modes. Convene Transport Group, Tourism Group, Walking and Cycling for all Forum. Provide consultation .</p>	<p>15</p>	
<p>Town centre to docks cycle & footpath route</p> <p>Develop and promote footpath route and cycle route between town centre and docks.</p> <p>Within this project, stages of the route are potentially being implemented:</p> <p><i>continued</i>></p>	<p>LAP Walking & Cycling for all Forum FoDDC Lydney Docks P'ship Landowners</p>	<p>Agreement on route and design outline, creating framework for phased implementation.</p>	<p>5k estimate</p>	<p>FoDDC RDA Landfill Tax</p>	<p>LAP to manage this project. LAP to convene stakeholder group to work with a contractor to survey possible route and design. Consult to gain agreement.</p>	<p>20</p>	<p>Budget for venues, consultation events.</p>

Name and scope	Project Partners (lead partner)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
<p><i>Town centre to docks cycle & footpath route continued</i></p> <p>Docks – station Develop and promote footpath and cycle route between docks and railway station</p> <p>Lydney Riverside Walk Outline proposals have been agreed. This work will be implemented together with improvements to adjacent Newerne Street car park.</p>	<p>Lydney Docks P'ship LAP Walking and Cycling for all Landowners</p> <p>FoDDC LAP Town Council</p>	<p>Apply for remainder of funding. Prepare tendering documents. Detail design, secure agreement</p>	<p>15k (out of 75k landscaping budget)</p> <p>255k committed FODDC</p>	<p>Lydney Harbour Regeneration Project thru Heritage Lottery Fund grant (2nd stage application in Nov 2002)</p> <p>RDA</p>	<p>LAP to co-ordinate and support Walking and Cycling for all group. Link into Lydney Links framework. Provide consultation and information. Promote use</p> <p>LAP to work with Town Council. Provide community consultation Link into larger Lydney Links developments and into Town Centre Square developments.</p>	<p>10</p> <p>10</p>	
<p>Severn Bank paths offering access north and south from docks along the river.</p> <p>Within this project, an initial phase is potentially underway:</p> <p>Access to River bank north Via provision of access up bank behind Yacht Club to connect harbour to cliff path</p>	<p>LAP Walking and Cycling for all Forum Landowners Lydney Docks P'ship GCC Rights of Way</p> <p>Lydney Docks P'ship LAP Walking and Cycling for all Landowners</p>	<p>Walking and cycling for all Forum to survey possibilities, agree routes. Scope required work.</p> <p>Secure funding</p>	<p>0</p> <p>5k (out of 75k landscaping budget).</p>	<p>0</p> <p>Lydney Harbour Regeneration Project thru Heritage Lottery Fund grant (2nd stage application in Nov 2002)</p>	<p>LAP to promote need for this link and support appropriate promotion of facility to residents and visitors.</p> <p>LAP to co-ordinate and support Walking and Cycling for all Forum input.</p>	<p>10</p> <p>5</p>	<p>Budget to support volunteers' work</p>

Name and scope	Project Partners (lead partner)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
<p>Lydney mainline railway station improvements</p> <p>Several potential phases of improvements include:</p> <ul style="list-style-type: none"> ■ Linking mainline railway station to new car park, multi-modal interchange for arrivals between by-pass and stations ■ Better car parking ■ Better lighting and security demonstrating use of Lydney Local Power ■ Improving services (more stopping trains / longer platform?) ■ Making it easier for commuter use <p>Within this project, an initial phase is potentially underway – Station improvements Phase One</p> <p>To include:</p> <ul style="list-style-type: none"> ■ New car park at station ■ Bus interchange ■ Landscaping? 	<p>FODDC GCC Town Council LAP Walking and Cycling for all Forum</p>	<p>Map out phases of improvements and link into larger Lydney Links project, especially creation of new car park between by-pass and stations; link to Lydney Junction / Dean Forest Railway.</p>	<p>70k (to make overall cost of £180,000)</p>	<p>RDA (FoDDC £50,000 allocated '02/03) (GCC £60,000 allocated '02/03)</p>	<p>LAP to integrate improvements at mainline railway station into larger Lydney Links.</p> <p>Work with Town Council, Transport Group, Tourism Group, Walking and Cycling for all Forum to create appropriate response to consultation on design proposals</p>	<p>10</p> <p>10</p>	
<p>Town gateways</p> <p>Quick win grant £5,100 for mowing and wild flower planting at town 'gateways'.</p> <p>To be followed by developing proposals including:</p> <ul style="list-style-type: none"> ■ Use of local materials ■ Local artists (e.g. Taurus Bull) ■ Link to Dean Oak ■ Review of signing 	<p>LAP Design for Lydney LCTC Town Council</p>	<p>Design Competition</p>		<p>FoDDC GCC RDA LCTC</p>	<p>Manage first step. Prepare next steps</p>	<p>25</p>	

Name and scope	Project Partners (lead partner)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
<p>Local produce processing plant</p> <p>Recent local produce initiatives in the area include:</p> <ul style="list-style-type: none"> ■ Forest Food Directory and the local Forest Food week fayre ■ Dean Oak, a Countryside Agency and Forest Enterprise project (part of Integrated Rural Development work in Forest of Dean) ■ Farmers Markets in four Forest towns including Lydney. A 'quick win' grant of £2000 from the LAP Quick Wins budget helped to start the Farmers Market in Lydney (March 2002). ■ Recognition that Lydney is the focus for both housing and enterprise development in the District, together with the effects of the FMD outbreak prompted the Business in the Community visit to Lydney (May 2002) to focus on the retail sector in the town and how this might link to local produce. 							
<p>Adding value – Feasibility study</p> <p>Study to look at developing potential to support local production, add value and improve marketing of local produce e.g.:</p> <ul style="list-style-type: none"> ■ Bottling and bundling ■ Washing and packing ■ Meat cutting and packing ■ Marketing ■ Local branding 	<p>Business in the Community LAP</p> <p>Farmers and producers</p> <p>National Farmers Union</p> <p>Supermarkets</p> <p>LCTC</p> <p>Forest Food Directory</p> <p>FoD Farmers Markets</p> <p>FoDDC</p>	<p>Convene a group to prepare brief for this feasibility study</p>	<p>20k estimate</p>	<p>Countryside Agency</p> <p>RDA</p> <p>DEFRA</p>	<p>LAP to integrate this project into their wider understanding of developments in Lydney.</p> <p>Convene Tourism Group.</p> <p>Convene Social Enterprise Network.</p> <p>Provide promotion.</p> <p>Provide community consultation.</p>	<p>15</p>	
<p>Hotel</p> <p>The Forest of Dean District Tourism Strategy highlights the need for a 50 bed, four star hotel. Lydney is proposed as a favoured location.</p>							
<p>Hotel for Lydney</p> <p>Attract a 50 bed hotel, four star hotel to Lydney.</p>	<p>LAP</p> <p>Tourism Group</p> <p>FoDDC</p>	<p>Convene a group of partners to write a brief for feasibility study. Study to identify site or sites for hotel and outline approach for marketing these sites to potential developers.</p>	<p>5k estimate</p>	<p>RDA</p>	<p>LAP to manage this project. Includes convening a group of partners to prepare brief. Let contact for study.</p> <p>Use study to develop a strategy to promote finding of study to potential developers.</p>	<p>30</p>	

Name and scope	Project Partners (lead partner)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
<h3>Lydney Local Power</h3> <p>The South West Energy Agency SWEA are active in the area. The proposed development in Lydney and the Lydney Harbour Regeneration Project are amongst reasons why Lydney has been chosen for this community renewable energy development.</p>							
<p>Lydney Local Power</p> <p>Project development includes:</p> <ul style="list-style-type: none"> Develop community owned Renewable Energy RE capacity Sale of 'Green' electricity to local community Maximise reinvestment in local facilities Link to new housing/industrial/docks developments Establish interpretation facilities for education and tourism Develop carbon saving targets <p>Develop sustainability indicators for use through LAP developments / planning / decision making</p>	<p>Severn Wye Energy Agency Developers Farmers Forest Enterprise FoDDC GCC Environment Agency Countryside Agency Energy Saving Trust</p>	<p>Dedicated SWEA Lydney project worker (part time) from Sept 2002 – March 2004 to work with community to establish energy club.</p> <p>Worker to establish and implement detailed proposals for renewables capacity.</p>	<p>Funding in place</p> <p>70 – 100k for docks hydro estimate</p> <p>Wind development from 5k – 400k estimate depending on size.</p>	<p>DTI Environment Agency FoDDC 106 negotiation with developers includes combined heat and power possibilities; fuel utilities; community or private ownership</p>	<p>LAP to suggest and identify potential new RE possibilities. Help to develop community owned RE capacity through LAP. Act as local representative or agent to support project worker. Help raising capital funds for projects.</p> <p>Take part in quarterly Lydney Local Power Steering Group meetings. Sharing of LAP local experience and specific expertise.</p>	<p>30 days a year</p>	
<h3>Recycling</h3> <p>The Fairtide recycling project offers opportunity to build upon existing achievements and make more use of existing facilities.</p>							
<p>Growing Fairtide project</p> <p>Includes:</p> <ul style="list-style-type: none"> Building upon existing achievements Raise awareness Increase thru put Develop collection capacity Develop markets Develop educational links, materials & partnerships <p>Fairtide is a social enterprise, working with disabled people.</p>	<p>Fairtide LAP Town Council FoDDC LCTC Social Enterprise Network Schools</p>	<p>Develop Fairtide capacity by employing part-time project support & development worker to:</p> <ul style="list-style-type: none"> Help with deliveries and collections Preparation of materials and assisting disabled people to process materials Find and establish additional sources of aluminium cans and foil Liase with other agencies 	<p>7k per year</p>	<p>EQUALS 106 negotiation with developers e.g.. design of infrastructure to aid collections GWAT Glos Waste Action Trust</p>	<p>LAP to develop connections with Social Enterprise Network, LCTC etc. Promote recycling and develop communications strategy. Help fundraise to develop further stages of expansion – with Fairtide or others.</p>	<p>20 days a year</p>	

Name and scope	Project Partners (lead partner)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
<p>Lydney Hospital The hospital is planning to increase its capacity to meet the needs of the increasing population.</p>							
<p>Feasibility study for accident and emergency LAP have granted £3000 from Quick Wins budget towards costs of study. Further stages of this project could evolve from the study.</p>	<p><u>Friends of Lydney Hospital</u></p>	<p>Feasibility study is about to be released (Aug 2002)</p>	0		<p>LAP to integrate this project into their wider understanding of developments in Lydney through necessary networking or linking. Could provide community consultation on proposals</p>	5	
<p>Broadband communications LAP have recognised the need to campaign for provision of broadband communications for the area.</p>							
<p>Bring broadband LAP are campaigning for the provision of broadband in Lydney.</p>	<p><u>LAP</u> FoDDC</p>	<p>Maintain a campaign, identify who needs to be influenced, work with allies, as part of a district strategy.</p>		RDA	<p>LAP work with LCTC, FoDDC and others to build pressure, maintain a voice.</p>	25	
<p>Village Voice The focus of this plan and the work of the Lydney Area Partnership is on the regeneration of Lydney as a market town and centre for its area. However, the LAP must start immediately on the essential work of linking more strongly to the hinterland it serves.</p>							

Name and scope	Project Partners (lead partner)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
<p>Village Voice – an ongoing programme</p> <p>This programme includes:</p> <ul style="list-style-type: none"> ■ Developing vision with the villages ■ Identifying projects with the villages ■ Building collaboration with the Parishes 	<p>LAP</p> <p>GRCC</p> <p>Parish Councils</p>	<p>Develop a communications strategy and programme of starter events – leading to village partnerships steering local village process.</p>	<p>2k per annum estimate</p>	<p>GRCC</p> <p>Countryside Agency</p>	<p>LAP to work with Parish Councils, community groups, stakeholders and key organisations in the villages to create village partnerships to steer local processes and to become partners in the LAP.</p> <p>Village partnerships will help to explore vision, identify needs and develop projects. LAP will help to deliver individual projects for villages or collaborative projects.</p>	<p>A day a week</p>	<p>Travel budget</p> <p>Venues and events budget</p>
<p>Within this overall programme, there are two immediate projects which could help the LAP begin to develop stronger relationships with surrounding villages:</p> <p>Rural transport study</p> <p>Improved transport between Lydney and surrounding villages is required. This need will increase as Lydney becomes a better centre for its area.</p> <p>A specific need has been identified by clubs and teams within whole Lydney area for:</p> <ul style="list-style-type: none"> ■ Cheap transport to 'away' local, regional and national fixtures and leagues ■ Transport to enable young people, esp from surrounding villages, to access sports facilities, events and clubs in Lydney 	<p>LAP</p> <p>Sports and recreation clubs & teams</p> <p>Fair Shares STARS Project</p> <p>Dial a Ride</p>	<p>LAP to establish a rural transport forum. Define needs.</p>	<p>5k estimate</p>	<p>Countryside Agency</p> <p>Village Transport grants</p> <p>EQUALS</p>	<p>LAP to establish rural transport Forum.</p> <p>LAP to help sports and recreation interests to work together to define need and collaborate.</p> <p>LAP to work with Rural Transport Forum to define needs.</p> <p>Later development of solutions to include investigate possibilities of some provision through Dial-a-Ride.</p> <p>Investigate establishing a STARS (Sustainable Transport, a Rural Solution) project.</p>	<p>50</p>	

Name and scope	Project Partners (lead partner)	Next step	Cost of next step (£)	Resource and funding possibilities	Role of LAP in project	Implications for LAP Estimated	
						Staff Days over 5 yrs	Notes on additional funding need
Bream Sports Club Upgrade of sports fields and facilities.	<u>Bream Sports Club</u> LAP	LAP to continue negotiations about a grant from 'Quick win' budget towards a feasibility study					

IMPLICATIONS FOR LAP

LAP role to interlink

Many of these projects interlink because they have been developed to deliver aspects of a strategic, integrated and far seeing vision. Some of these projects will be long-term developments e.g. Village Voice or Lydney Links, but all of these projects have been designated as priorities. It is essential, therefore, that the LAP be able to make a start on all of these projects – to demonstrate and develop this strategic and integrated approach within 5 years. The LAP has the crucial role of 'holding the whole picture' and interlinking what could otherwise become well intentioned but unco-ordinated strands of development and change.

LAP communication role

The role of the LAP includes work on projects that it will lead and drive but also on projects that will be lead by other partners. These other partners e.g.. local government, will be able to deliver their work more effectively if the LAP is able to provide strong support. This, as suggested above, will often mean providing connections to local groups with their local information and expertise, networking, community promotion and consultation. The LAP will therefore need to be able to develop capacities for creating and maintaining substantial community involvement.

LAP Capacity

The time needed to fulfil these roles (and taking into account the estimates of time shown in the projects listed above) should not be overlooked. There needs to be enough capacity to maintain momentum. The development of a strategic organisation, able to employ support workers is detailed overleaf.

6 A Strategic Organisation

6.1

In researching an appropriate new organisation, the Constitution Sub-Group took advice from Co-operative Futures, ICOM and similar initiatives elsewhere. Issues raised included:

- Able to facilitate integrated regeneration
- Need for effective – not too large – decision making group
- Be community owned and not Local Authority controlled
- Independent, incorporated organisation able to handle funding and employ people, maybe hold assets
- Clear role and identity
- Credible with local partners and the public
- Credible with the brokerage table
- Ability to access funds
- Ability to run projects
- Adequately funded in the medium term
- Capable of developing income streams

6.2

The Partnership has agreed that establishment and delivery of a community strategic plan is a process that calls for co-ordination by an independent, community owned organisation. Consequently, The Lydney Area Partnership is currently registering as an Industrial and Provident Society as part of its strategy. Membership will be open to individuals and organisations in the Lydney area.

6.3

The role of the LAP in the strategic plan process and subsequent action plans will be to:

- Facilitate regular forums of appropriate partners
- Broker agreement between partner organisations
- Co-ordinate the preparation of an annual action plan with appropriate partners
- Promote the work of partner organisations in delivering the strategic plan
- Promote the role and benefits of the partnership
- Fundraise and develop funding streams
- Lobby for appropriate action and resources
- Carry out and commission research and feasibility studies
- Enable and promote community participation
- Manage own community based projects

6.4

In playing this role over the medium term, the LAP will need to undertake the following work:

- Facilitate regular forums of appropriate partners.
Act as secretariat to a regular forum of partners and

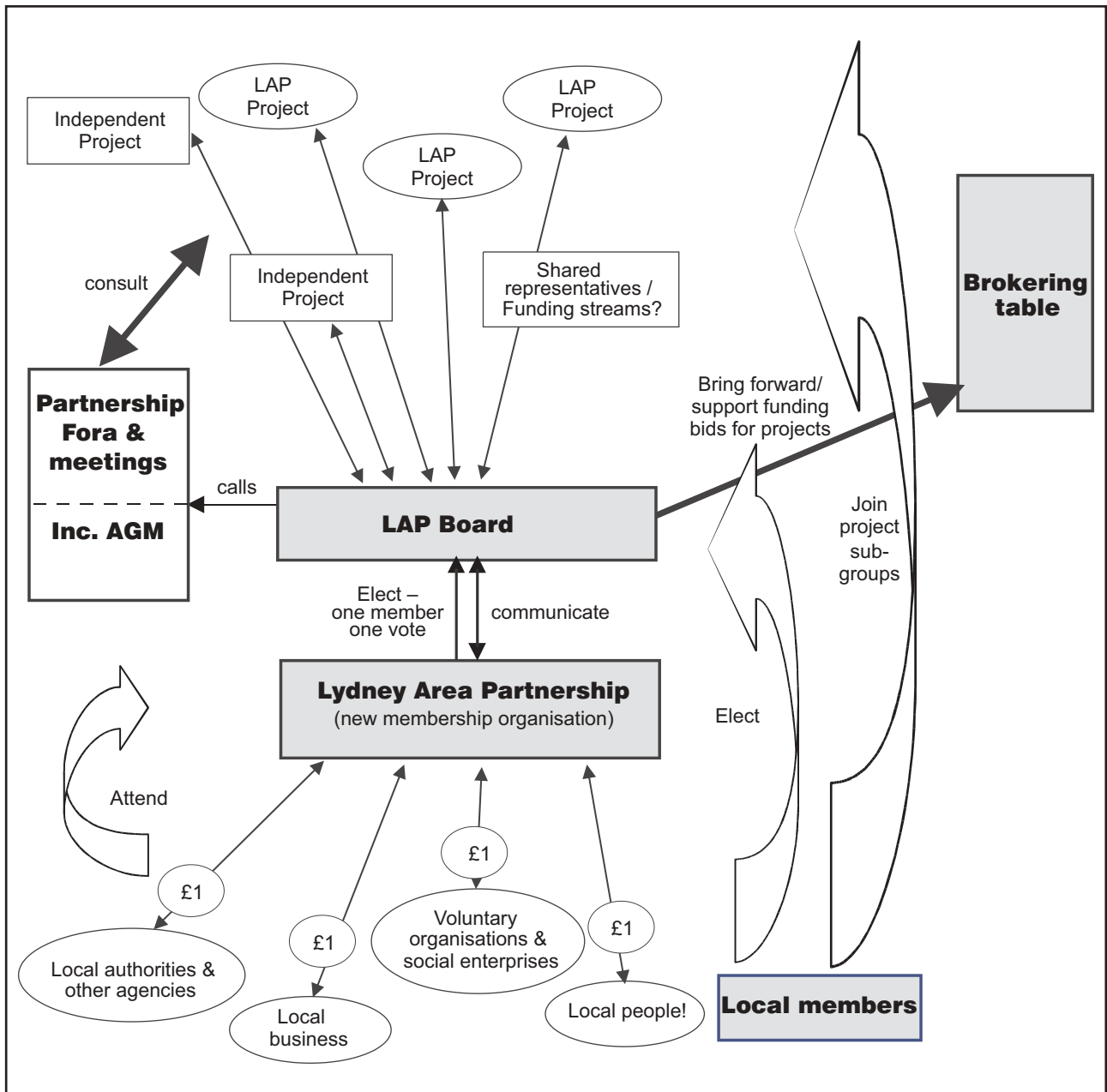
stakeholders with an interest in delivering and developing the strategic plan. Design and facilitate these meetings to enable open dialogue

- Broker agreement between partner organisations.
Meet with individual partners or partners involved in delivering projects and support them to engage in the process
- Co-ordinate the preparation of an annual action plan with appropriate partners.
Meet with partners to monitor progress and to agree the content of the rolling annual programme of work.
Develop and deliver a communication and consultation programme to ensure that the plan has community support. Prepare an annual action plan
- Promote the work of partner organisations in delivering the strategic plan.
Proactively seek media support and coverage
- Promote the role and benefits of the partnership.
Arrange high profile partnership events, media coverage and publish an internal newsletter
- Fundraise and develop funding streams.
Take the annual action plan to the MCTI brokerage table and seek to develop new funding streams
- Lobby for appropriate action and resources.
Research the needs of the various sectors and undertake promotional and lobbying campaigns aimed at raising issues, encouraging action or securing resources
- Carry out and commission research and feasibility studies.
Meet with appropriate partners to develop briefs, carry out research and report back. Develop briefs with appropriate partners, commission research and feasibility studies, manage contracts and report back
- Enable and promote community participation.
Facilitate the meetings of various groups, such as the Social Enterprise Forum, Transport Forum, Friends of Lydney Docks, Design for Lydney, Arts Forum, Walking and Cycling for all. Call ad hoc meetings of people to address specific issues and projects, undertake ongoing consultation, especially in the villages and relating to the detail of partnership projects. Seek membership of the Society and participation in its work by individuals and organisations in the area.

- Manage own community based projects.
Identify elements of the partnerships project activity that the LAP can co-ordinate, especially where community participation is appropriate.
Negotiate this involvement with project manager and facilitate the work.
- Develop a realistic funding strategy for the LAP itself.

To achieve the above, the Lydney Area Partnership needs to undertake further Organisational Development in the context of taking forward the early action detailed below. This immediate action and organisational development is addressed in the next section of the plan.

Figure 12. Proposal for Lydney Area Partnership



7 November 2002 – March 2004 Action Plan

The action plan includes the two strands of:

- Delivering early regeneration projects - early action
- Organisational development.

EARLY ACTION

7.1 Establish the Lydney Area Partnership

(see organisational development below) to co-ordinate the following action:

7.2 Town Centre Revitalisation

- Secure and furnish premises for LAP, Social Enterprise Network
- Secure Premises for Youth Café
- Let contract for Town Square upgrade, in conjunction with Riverside Walk Project
- Naas Lane - complete feasibility study and undertake community consultation. Develop next steps.

7.3 Enterprising Lydney

- Develop Social Enterprise Network – call first forum
- Develop role of Chamber of Trade and Commerce – hot desk in LAP premises
- Local Produce Processing - Arrange first meeting of potential partners. Agree next steps
- Lydney Local Power
- Provide “hot desk” for SWEA Lydney project worker (part time) from Sept 2002 – March 2004 to work with community to establish energy club. Prepare detailed proposals and costing for renewables capacity.
- Recycling - Appoint part-time post with Fairtide
- Lobby for Broadband
- Lobby for Hotel
- Help integrate new employment

7.4 Lydney Greenway

- Let contract for feasibility study for overall Greenway Study, in conjunction with Riverside Walk Project
- Progress Riverside Walk Project
- Complete Project Development Stage of the Docks Regeneration and bid for HLF funds
- Install information boards at Lydney Docks

7.5 Lydney Links

- Establish a group to design and carry out a project to create footpath link between St. Marys and the Docks, including a link onto Severn side path
- Feasibility study to find appropriate transport links between town centre and docks
- Undertake improvements to Lydney main line station

7.6 Village Voice

- Undertake study of rural transport needs within villages.

ORGANISATIONAL DEVELOPMENT

7.7 Establish the Lydney Area Partnership as an Industrial and Provident Society.

- Appoint a shadow board and call an inaugural meeting to build membership and launch its strategic plan
- Adopt an annual business and communications plan based on delivering the Outline Action Plan (Figure 13).
- Appoint staff to co-ordinate the delivery of the business plan
- Develop an operational framework based on:
 - The Membership
 - A Board of Directors
 - An administration and finance group
 - A projects sub-group
 - A communications sub-group
 - Forums looking at: Social Enterprise, Walking and Cycling for all, Design for Lydney, Friends of Lydney Dock, Village Voice and Transport
- Call an AGM and elect a Board of Directors within 18 months of registration

7.8 Facilitate two annual forums of appropriate partners to monitor progress and agree an annual business and marketing plan for 2004 – 2005

7.9 Call 16 meetings of the shadow board to:

- Set budgets
- Receive reports and recommendations from staff, sub-groups and forums
- Receive reports concerning 106 Agreements, Lydney Docks Partnership, Lydney Local Power Identify other issues for future agendas and action

- Take appropriate action based on these recommendations
- Monitor and evaluate progress of the annual plan
- Review the year's plan and prepare the next year's annual plan
- Take the plan to the brokerage table

7.10 Call eight Projects Sub-Group meetings to:

- Manage the programme of "quick win projects"
- Monitor and evaluate and broker agreement between partner organisations involved in delivering the early action projects
- Develop the projects to be included in the following year's action plan
- Support the development of a Society "owned" project to create the footpath between St.Mary's and the Docks.

7.11 Call eight Communications Sub-Group meetings to develop a communications and participation strategy to increase membership and support by:

- Promoting existing activity and partner's roles
- Promoting achievement of the Partnership
- Developing a "festival" type of celebration
- Editing a newsletter and developing a web site
- Designing specific consultation events
- Designing specific lobbying campaigns

7.12 Call eight meetings of the Administrative and Finance Sub-Group to develop administrative and finance procedures, in order to:

- Suggest budget headings and oversee preparation of financial reports to the Shadow Board and AGM
- Oversee the preparation of staff contracts and appointment procedures. Line manage, appraise and support staff
- Oversee the preparation of funding applications and advise the Board on new funding streams/opportunities
- Advise the Board regards the Annual Business and marketing plan
- Oversee short-term contracts, such as consultants undertaking feasibility studies
- Oversee the management, insurance and payment of volunteers

Figure 13. Outline action plan

Regeneration Objective	Lap Action & fund-raising target. (Existing funds shown in blue & excluded from fund-raising target)	Partners Action, lead partner & fund-raising target (Committed funds & source shown in blue & excluded from target)	Total (£)
Establish the Lydney Area Partnership and co-ordinate the organisational development listed above in order to support the following action:	<p>Appoint one full-time co-ordinator and one part-time Social Enterprise</p> <p>Training and Capacity Building budget, £5k</p> <p>Communications budget £5k</p> <p>Stationary, Telephone and Postage, travel (including volunteer expenses) £10k</p> <p>Insurance professional fees e.g. accountant £4k</p>		
	£59,000	£-	£59,000
1 Town Centre Revitalisation	<p>Secure and kit-out premises for LAP co-ordinator and support worker £9k</p> <p>Secure Premises for Youth Café, from "Quick Wins" funding £2k</p> <p>Undertake public consultation regards New Town Square and involve "Design for Lydney" group £500</p> <p>Undertake public consultation regards Naas Lane developments £500</p>	<p>Undertake Town Square upgrade study, in conjunction with Riverside Walk Project (FoDDC) £15k</p> <p>Naas Lane Centre redevelopment - Complete feasibility study Develop next steps. (RFoD College) (Funding in Place)</p>	
	£10k, £2k	£15k	£25,000
2 Enterprising Lydney (also see Life Long Learning aspects of Naas Lane Centre redevelopment)	<p>Develop Social Enterprise Network – call first forum to identify needs and support various enterprises £1k</p> <p>Provide Chamber of Trade and Commerce "hot desk" in LAP premises. (Cost covered above)</p> <p>"Quick Win" Funding for Farmers Market £2k</p> <p>Involvement in Local Produce Meeting (Cost covered above)</p> <p>Provide "hot desk" for SWEA Lydney project worker (part time) from Sept 2002 – March 2004 (Cost covered above)</p> <p>Lobby for Broadband £250</p> <p>Lobby for Hotel £250</p> <p>Facilitate meeting to help integrate new employment £500</p>	<p>Develop role of Chamber of Trade and Commerce (BitC) (In kind support)</p> <p>Local Produce Processing - Arrange first meeting of potential partners. Agree next steps (BitC/CA) (In kind Support)</p> <p>Work with community to establish energy club & prepare detailed proposals and costing for renewables capacity (SWEA) (Funding in place)</p> <p>Recycling - Appoint part-time post (Fairtide) £7k</p>	
	£2k , £2k	£7k	£9,000

Regeneration Objective	Lap Action & fund-raising target. (Existing funds shown in blue & excluded from fund-raising target)	Partners Action, lead partner & fund-raising target (Committed funds & source shown in blue & excluded from target)	Total (£)
3 Lydney Greenway	<p>Call meetings to develop brief, let & manage contract for feasibility study for overall Greenway Study, in conjunction with Riverside Walk Project and sporting interests. Involve "Design for Lydney Group" £20k</p> <p>Facilitate meeting between Docks Partnership and "Friends of Lydney Docks" group (Cost covered above)</p> <p>"Quick Win" funding for installing information boards at Lydney Docks £2.5k</p> <p>"Quick Win" funding for Bathurst Pool £2k (estimate)</p> <p>"Quick Win" funding for Town Gateways £5k</p>	<p>Progress Riverside Walk Project (FoDDC) £94.5k, £255k FoDDC</p> <p>Complete Project Development Stage of the Docks Regeneration and bid for HLF funds for stage 2. (Lydney Docks Partnership) Stage 1 funding in place. Stage 2 - £3.5 million total: HLF £1.8m FoDDC £50k GCC £75k LTC £10k CA £20k EH £200k EA £300k SWRDA £500k (shortfall £400k)</p> <p>Build Skate Board Park (Recreation Trust) £53k Sports England bid, £15k SRB, £10k FoDDC</p>	
	£20k £9.5k	£3,647,500	£3,667,500
4 Lydney Links	<p>Establish a group("Walking and Cycling for All") to consult on the design of footpath link between St. Mary's and the Docks (including a link onto Severn side path). Work with the Lydney Docks Partnership to establish a project group/event to help create it. £1k</p> <p>Develop a brief and facilitate meetings to let and manage a feasibility study to find appropriate transport links between town centre and docks, in conjunction with mainline station improvements £15k</p>	<p>Create path linking the Docks with Town. (LDP) (£20k catered for in HLF bid above)</p> <p>Progress Railway Station improvements (FoDDC) 70k, £50K (FoDDC), £60k (GCC)</p>	
	£16k	£70k	£86,000
5 Village Voice	<p>Facilitate meetings of a group to undertake a study of rural transport needs, especially linking villages to Lydney (Costs covered above)</p> <p>"Quick Win" funding for Bream FC £2k (estimate)</p>		
TOTALS	£103,000	£3,739,500	£3,846,500

APPENDIX ONE

References

Documents, strategies and plans that have been consulted or referred to include:

Lydney: Market & Coastal Towns Initiative. Consultation Event. Report of Proceedings & Recommendations
Feb 2001

Countryside Agency. Market towns toolkit - Health check

Crime and Disorder Strategy 2002 -2005.
Forest of Dean Community Safety Partnership

Housing Strategy 2002 - 2005
Forest of Dean District Council

Lydney Harbour Regeneration Project. Business Plan for Heritage Lottery Fund Application
Lydney Harbour Regeneration Partnership Nov 2000

Renewable Energy at Lydney Docks
Severn Wye Energy Agency April 2001

Lydney Local Power Initial Public Consultation on renewable Energy Options for Lydney Area
Sue Parkinson & Diana Ray for Severn Wye Energy Agency
Dec 2001

Proposed West Gloucestershire Primary Care Trust
Application
Feasibility Study for Lydney Outpatients Dept - Early Win
Funding Oct 2001

Bream 2000 'Planning for Real'
Bream Community Development Project Summer 2001 /
Gloucestershire Rural Community Council

Forest of Dean District Council - Health Checks Final Report
Drivers Jonas Sept 1999

District Local Plan Review 1st Deposit Part 2 Settlement
Policies & Proposals July 2000
District Local Plan Review 1st Deposit. Part 3 July 2000
Proposals Maps
District Local Plan Review Revised Deposit Draft Part 1
District Wide Policies & Proposals Nov 2001
District Local Plan Review Revised Deposit Draft Part 2
Settlement Policies & Proposals Nov 2001
District Local Plan Review Revised Deposit Draft. Part 3 Nov
2001 Changes to Proposals Maps
District Local Plan Review Revised Deposit Draft. Urban
Capacity Study Nov 2001

Forest of Dean District Council

Land to the East of Lydney. Development Brief
Forest of Dean District Council

APPENDIX TWO

LYDNEY PARTNERSHIP DEVELOPMENT: OPERATIONAL FRAMEWORK September 2001 to August 2002

1 Introduction

This operational framework to be read in conjunction with the Partnership's Constitution. Together with the detailed Business and Marketing Plan, they provide a blue print for developing the broader partnership and delivering a "Community Strategic Plan". The framework was agreed at the Partnership meeting of 19th September 2001 and may be amended by the Partnership Steering Meeting at any meeting that is quorate.

2 ADMINISTRATIVE AND FINANCIAL PROCEDURES

For the period covered, the Town Council and the SWRDA will have overall financial and legal responsibility for activities of the Partnership Steering Group

2.1 Administration

The Town Council will provide administrative and secretarial support to the Partnership as follows:

- Secretariat to Steering Group meetings and meetings agreed by the Steering Group - production of agendas and minutes, mail out, booking venues, arranging catering, helping provide equipment. Co-ordinating monthly mail out information.
- Co-ordination of agendas
- Point of contact for wider community/partnership - passing on information, answering queries, disseminating information about partnership and its meetings and work.
- IT development - data base, e-mail group
- Financial reports and processes - keeping accounts, undertaking financial transactions
- A financial report will be presented at each Steering group meeting

This role to be reviewed by both the Town Council, as employer and the Partnership Steering group on a three monthly basis. An ad hoc group to be called as necessary.

2.2 Budgets

For the year until August 2002 the Partnership Steering Group will be delegated allocation and management of the following budgets:

(i) Consultants fees and expenses	£25,000.00 (plus VAT)
(ii) Partnership Networking	£2,000.00
(iii) Community Agents costs, including training	£7,200.00
(iv) Communication	£7,000.00
(v) Projects early wins	£20,000.00

- Consultant's fees: the consultants will report to the steering group at pre-arranged stages (see Partnership's Calendar) with an invoice to cover the appropriate fees and expenses due. The Steering group approves (or not) the report and Chair and Vice Chair sign the invoice. This is then passed for payment to the body holding the funds and processed by the Administrator/secretariat.
- Partnership networking: The Steering group decides with the consultants on the allocation of this budget and agrees appropriate spending. The Chair and vice chair sign purchase orders
- Community Agents: The steering group looks at its own and the partnerships training and other resource needs with the consultants and agrees appropriate action and spending. The Chair and vice chair sign purchase orders/expenses claims. The administrator/secretariat processes for payments.
- Communications: the sub group sets a provisional budget for the Steering group to adopt. The sub-group reports back to the steering group regularly and presents purchase orders to the Chair and Vice Chair for signature. The administrator/secretariat processes for payments.
- Projects and Fundraising: the sub-group sets a provisional a budget for the Steering Group to adopt. The group reports back regularly to the steering group and presents purchase orders to the Chair and Vice Chair for signature. The administrator/secretariat processes for payments.

3. SUB-GROUPS

The aim of both groups is to integrate the various aspects of regeneration activity underway in Lydney - major development, social and cultural infrastructure and projects, changes in agriculture and manufacturing, environmental infrastructure and projects - and prioritise and co-ordinate

activity and fund-raising and promotion of this strategic approach.

3.1 Projects and Fundraising Sub-Group

Role and Remit

The group will work as a sub group of Lydney Partnership Steering Group. It will report to the Steering Group at monthly intervals or as agreed and work closely with the Communications sub-group.

The role and purpose of the group is to integrate, identify and develop projects that can be promoted as the work of the Lydney Partnership. It will provide support to projects and identify opportunities for new projects. A specific role will be to help with fund-raising across a range of projects, particularly important in the context of partnership and match funding.

Budget

In the initial stages, the group will need to enable some "quick win" projects to happen. The group will recommend the allocation of the Lydney Partnership's "Early Wins" project budget of £20,000 to the Steering Group for approval and processing.

Membership

The membership of the group is deliberately flexible and able to accommodate people with skills and resources as needed. It is useful for the group to see itself as a network with a core group. There will always be at least two members of the Lydney Partnership Steering Group within the group. One member of the group will act as convenor and main point of contact. Decisions will be reached by consensus or simple majority vote.

Timescale

The group will work, as outlined and agreed with the Steering Group, until Aug 2002 (or when the Lydney Partnership five year strategic community plan is launched). It is recommended that the Steering Group then review the remit of this group.

Meetings

Meetings will be quarterly to:

- Identify "early win projects" and set recommended outline budget
- Review and report on progress
- Hold training/capacity building events

Its members will record meetings and a note circulated to Jean Ramsden for inclusion in Steering Group Papers.

3.2 Communications Sub-Group

Role and Remit

This group will work as a sub group of Lydney Partnership Steering Group. It will report to the Steering Group at monthly intervals or as agreed.

The communications group will co-ordinate and manage communications. The role and purpose of the communications group is to develop and constantly review a communications strategy and action plan for the Lydney Partnership and the projects which it supports. The communications work will be delivered by members of the group or by others as appropriate.

Budget

The communications sub group will manage the Lydney Partnership communications budget of £7000. Recommendations on expenditure will be made to the Steering Group for their agreement

The group might also have recommendations for expenditure from the Partnership networking budget £2000 and the Community Agents and capacity building budget £7,200.

Membership

The membership of the group is deliberately flexible and able to accommodate people with skills and resources as needed. Members and contributors will be co-opted on an ad-hoc basis. It might be useful for the group to see itself as a network with a core group.

There will always be at least two members of the Lydney Partnership Steering Group within the group and closely involved. One member of the group will act as convenor and main point of contact.

Timescale

The group will work, as outlined and agreed with the Steering Group, until Aug 2002 (or when the Lydney Partnership five year strategic community plan is launched). It is recommended that the Steering Group then review the remit of this group.

Meetings

Meetings will be monthly - in between monthly meetings of the Steering Group - or more frequently as needed. Suitable meeting times and venues need to be found.

Relationship with Lydney Partnership administrator and Town Hall office

A working relationship needs to be established between this group and Jean Ramsden, the Lydney Partnership administrator and contact.

- (iv) Organisational Framework and operational framework
- (v) Communications Strategy

4. Business Plan and Capacity Building

The work of the Steering Group, its consultants and sub-groups will be co-ordinated through a Business and Marketing Plan, to cover the period September 2001 to August 2002. This will enable the Steering Group to be strategic in its approach to the Partnership’s work.

4.1 Outline Business And Marketing Plan

The Plan will co-ordinate the Steering Group’s work and budgets under the following headings:

- Consultant’s fees and expenses
- Partnership Networking
- Community Agents costs
- Communications
- Projects early wins
- Constitutional Review
- Timetable

4.2 Capacity Building

To take on this strategic role and sustain the area’s regeneration, members of the local community and relevant agencies will need to develop skills and capacity to complement existing capacity. This will be addressed through the Business and Marketing Plan.

5. Constitutional Work

Currently the Lydney Partnership is an unincorporated association, with local authorities and the Regional Development Agency taking the legal and financial responsibility for activities, negotiated through the Partnership Steering Group. While this takes away the immediate need to develop the Partnership as a legal entity, the Steering Group will want to address the kind of structure that best delivers the strategic community plan and sustains the partnership. A review during this plan period is recommended.

6. Community Strategic Plan

The required output over the next year is to consult on, involve people with and prepare and promote a Community Strategic Plan. The process above will deliver this plan. The Community Strategic Plan itself will address:

- (i) The Vision for the Regeneration of Lydney
- (ii) Principles for Regeneration
- (iii) A five year Action Plan with examples of progress

7. Outline Timetable

Activities and milestones for the steering group meetings	Timescale
Deliver Mapping exercise	Oct. 2001
Develop operational framework	Oct. 2001
Initial reports from sub-groups and consultants and analysis of mapping exercise	Nov. 2001
Agree Steering Group Business Plan	Nov. 2001
Agree interim “Community Strategic Plan”. Agree Plan for community event and community engagement	Dec. 2001
Receive reports from sub groups	Jan. 2002
Community event and launch of four month consultation events	Feb. 2002
Receive reports from sub groups	March 2002
Receive reports from sub-groups	May 2002
Receive report of wider consultation	June 2002
agree five year strategic community plan	July 2002
Launch event(s)	Aug. 2002

APPENDIX THREE

LYDNEY PARTNERSHIP: STEERING GROUP BUSINESS PLAN 2001 to 2002

1. Aims and objectives

The Lydney Partnership is a strategic partnership with the aim of integrating a range of social, environmental and economic regeneration in and around Lydney. The Partnership Steering Group acts as a focus for the area's Market and Coastal Towns Initiative and as such aims to co-ordinate, collaborate with and develop new initiatives that deliver appropriate local, regional and national policies and attract appropriate funding streams.

This plan focuses on the work of the Partnership during the year when its main objective is the development of a "Community Strategic Plan" for Lydney and its hinterland. It covers:

- Partnership process
- The work of the Projects and fundraising group
- The work of the Communications group
- Network development
- Community Agents
- The work of the Steering Group's consultants

2. Definitions and Roles

- The **Lead Partners** are The Regional Development Agency, Forest of Dean District Council and Lydney Town Council. The Regional Development Agency are funding the initiative with the Partnership set to find 10% cash match funding and 10% match in kind.
- Other **Partners** are those who participate in the partnership approach and deliver parts of the annual business plan. Some of these also provide funding towards specific project outputs.
- **Steering Group Meetings:** these provide the decision making process for the partnership, control budgets and co-ordinate work of various sub-groups.
- **Ad Hoc Administrative Group:** To provide support and direction to the Secretariat.
- There are currently two sub-groups which work on behalf of and advise the Steering Group on matters relating to:
 - i) Communications
 - ii) Projects and fund-raising
 Other groups can be developed as the need arises. For further details see the Partnership's Constitution and Operational Framework.

3. Broad Outline of outputs

8x Steering Group meetings - outputs to include:

Business planning, budget setting, update and review, "The Lydney Beacon" (a Consultative Community Regeneration publication), links with the District Council regards the 106 Agreement, links with the Lydney Docks Partnership, links with the local brokering table, appropriate constitution and organisation for post 2002, Community Agents, the five-year community Strategic Plan.

4x Projects Group meetings - outputs to include:

Allocation and co-ordination of "quick win projects" budget, development of longer-term projects, including supportive fund-raising process

8x Communications Group meetings

- outputs to include:

An identity for the partnership, promoting the work of the partners and their projects, consulting through the "Lydney Beacon", a possible Lydney Festival.

Ad hoc meetings of the Administrative support group - outputs to include:

Database, financial systems, "face" of partnership, management of co-ordinator

Community Agents and Capacity Building

To develop the capacity of the Partnership, a number of training/brokering events from amongst the following list will be delivered. A process to identify the priorities is in place.

Skills Development Seminars

Partnership development	Fund raising
Project management	Facilitation and running meetings
Setting up and running a local not for profit organisation	Business planning
Community visioning and "On Tour"	

Local Information and thematic seminars

Local authority and agency strategies	Tourism
Cultural development	Employment and enterprise
Transport	Environmental improvements

4. Costed Work Programme (omitted)

5. Income and expenditure

EXPENDITURE	CASH	INKIND
1. Consultants fees and expenses	£25,000.00	-
2. Partnership Networking	£2,000.00	-
3. Community Agents costs, including training	£7,200.00	-
4. Communications	£7,000.00	-
5. Projects early wins	£20,000.00	-
6. Lydney Festival	£6,557.50	£6,557.50
TOTALS	£65,575.00	£6,557.50

NB Lydney Town Council will reclaim any VAT charged

INCOME CASH

Regional Development Agency	£61,200.00	(committed)
Lydney Partnership	£6,120.00	(to be raised)
Total	£67,320.00	

INCOME IN KIND

Lydney Partnership	£6,120.00
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APPENDIX FOUR

ACHIEVING THE “LYDNEY PARTNERSHIP STRATEGIC COMMUNITY PLAN” Recommendations to the Lydney Partnership Steering Group: February 2002

CONTENTS

1. Introduction

2. Summary of recommendations and action needed

3. Progress to date

4. **Issues and Recommendations**
 - Project development
 - Organisational Development
 - Community Engagement
 - Lydney Community Plan; next Steps

1. Introduction

Lydney Partnership Steering Group has appointed consultants to support their work of developing a “Lydney Community Strategic Plan” and a partnership to deliver it. The plan will set out a five-year community regeneration action plan. The stages needed to arrive at this plan are:

- Partnership Projects: Prioritisation and development of funding ready medium and long-term projects/initiatives
- Organisational Development: Development of an appropriate partnership and legal structure to deliver the plan
- Community Engagement: Thorough community involvement and consultation in developing the plan

This report outlines what progress the partnership is making, the outstanding work to be done and action needed to be taken by when.

2. Summary of Recommendations and action needed

To achieve this, the following action is recommended:

- **Addressing local Issues:** That the existing steering group arranges a meeting of appropriate participants to discuss and move forward the ways of allocating 106 agreement funding from the planned town development and similarly to hold seminars to address the following local concerns and needs:
 - Employment and Enterprise
 - Health and Housing
 - Town Centre improvements
 - Cultural development strategy, arts, leisure and sport
 - Life Long Learning - primary, secondary and further education. Training and adult education
 - Tourism
 - Transport
 - The villages and rural area
- **Partnership Projects:** That these meetings include developing ideas for projects and initiatives to be taken forward to funding ready stage as part of the five year plan. That as well as the “early win” projects already under way, a project looking at Environmental Improvements to the Town Centre is established and that the early design stages are moved forward.
- **Organisational Development:** That the steering group establishes and supports the development of a new legal entity which will support the partnership in the following ways:
 - Administering the co-ordination of the partnership and its work
 - Fund-raising on behalf of the partnership
 - Providing an open and democratic process which is proactive in engaging with the local community
 - Growing the partnership
- **Community Engagement:** That the partnership seeks the views of the wider community by feeding the findings of the “Addressing Local Issues” meetings, the “Organisational Development” and the already agreed

“On Tour” consultation programme into two community events in July as a stage in preparing the “Lydney Community Strategic Plan”.

- “Lydney Community Strategic Plan”; next steps: That the Steering Group takes leadership in strengthening the partnership’s focus on preparing the plan through the steps shown above. Also that the members of the partnership continue to promote this as a new and positive approach to a long-term, co-ordinated regeneration of Lydney.

3. Progress to date:

The Steering group has successfully:

- Made initial links with the Town Development process, including access to influencing 106 agreement
- Strengthened the make-up of the steering group and made links with other local partnerships such as with the Lydney Docks Partnership
- Adopted a business and marketing plan, operational framework and meeting protocol up until August 2001
- Adopted a communications and consultation approach for same period, including delivering the first outputs and planning future outputs
- Adopted a process and criteria for identifying “early win” projects
- Allocated funds to a number of “early win” projects and invited applications from others
- Agreed to allocating funds towards consultation and design work for “Town Centre Improvement” projects
- Agreed to research appropriate legal entity to help take forward the five year plan
- Appointed a co-ordinator
- Through the District Council, prepared a “Lydney Area Profile” (see attached)

All of this presents real progress and is the result of partners taking a co-ordinated approach to their work in two ways:

- i) Members of the steering group putting in time with the consultants to pull the partnership together. Examples of this include:
 - Meeting as sub-groups and doing the work identified by these groups
 - Making time available to attend Steering Group meetings
 - Progressing specific projects(It is expected that once the co-ordinator is in post, this work will progress more effectively.)
- ii) Representatives of the various sectors and organisations prioritising their work to deliver on behalf of the Partnership. Specific examples of this include:
 - The District and County Council allocating funds towards an arts strategy
 - The Lydney Docks Partnership and Friends of Lydney Hospital making funds available to projects
 - The District Council making funds available to take forward a design and consultation exercise for “Town Centre Improvement” projects

Unfortunately this is not yet widely perceived as progress. Steering group members need to:

- Continue to promote the breadth and potential of what it is doing,
- Continue to promote the extra financial support that they have attracted, (such as to early win projects)
- And promote the work of various partners in delivering this early success.

The Steering group has a number of pressing challenges to face and these and appropriate actions are outlined in the following section of this report.

4. Issues and Recommendations

4.1 Addressing Local Issues in the “Lydney Community Strategic Plan”

The five-year plan must address local issues. These have been identified in various reports and a number of strategies have been produced or commissioned. In partnership, the various agencies need to take these forward with a focus on regenerating Lydney. These broad areas are being further consulted upon “On Tour”.

The planned town expansion of Lydney presents an opportunity to tackle these issues on a grand scale and in a co-ordinated way. The opportunity of using Section 106 monies can be further enhanced by using it as match funding into various other pots. All of this will be dependant upon the existence of the “Lydney Community Strategic Plan”.

It is recommended that the Steering Group should:

R1 Prioritise the following areas of local concern and need as the main themes to its five-year plan:

- Enterprise and Employment
- Health and Housing
- Town Centre improvements
- Cultural development strategy, arts, leisure and sport
- Life Long Learning - primary, secondary and further education. Training and adult education
- Tourism
- Transport
- The villages and rural area

R2 Hold a meeting with relevant District Council to explore how section 106 monies can be allocated towards resolving these issues.

4.2 Partnership Projects and Initiatives

Partnership Projects will be the main focus of the five-year plan - it is these that will make a real difference to Lydney. Once the issues above have

been agreed, they need to be developed into medium-term initiatives and projects. This will include identifying funding and developing outline bids.

It is recommended that the Steering Group should:

R3 Ask Sustainable Futures to run a series of seminars to develop initiatives and projects designed to develop ideas to take forward each of these areas of concern. At this stage these meetings need to be attended by those with a remit to deliver in these various areas and members of the Steering Group need to invite the appropriate people from their organisations.

R4 Through the Projects and Fundraising Group invite relevant partners to develop the initiatives into fundable projects and that these become a major thread of the five-year plan.

R5 Take forward, through the projects sub-group, a Town Centre Improvements project by commissioning design work in tandem with current consultation.

This will be a new phase for the projects group and will require a wider set of participants. Most of these projects will be complex and will benefit from being developed by representatives from relevant organisations rather than within a project group meeting to which it would be more appropriate to report back.

4.3 Organisational Development

For the Partnership to gel it needs additional resources at its centre. It is doing this through the good offices of Lydney Town Council; the Town Council is not resourced to sustain this support. The appointment of the part-time Co-ordinator will provide limited additional resource and the development of Community Agents will further help.

Through its constitution, members of the Steering Group represent the Lydney Partnership. The Partnership is an unincorporated association and Steering group members have unlimited liability individually and collectively. This is inappropriate for handling large scale funds and large contracts. Existing funds are handled via the Town Council but there are sources of income that the Partnership is currently unable to access in this way.

It is recommended that the Steering Group should:

R6 Ask its constitution sub-group to suggest options for establishing an appropriate legal entity.

This legal entity should be chosen on the basis of being able to provide the following services to the Partnership:

- Co-ordination of Partnership meetings and collaborative activities through annual Business and Marketing Plan
- Fund-raising (various sources) and financial control
- Open and accountable process which is democratic and proactive in engaging with the local community
- Growing the partnership

Such a new organisation will need to develop its capacity in various ways.

R7 Identify who is available to become directors/trustees of the new legal entity and for them to embark upon a capacity building programme. (Survey of needs currently under way).

4.4 Community Engagement

A central objective of the Market and Coastal Town Initiative is that local communities are involved throughout. The degree of engagement will vary considerably between people. The overall objective is to enable people to be able to know what's going on, to be able to make their voice heard and to be able to participate. In these early stages of developing the plan, the partnership has initiated a communications strategy, which is largely about seeking people's views through the "Lydney Beacon" and "On Tour" programme.

It is recommended that the Steering Group should:

R8 Review the findings of "On Tour", integrate it with the outcome of the "Issues" seminars and suggestions of the Projects and Fund-raising Group and seek ratification of the outcome at two Community events in July. This will provide the basis of the five-year plan.

4.5 Lydney Community Strategic Plan: Next steps

The Steering Group needs to take leadership in developing the plan by strengthening its focus on delivering the recommendations in this report. Having gone through a period of developing its own way of working, agreeing a Business and Marketing Plan and delivering the first tranche of outputs, the Steering Group needs now to engage the wider community and the organisations that are represented by members of the Steering Group.

Future agendas for the Steering group should be arranged to ensure that these recommendations are actioned, resourced and outputs are regularly reviewed.

It is recommended that the Steering Group should:

R10 Adopt the following timetable.

Partnership Programme February to October

Action	Date	Led By whom
106 meeting	March	LTC/Partnership
Running of issues seminars	By May	SF
Options and decisions on legal entity	April	Constitution Group
Capacity Building	On going	SF
Development of medium-term projects	June	Projects group
Establish new entity	July	Steering Group
Feedback from "on Tour"	July	SF
Preparation and printing of Community Strategic Plan	By August	SF
2003 Business and Marketing Plan	By August	Steering group/new entity
Plan Distribution	October	FoD DC

APPENDIX FIVE

PARTNERSHIP TO BECOME AN INDUSTRIAL AND PROVIDENT SOCIETY

At the time of writing, July 2002, the Steering Group has agreed these recommendations from the Constitution sub-group, to become an Industrial and Provident Society.

Recommendations for Partnership Structure

1. Recommended that the Partnership become an **Industrial and Provident Society** without charitable status (this could be attained later) with trading arms. These trading arms would have representatives from the Organisation on their board and that would need to be reflected in their constitutions and the Organisation.
2. Model Rules : land PS would need to register with the Financial Services Society. It is recommended that the Organisation adopts model rules where possible in order to register quickly and cheaply. Model rules are provided by ICOM (Industrial and Common Ownership Movement). This could take 2/3 weeks.
3. Charitable status: Out of 9/10 criteria the Organisation would need to meet 3-4 of these in its activities. While the activities of groups affiliated to the Organisation or trading arms may meet these criteria it is not clear that the Partnership would at this point and attempting to do so could delay the process considerably.
4. It is hoped to get the paperwork off in the next 4 weeks.
5. **Draft Objects:**
 - i) To co-ordinate and encourage efforts by the public, private and voluntary sectors at a regional and local level to regenerate Lydney economically, socially and environmentally.
 - ii) To actively pursue and promote the needs of the area in terms of funding opportunities and initiatives.
 - iii) To build community capacity in Lydney and area and to develop community involvement in all areas of the activities of the Partnership and its participating partners.
 - iv) To provide a forum for managing and negotiating change for the benefit of the whole community and balancing competing needs.
 - v) To foster the development of new and existing initiatives that enhance the quality of life in the

Lydney area (Area of Benefit).

vi) To encourage sustainability in economic, social and environmental developments.

vii) To secure funding for organisations and initiatives in the area.

viii) To discuss and promote changes to the level and quality of services provided by statutory, private and voluntary organisations in and around Lydney.

6. Membership

People living and working in the Lydney Area; local authorities and local organisations.

7. Draft Board Membership

Less than 20% local authority (2), Parishes: (2) Lydney and West Dean (2); Aylburton, Alvington and Woolaston (1) Blakeney and Awre (1), Special interests: Business (1); Youth (1); Voluntary and Social Enterprise (1). Total: 11. Suggested that a shadow board be appointed for 28 September.

Estimated Cost:

£700 plus VAT for registration, taking 2-3 weeks

APPENDIX SIX

LYDNEY AREA PARTNERSHIP: Topic Seminars

Lydney Area Partnership TRANSPORT seminar 10 June 2002

Caroline Harris	Rural Transport Partnership Officer
Nigel Gibbons	Principle Planning Officer (Forward Plan), Forest of Dean District Council
James Bevan	Bevans Coaches (@ Lydney Bus Station)
Derek Biddle	Dial-a-Ride
Richard Holmes	Property & Development Manager, Oxford, Swindon and Gloucester Co-op
Tim Fretter	Forest Voluntary Action Forum
John Thurston	Watts Co.
Bill Punt	Pensioners Union
Nick Rawlings,	Economic Development Officer, Forest of Dean District Council
Bob Turner	Transport activist

Proposed projects for Lydney Area Partnership 5 year plan

<i>what</i>	RAIL FREIGHT Developing capacity at Lydney Rail Station. Linking to existing and potential employment opportunities. Lydney is the only mail line station in the Forest. Lydney is the planned focus for development in the Forest.
<i>Who needs to be / could be involved</i>	Rail track Rail operators (all) Gloucestershire County Council - Local Transport Plan Forest of Dean District Council Town Council Larger employers Owners of land around Lydney Rail Station Forest of Dean Railway
<i>Where</i>	Lydney Rail Station and surrounding land
<i>When</i>	Needs to be linked with development of employment land (existing and future changes)
<i>How financed</i>	

<i>What</i>	ENHANCEMENT of RAIL STATION (beyond the proposed Phase One improvements currently being secured) · Pedestrian access to both platforms (underpass or path by signal box) <ul style="list-style-type: none"> ■ Review cycle path & footpath connections. Improve? ■ Real-time information for transport network ■ Use Lydney Local Power for improved lighting & security cameras, make a feature of demonstrating use of local power
<i>Who needs to be / could be involved</i>	Lydney Area Partnership Town Council Forest of Dean District Council Gloucestershire County Council - Local Transport Plan Severn & Wye Energy Rail Track Train operators e.g.. Wales and Borders Forest of Dean Railway Bus operators Passenger Users Council Bream Health Forum
<i>Where</i>	Lydney Rail Station and routes to the station
<i>When</i>	Immediate - piggy back onto Phase One improvements currently being secured
<i>How financed</i>	Regional Development Agency SWERDA Entrust / Landfill tax - community improvements Gloucestershire County Council - Local Transport Plan Forest of Dean District Council Rail Track Train operators - Wales & Borders

<i>What</i>	MORE FREQUENT STOPPING RAIL SERVICE FOR LYDNEY RAIL STATION <ul style="list-style-type: none"> ■ Especially to Gloucester ■ Commuting to Gloucester, Bristol and South Wales INCREASING TRAIN CAPACITY <ul style="list-style-type: none"> ■ At times of peak demand e.g.. events at Millennium Stadium, people have been left behind at Lydney because train is too full
<i>Who needs to be/could be involved</i>	Rail track Rail operators - Wales & Borders; Central Gloucestershire County Council - Local Transport Plan Forest of Dean District Council Town Council Rail Passengers Committee Form a local Community Rail Partnership - Bob Turner (Caroline Preston Harris could help)
<i>Where</i>	
<i>When</i>	As franchise renewals become due
<i>How financed</i>	

<i>What</i>	LOCAL INFORMATION SERVICE FOR BUSES For natives, visitors and surrounding villages Could be: <ul style="list-style-type: none"> ■ Internet ■ Local newspaper ■ Timetable leaflets
<i>Who needs to be / could be involved</i>	Lydney Area Partnership All Bus operators Gloucestershire County Council - Local Transport Plan Forest of Dean District Council Town Council Parish Councils Dial-a-ride Community Transport Forum Tourism Information Centres
<i>Where</i>	Lydney Area Partnership territory
<i>When</i>	Now
<i>How financed</i>	Latch onto relevant national, regional initiatives. Investigate how Rural Transport Partnership monies and Parish Transport Grants can work with (match fund) MCTI (Market and Coastal Town Initiative) money

<i>What</i>	JOURNEYS WITHIN TOWN Need to encourage less car use (& congestion), more buses, walking, cycling e.g.: <ul style="list-style-type: none"> ■ Review and improve walking and cycling infrastructure ■ Promote more walking and cycling ■ Look at journeys to school (esp primary schools) ■ Look at journeys to work, esp in and out of town centre ■ Look at special problem of buses unable to get to schools because of car use and parking
<i>Who needs to be / could be involved</i>	Gloucestershire County Council - Local Transport Plan Forest of Dean District Council Town Council Employers School authorities and Head Teachers (who agree bus service times) Developers Parents
<i>Where</i>	Lydney Area Partnership territory
<i>When</i>	Now. Be proactive and understand how these changes fit into bigger strategies and policies.
<i>How financed</i>	Landfill tax - community improvements Local authorities at all levels Developers Health authorities

Transport champions within Lydney Area Partnership

James Bevan, Bob Turner and Bill Punt agreed to take on the role of transport champions within the Lydney Area Partnership.

Lydney Area Partnership Tourism seminar 17 June 2002

Terry Stevens	Stevens and Associates
Bob Turner	Forest of Dean Tour guide
Louise McGuinness	Royal Forest of Dean College
Dirk Rohwedder	Taurus Crafts
John White	Dean Forest Railway
Sue Dubois	Forest Bigartweb.net
Nancy Fantham	Lydney Chamber of Trade & Commerce
Richard Daniels	Dean Forest Voice
Chris Dee	Gloucestershire County Council Tourism Officer

Proposed projects for Lydney Area Partnership 5 year plan

<i>Project name</i>	FRIENDS OF LYDNEY DOCKS
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ Linking (integrating) docks to Lydney via station (in all senses i.e. with routes; promoting the docks as part of Lydney past, present & future) ■ Especially while docks restoration is happening - provide information · Celebrate the River Severn and Lydney as a Severnside town ■ Explore docks site potential - wildlife, industrial heritage, river
<i>This could involve</i>	<ul style="list-style-type: none"> ■ Pedestrian & cycle routes - improve; promote ■ Extend bus service from station down to docks ■ Pursue 'rail' link to docks, town centre and up to Parkend (light rail order needed) ■ Make sure we promote each link (e.g. extended bus service) as it comes ■ Get boats up canal as close as town as possible ■ Launch with an arts event ■ Create routes north and south from docks along river bank - Severnside
<i>Who needs to be / could be involved</i>	Yacht club Environment Agency Wildfowl & Wetlands Trust Lydney Docks Partnership FoD Railway Preserved Paddle Steamer Co. Sustrans Pedalway GCC BTCV & cadets, youth clubs on path clearance, etc. FoDDC (station improvements e.g. parking)
<i>Timescale</i>	<ul style="list-style-type: none"> ■ Extend bus service now ■ Look at improved foot and cycle routes on south side of canal now ■ LAP to co-ordinate voluntary effort through Friends of Lydney Docks to improve routes with BTCV help now ■ Create temporary display (in a container?) at docks now
<i>Finance & funding</i>	BTCV Local Heritage Initiative FoDDC local grants GRCC help?
<i>Next step</i>	Establish Friends of Lydney Docks LAP and Lydney Docks Partnership to develop collaboration and joint planning (make relationship transparent and accountable)

<i>Project name</i>	LIFE IN TOWN CENTRE
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ Better tourist info / visitor centre provided in centre of town ■ Draw people into town centre via transport links with docks, station, Taurus Crafts ■ Multi-functional centre - leisure and arts; heritage; community information centre ■ Must be commercially viable centre (revenue generating?) ■ Open Sat & Sun ■ Must be part of town centre facelift and improvements ■ Offer better quality food
<i>Who needs to be / could be involved</i>	Lydney Area Partnership Town Council Forest of Dean District Council Gloucestershire County Council Rugby Club Recreation Trust FoD Railway
<i>Timescale</i>	
<i>Finance & funding</i>	
<i>Next step</i>	Short term: Enhance existing TIC Look for another site - building / shop window (Feathers) Longer term: Look for a good site e.g. riverside. Possible new building.

Proposed projects for Lydney Area Partnership 5 year plan

<i>Project name</i>	LYDNEY GREENWAY
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ To influence the design, quality & management of the green link between docks, town and forest
<i>This could involve</i>	<ul style="list-style-type: none"> ■ Sculpture trail on greenway routes ■ Artistic impression of the water themes in and around Lydney
<i>Who needs to be / could be involved</i>	Sports clubs Environment Agency Recreation Trust Angling Club Glos Wildlife Trust Lydney Docks Partnership FoD Railway English Nature ? Sustrans GCC
<i>Timescale</i>	■ Immediate after next steps below
<i>Finance & funding</i>	BTCV Local Heritage Initiative New Opportunities Fund Sports heritage Glos. Env. Trust
<i>Next step</i>	Ecological survey Link with Tourism group initiative linking town and docks Link with FoDDC riverside walk proposals

Other projects include:

- A hotel
- Develop B & B
- Review signposting - brown signs to Forest of Dean take visitors away from Lydney (at Elton and Chepstow)
- Lydney Heritage Trail / Local guide book

Tourism champions within Lydney Area Partnership

Richard Daniels and Nancy Fantham agreed to take on the role of tourism champions within the Lydney Area Partnership.

Lydney Area Partnership Arts seminar 17 June 2002

David Martin	Furniture Maker
Joy Simpson	Forest Art Network
Mary Atkins	Forest Local History Society
Kathy Boy	Open Studios
Cliff Gorman	Taurus Crafts
Mary Edwards	Open Studios

<i>Project name</i>	DESIGN FOR LYDNEY
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ To co-ordinate design by linking arts, historical associations, cultural associations and communities of place
<i>This could involve</i>	<ul style="list-style-type: none"> ■ Creating links, a forum, capacity to work together
<i>Who needs to be / could be involved</i>	Local artists Examples from elsewhere Local environmentalists Elected members - Town Council Local History Archive shop FoDDC - Owen Davies; Cath Stenson
<i>Timescale</i>	Immediate
<i>Finance & funding</i>	
<i>Next step</i>	Invite people above and others to a meeting. Ask them to bring mapping/auditing info. (Public notice needed)

<i>Project name</i>	LYDNEY LOOKS
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ To enhance the town through artworks, landscaping and up-grading buildings
<i>This could involve</i>	<ul style="list-style-type: none"> ■ Sympathetic upgrade ■ Sculpture in town ■ More trees ■ Imaginative landscaping
<i>Who needs to be / could be involved</i>	Land & property owners, especially on main street Someone involved with Forest sculpture trail Landscape companies Chamber of Trade & Commerce Local public artists Highways Agency FoDDC Town Council Schools and young people
<i>Timescale</i>	<ul style="list-style-type: none"> ■ As soon as possible
<i>Finance & funding</i>	FoDDC shop fronts initiative derelict building grants
<i>Next step</i>	

<i>Project name</i>	LYDNEY ARTS CENTRE
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ Provision of exhibition space, cinema, theatre/performing space, family meeting place, heritage centre, TIC,...that is commercially led
<i>This could involve</i>	<ul style="list-style-type: none"> ■ Café - local meeting place ■ A place to have fun ■ For tourists and natives alike ■ Outlet for craft workers ■ Promote Severnside identity for Lydney ■ Link to Artspace in Cinderford ■ Be independent - not grant dependent
<i>Who needs to be / could be involved</i>	Design for Lydney group FoDDC GCC South West Arts Community based organisations RDA Tourist board Private operator of cinema Fundraiser?
<i>Timescale</i>	<ul style="list-style-type: none"> ■ Urgently need to make contact with GCC re Naas Lane
<i>Finance & funding</i>	
<i>Next step</i>	Contact GCC re Naas Lane Talk with Dean Heritage Centre

Other projects include:

- Lydney History Trail updated

Arts champions within Lydney Area Partnership

Sue Dubois, Cliff Gorman and Joy Simpson

Lydney Area Partnership Sports seminar 18 June 2002

J. Longton	Whitecross School
Val Saunders Beverley Russell Sue Thomas James Russell	Roller Hockey
Sue Watkins	Lyndean Netball
Roger Sansom	Lydney AFC (Football)
Terry Jones	Lydney Bowling Club
Julia Goss	Lydney Tennis Club
Robin Warren	Ramblers Group
Sherille Clarke	Whitecross School / Recreation Trust
Louise McGuinness	Royal Forest of Dean College
Theresa McCarthy	Gloucestershire County Council Sports Development Officer
Jeremy Williams	Lydney Golf Club
Louise Cox	Lydney Netball Club / Bathurst Pool
Steve Price	Royal Forest of Dean College

Proposed projects for Lydney Area Partnership 5 year plan

<i>Project name</i>	WALKING FOR ALL CYCLING FOR ALL
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ Promote walking and cycling in Lydney and area (maps & booklets?) ■ Improve signage ■ Open all paths - especially link to docks ■ Open up Severn Way riverside path north and south of docks and link to existing path at Newnham
<i>Who needs to be / could be involved</i>	Ramblers Association Environment Agency Lydney Docks Partnership LDW's Assoc (?) Countryside Agency Forestry Commission Sustrans Pedalway GCC Landowners BTCV & cadets, youth clubs on path clearance etc LAP Tourism group LAP Arts group
<i>Timescale</i>	soon
<i>Finance & funding</i>	Countryside Agency & GCC health for all initiatives; walking initiatives FoDDC
<i>Next step</i>	Audit of paths and routes Establish a group / body of people

<i>Project name</i>	COMMUNITY INDOOR SPORTS ARENA and RUNNING TRACK
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ Home for many local clubs (covered dome for hockey, netball, tennis, bowls, roller hockey etc suitable for regional leagues) ■ Provide non commercial facilities ■ Must have provision for spectators - seating
<i>Who needs to be / could be involved</i>	All clubs and teams Sports Council Sports governing bodies LAP Tourism group Whitecross School (possible site)
<i>Timescale</i>	soon
<i>Finance & funding</i>	106 agreements
<i>Next step</i>	Feasibility study inc. funding Commissioning group

<i>Project name</i>	IMPROVE OUTDOOR FACILITIES (RECREATION TRUST & USERS)
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ Upgrade facilities (i.e. flooding problem) ■ Make better use of land and pitches ■ Better facilities (shared facilities?)
<i>Who needs to be / could be involved</i>	Recreation Trust All clubs and users (rugby, cricket, football etc) inc. youth teams Sports Council Sports governing bodies LAP Tourism group
<i>Timescale</i>	urgent
<i>Finance & funding</i>	106 agreements
<i>Next step</i>	Meeting between rugby, cricket, football etc clubs & Recreation Trust

<i>Project name</i>	SHARED MINIBUS
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ Cheap transport for all clubs and teams ■ To be able to include young people who cannot otherwise join in ■ Increased access to facilities - local and more distant
<i>Who needs to be / could be involved</i>	All clubs and teams
<i>Timescale</i>	
<i>Finance & funding</i>	
<i>Next step</i>	Explore with Dial-a-ride, Lord Taverners

<i>Project name</i>	NEW GOLF CLUB / COURSE
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ Replace existing golf facilities ■ Need soft funding (interest free loan) to buy land
<i>Who needs to be / could be involved</i>	Golf club
<i>Timescale</i>	2 years completion
<i>Finance & funding</i>	
<i>Next step</i>	

<i>Project name</i>	OUTDOOR POOL
<i>Aim of project</i>	<ul style="list-style-type: none"> ■ Upgrade ■ More access for young people
<i>Who needs to be / could be involved</i>	Town Council Lord Bledisloe Friends of Bathurst Pool - volunteers Lydney Local Power School children - Whitecross School
<i>Timescale</i>	
<i>Finance & funding</i>	106 agreements
<i>Next step</i>	Link Friends of Pool to LAP

Other projects include:

- Lake - develop water sports on lake
- Bowls club - green side shelter

Sports champions within Lydney Area Partnership

Jackie Longton (with possible help from Louise Cox - yet to be asked)

Lydney Area Partnership Social Enterprise Seminar, 28th May 2002

Notes from Project Session

Kat Luddecke	Oxford, Swindon & Gloucester Co-op
Marion Robinson	Forest of Dean Credit Union
Julie Ellerslie	Forest of Dean Credit Union
Jerry Friar	Fairtide Recycling
Alison Childs	Forest of Dean Farmer's Markets
Derek Biddle	Lydney Youth Café
Joy Simpson	Craft Co-op, Co-op Members Group
Kay Welfare	Severn Wye Energy Association
Dirk Rohwedder	Taurus Crafts
Sharon James	Lydney Dial-a-Ride

PROJECT ONE

- 1. Social Enterprise Network**
 - To provide low cost accommodation and shop front for Social Enterprises in and around Lydney
 - To develop a learning network and forum for Social Enterprises
 - To identify the scope for, define and promote the role of Social Enterprises in the Lydney area
 - To support individual S.Es,
 - To facilitate the development of S.Es and their collective learning
 - To offer advice
- 2. Who?**
 - All organisations present at seminar
 - Co-operative futures
 - Business link
 - Enablers including Local authority regeneration staff and other appropriate agencies
 - Equals
- 3. Finance**
 - Lydney Area Partnership
 - Local organisations themselves
 - Equals
- 4. Next Steps**
 - Call a wider forum to identify needs

PROJECT TWO

- 1. Local sourcing and processing**
 - Bottling
 - Production
 - Processing plant
 - Meat cutting rooms
 - Washing
 - Branding
 - Marketing
 - Adding value
- 2. Who?**
 - Farmers
 - NFU
 - Supermarkets
 - Forest food directory
 - Farmers market
 - Countryside Agency
 - Regional Development Agency
- 3. Next step**
 - Include funding for a feasibility study in the Lydney area plan
 - Group to reconvene, with invite to others above, to prepare a brief for study

PROJECT THREE

- 1. Local power**
 - To link local power to new development
 - To link to public services
 - To make Lydney more enterprising in its approach to generating power
 - To further engage the community through marketing and membership
- 2. Who?**
 - SWEA
 - Developers
 - Farmers
 - Forest Enterprise
 - Local Authorities
 - Environment Agency
 - Countryside Agency
- 3. Next steps**
 - Develop proposal to go in Lydney Area Plan with SWEA

PROJECT FOUR

- 1. Recycling**
 - Increase supply of materials
 - Increase market
 - Improve kerbside collections
 - Support role of existing organisations such as Fairtide
 - Develop educational links/materials/partnerships
 - Promote use of recycled materials
- 2. Who**
 - Fairtide
 - Kim Carpenter and Matthew Ellis, FoD DC
 - Planners to influence new development layout
 - Lydney local power
 - Local businesses
 - Schools
 - Community Centre
 - Lydney Town Council
- 3. Funding**
 - Equals
- 4. Next steps**
 - Invite people listed above to a meeting to further explore a recycling marketing initiative