



FOREST

ECONOMIC PARTNERSHIP

Delivering a thriving economy

Today's Agenda

- Meeting Welcome, Andrew Callard
- Matthew Burgess, Principal Gloucestershire College
- SWOT Analysis & Next Steps, Andrew Maliphant
- Sub-Group Progress Report, Andrew Callard
- Forest Means Business, Ian Mean
- The Local Plan 2041, Nigel Gibbons
- FoDDC Commercial Workspace Investment, Wendy Jackson
- Summary & close, Andrew Callard



SWOT Analysis & Next Steps

Turning Ideas into Action

Andrew Maliphant

FEP Process – An overview

WHAT

- SWOT analysis
- Strategic objectives
- Review issues and propose SMART solutions
- Detailed individual projects created
- Project signed off
- Establish appropriate project delivery body
- Source fundraising for delivery
- Project progress recorded and publicised
- Evaluate outcomes and celebrate success!

WHO

- Steering Group
- Steering Group
- Sub-groups
- Sub-group/Action Group
- Steering Group
- FEP Team
- FEP Team
- FEP Administrator
- Steering Group/All

**We need to separate the
trees from the wood...**



SWOT Analysis



Definitions

Strengths – any natural economic benefits e.g. geography, history, building assets, local businesses, skills, reputation

Weaknesses – any existing disbenefits e.g. any lack of facilities, access issues, low profile compared to other areas, poor communications

Opportunities – real chances NOT just project ideas e.g. any new grant funds, Forest Growth Hub, Forest Economic Partnership!

Threats – any dangers to the economic future e.g. competition

Circulated SWOT Summary

- Thanks to everyone for their input
- The summary is a snapshot of the Forest of Dean as we all see it now
- At this stage we have separated out proposed approaches to perceived problems (they come in later)
- We also separated out personal or political comments (!)
- Some suggestions need to be evidenced before inclusion (any further feedback from those who made them would be welcome)
- Any late suggestions will be included after review by the chairman

SWOT Summary Layout

- Each section is roughly organised by physical/ *Economic*/ social aspects for ease of comparison
- **STRENGTHS** – natural beauty, diverse businesses, strong communities
- **WEAKNESSES** – infrastructure, low business awareness, insularity
- **OPPORTUNITIES** – natural resources, FEP, wider work experience
- **THREATS** – businesses & people leaving, poor outside involvement

We need an agreed, shared vision

1

To bring together
different views

2

To jointly agree what
is important for the
future

3

To form a basis for
operational decisions

Do we agree and share the vision of the draft SWOT of the
District as it is now?

Draft Strategic Objectives

1. To raise wider awareness, both inside and outside the Forest, of local businesses and business opportunities
2. To support the development of successful businesses to provide wider employment options
3. To improve the local infrastructure to sustain businesses
4. To use natural resources sustainably to support the Forest economy
5. To connect local students and residents to economic opportunities

Once
projects
defined,
then into
project
appraisal

Clear need for the project e.g. addresses an agreed strategic objective

Operational requirements e.g. funds, expertise, site, approvals

Anticipated outcomes – positive and negative – how to measure?

Sustainability – economic, environmental, social

Assessment – is this the best way to meet an objective? Opportunity cost?

Project Proposals

- Light touch for easy review.
- Steering group to respond Yes/No/I need a specific question answered.
- Typically include:
 - Project lead
 - Project context
 - Support for FEP objectives
 - Cost estimates (capital / revenue)
 - Income sources (confirmed / not)
 - SMART outcomes / other benefits
 - Deliverability – and value for money
 - Sustainability - in environmental / economic / social terms
 - Risks - including doing nothing / opportunity cost

How are we doing?

Sub-group progress report

Andrew Callard

How are we doing?

- House of Lords Select Committee Submission on the Rural Economy September
- Cross-Country Rail Franchise Submission August
- Gathering a wealth of information, approaches and views
- Moving forward to solutions
- Sub-group attendance 3

Bridges & borders

Mission

Led by: Andrew Callard, Aimed Business

“The Severn and Wye have preserved the Forest. The best future protection is connection with all those around us to ensure a mutual understanding of economic needs. Looking outwards, if we are to participate in the South Wales-West of England Economic Powerhouse **and** be considered in our neighbours plans, what do we need and want to trade for bridges?”

Bridges & borders

Key Discussions

- Being Heard in everybody else's plans
- Business Voice for the District linking to the big 5 and to be heard in Western Economic Powerhouse
- 3 Bridges and more
- Cardiff Airport masterplan
- Borders Rail Services & STAG
- Beachley Barracks

Transport & Infrastructure

Mission

*Led by: Marcus M Jones, Nutrition Group +
Paul O Flynn, Tayntons*

“The District Plan guides future development that gives us the space to work, live and play. Once those uses are known we can consider the transport routes in the District to enable them to become fit for purpose. What is the practical new vision that defines the Forest we want to be and the balance between the use of space?”

Transport & Infrastructure

Key Discussions

- Forest Community Hospital
- Community Transport provision
- Bus services
- Lydney Station Improvements
- Wider rail issues related to Franchise submission
- Chepstow Transport Study
- Current environmental mapping



Education & skills

Mission

Led by: Julian Grail, Grail Engineering

“Within a lifelong learning context, how do we get the workforce we need for the District now and in the future to power and sustain economic growth by removing barriers and raising aspirations?”

Education & skills

Key Discussions

- Forest of Dean Youth Council
- Social Mobility a potential measure?
- Business and Schools Talking
- Engagement with wider county initiatives
- Flexible Work Experience
- Inspiring the Forest (IF) Action Group

Education & skills

IF... Inspiring the Forest

- **A Programme of events to run for 3 years:**
 - What IF A business delivers to a school.
 - Local IF Event: Day-long event hosted by each secondary school involving their local primary schools and wider school communities.
 - District IF Event: a day-long event targeting any student – Primary, Secondary and FE, and adults. Transport provided to a large-space venue. Space to be organised into business sector
- **Businesses in each sector encouraged to work together to provide:**
 - Experience-based activities that reflect the core skills needed in the sector regardless of size of company.
 - Information that informs and inspires about opportunities and pathways.
 - Information on the size and nature of the sector in the District and where in the world it serves.
 - Virtual enabled

Digital connectivity

Mission



Led by: David Trevelyan, Sustain You

“We are told we live in a digital world. What practical steps can we take to get the speed, reliability and connectivity to support the ways we increasingly work, live, study and play now and in the future?”

Digital connectivity

Key Discussions

- Newent's Cyber Security Hub Project 1/66
- Mobile communications 4G 5G 6G
- Broadband - the gap
- Tech Nation - an aspiration?
- SMART rural leadership - potential?

Digital connectivity

The Next Step

- **Broadband**
 - Voucher awareness for businesses and homes
 - The gap is from the green cabinet; the take-up is 1
- **Tech Nation** is a government recognised report:
 - About digital jobs in digital and non-digital companies
 - Based on travel to work areas
 - Could we achieve it by 2025?
- **Smart Technology**
 - Internet of Things, Apps, Cars etc. Many have a strong presumption of urban
 - Opportunity to lead as exemplar

Key Criteria

- Each project has SMART (Specific, Measurable, Agreed, Realistic, Time-bound) objectives
- Each needs funding from suitable pots of money. Those pots determine the vehicle

Project Delivery Bodies

- **Key issue is staff time**
- Up to 20 options to choose from, depending on circumstances, but all with terms of reference that regulate how partners work together eg
 - Unincorporated voluntary body with “accountable body”
 - Local council (power of competence) with project partners
 - Community Benefit Society with local membership
 - Community Interest Company (CIC)
 - Charitable Incorporated Organisation (CIO) – e.g. FoD Entrepreneurs

Exciting Times

- For Us
- For FEP
- For The District
- For The County



Forest Means Business

Ian Mean

Forest Means Business, Ian Mean

- Forest means business: more opportunities than ever before
- New College part of the big message: The Forest is on the UP
- Working with Wales
- Let's bring Forest business together. The FEP. New Chamber of Commerce for the Forest?
- 2050 Third crossing
- LEP behind you – new Growth Hub detail

The Local Plan 2041

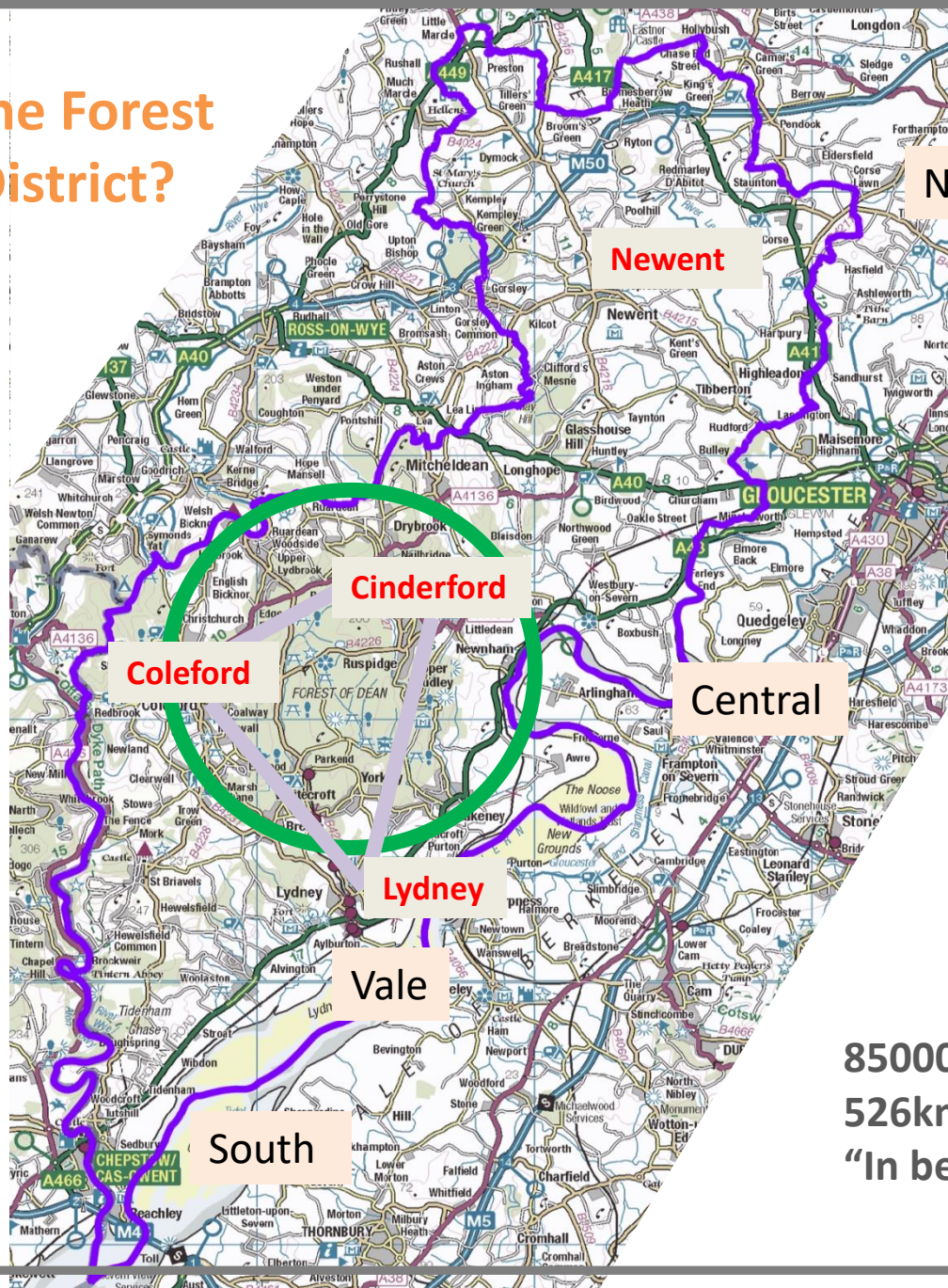
Nigel Gibbons

The Local Plan – 2041

- What is it?
- Some influences on it
- Likely issues
- Process
- Invitation to be involved

Land use plans are only part of the picture but are often the key to enabling physical change

What is the Forest of Dean District?



North

Newent

Central

Cinderford

Coleford

Lydney

Vale

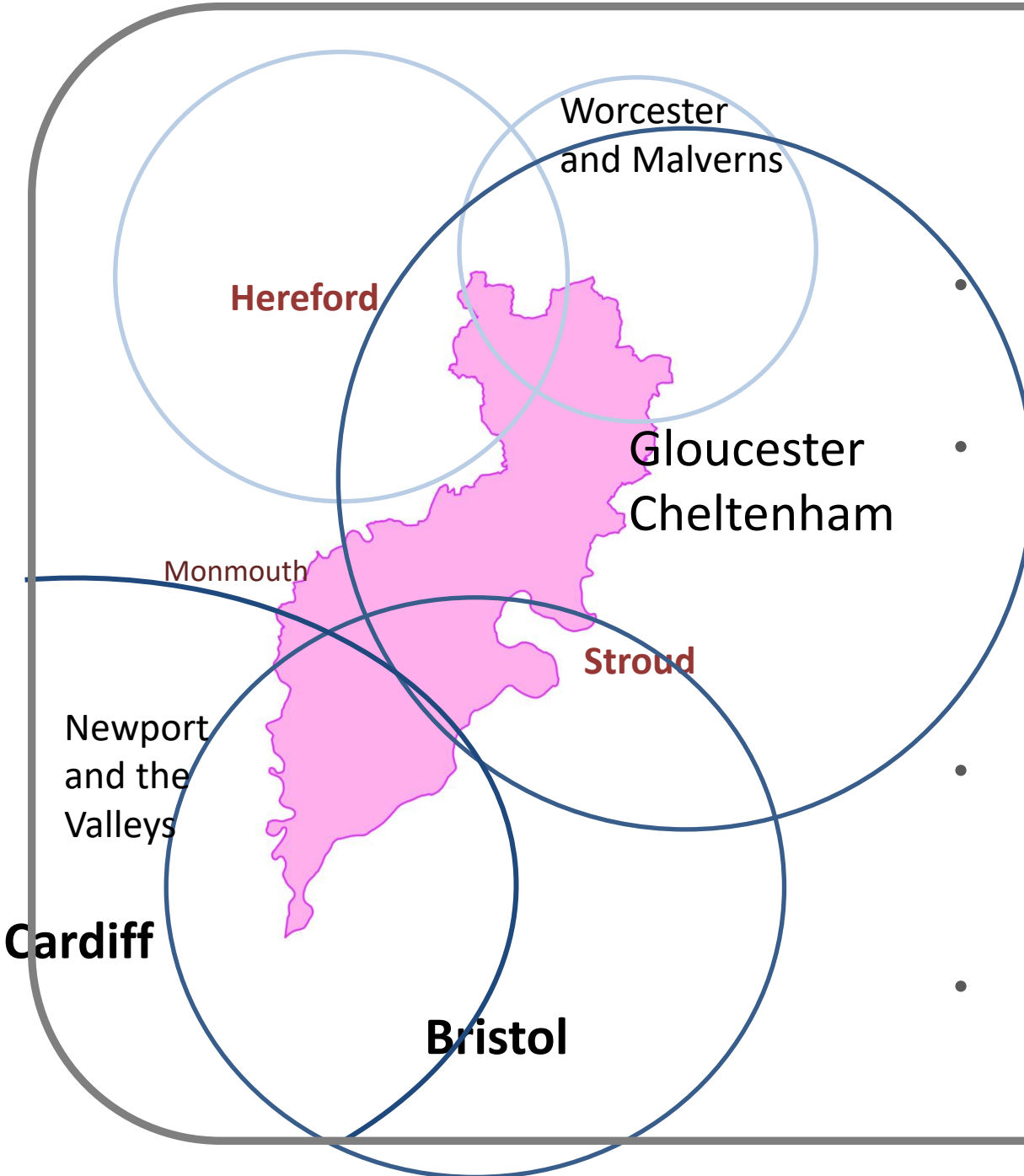
South

85000 residents

526km²

“In between” location

What is it near? In between what?



- Larger centres surround (not all in the same administrative areas)
- Some are progressing their plans for growth and some of these are clearly able to tap into considerable economic activity
- Smaller centres (Ross, Ledbury, Chepstow and Monmouth) are influential
- The location and influence from and on the surroundings

Requirements 1:

**A land use plan which follows NPPF national guidance
And as well as being the basis for planning decisions it will identify what
may go where.**

- Delivers “aspirational but realistic” development showing where and how it will take place
- Deliver sustainable development as defined
- Meet the objectively assessed needs of the area in order to do so
- Needs to fit with other (neighbouring) areas
- Must take account of economic social and environmental impacts
- Involve anyone who has an interest
- Needs to get through an examination
 - Positively prepared – means meeting as a minimum the area’s identified needs
 - Justified – has an appropriate strategy after taking into account reasonable alternatives is based on Proportionate evidence
 - Effective – deliverable and deals with any cross border matters
 - Consistent with national policy – accords with the national guidance (NPPF)

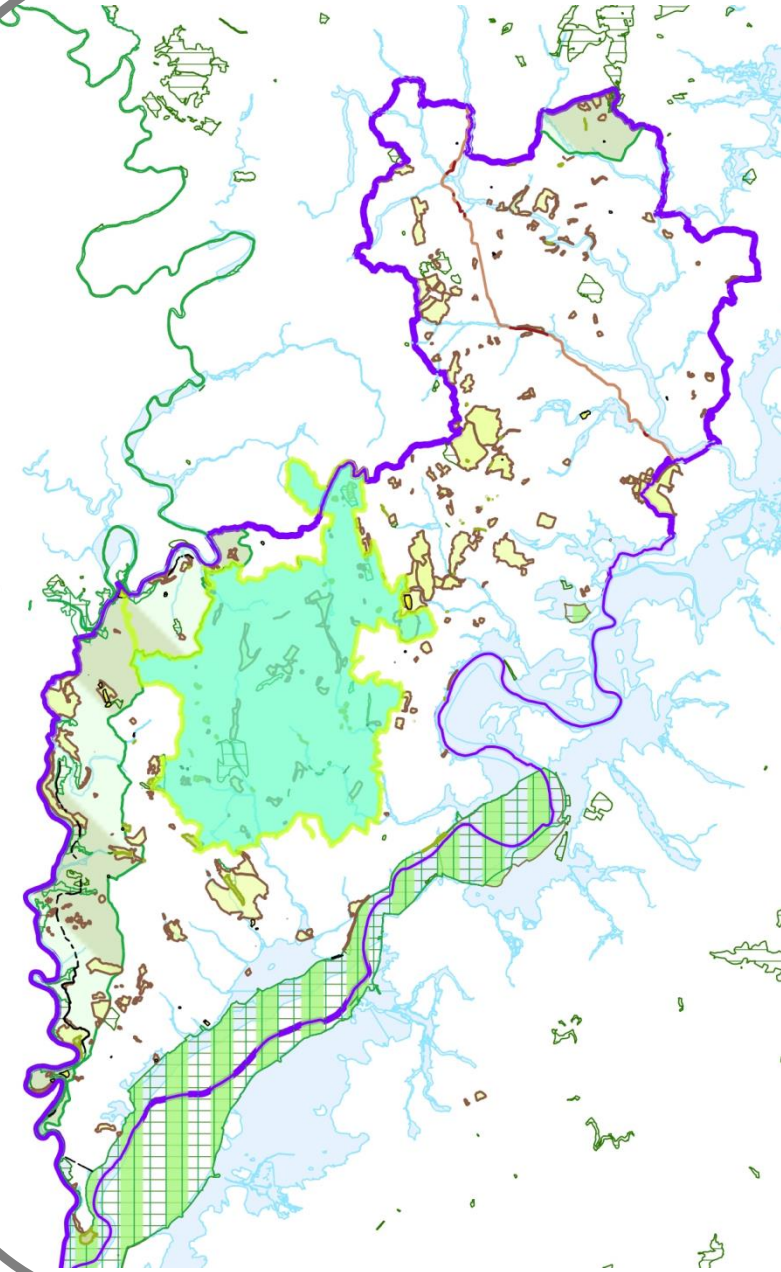
Work within the physical environment

The local dimension 1

- Some physical constraints:
- Not all absolute but some are AoNB (nb review and possible change)
- Forest
- SSI and above
- Flood zones

But

- Also key characteristics (assets)
- Forest
- National recognised AoNB
- Diversity (landscapes that host a range of protected sites and others)



Requirements 2:

A land use plan which follows NPPF national guidance

And as well as being the basis for planning decisions it will identify what may go where.

- Delivers “aspirational but realistic” development showing where and how it will take place
- Deliver sustainable development as defined
- Meet the objectively assessed needs of the area in order to do so
- Needs to fit with other (neighbouring) areas
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To comply with these ground rules it:

- Must go to 2041 (needs 15 year life after being finalised)
- Needs to fit with other plans
 - May include a county-wide strategy
 - Will include compatibility with neighbours plans
- Will probably need to support a scale/rate of future development similar to the current plan. (ONS evidence) – land for 4000 more dwellings? East Lydney is about 2000
- Supporting economic development?
- Supporting infrastructure: From public funds
 - From developers
 - From providers
- Addressing change – e.g. town centres, travel patterns and modes
- Must cover conservation issues
- Doesn't start with a blank sheet, need to continue East of Lydney, Lydney Harbour and Northern quarter as well as any strategic one-offs such as Five Acres

Working Vision Headlines for 2041 Plan

- Younger people want to stay in the district- good access to education employment and housing.
- The needs of an aging population are met
- Healthy lifestyles
- Sustainable development enhances quality life for residents and visitors alike. The diverse landscapes and heritage of the area is recognised nationally and internationally.
- Thriving tourism market is underpinned by a high quality environment
- The lack of affordable housing has been addressed through imaginative and sustainable ways
- The area has resilient and diverse employment opportunities with strong links to good local schools embracing in particular industries of the future
- The district is better connected through improved transport, digital and mobile data connections which reduce the need to travel and provide a distinctive local offer
- The Forest of Dean is known as an amazing place to start and grow business
- The district is actively pursuing a low carbon future and new development is designed to adapt to climate change

Working Vision Headlines for 2041 Plan

FoDDC may be at the point where further incremental growth may have a detrimental effect on the area. Plan needs to balance growth and conservation – retain local distinctiveness. Must be evidence based and realistic, yet aspirational.

Options need to be explored

Strategic options could be:

- Incremental growth in main settlements in keeping with their present roles
- Selected enlargement of some settlements, possible change of emphasis from one or more towns
- Major change to one or a few settlements
- New settlement
- Talk to neighbours about exporting some of the FoDDC's requirements (Unlikely?)

Some more specific issues

- Beachley Camp likely to be available and likely to be pressing for development - about 70ha
- Accessibility - there are pinch points at Gloucester and Chepstow
- single rail route capacity
- Access to and use of M50 and M48
- Need to enable continued Lydney East beyond 2026 - current commitments
- Cinderford NQ likely to be complete by 2026?
- Regeneration policy needs to be supported (Cinderford and Lydney)
- Pressure from neighbours? Especially Monmouthshire (Chepstow) but also Gloucester/ JCS area?

Programme

Currently working on initial scoping, evidence and consultation with FoDDC members.

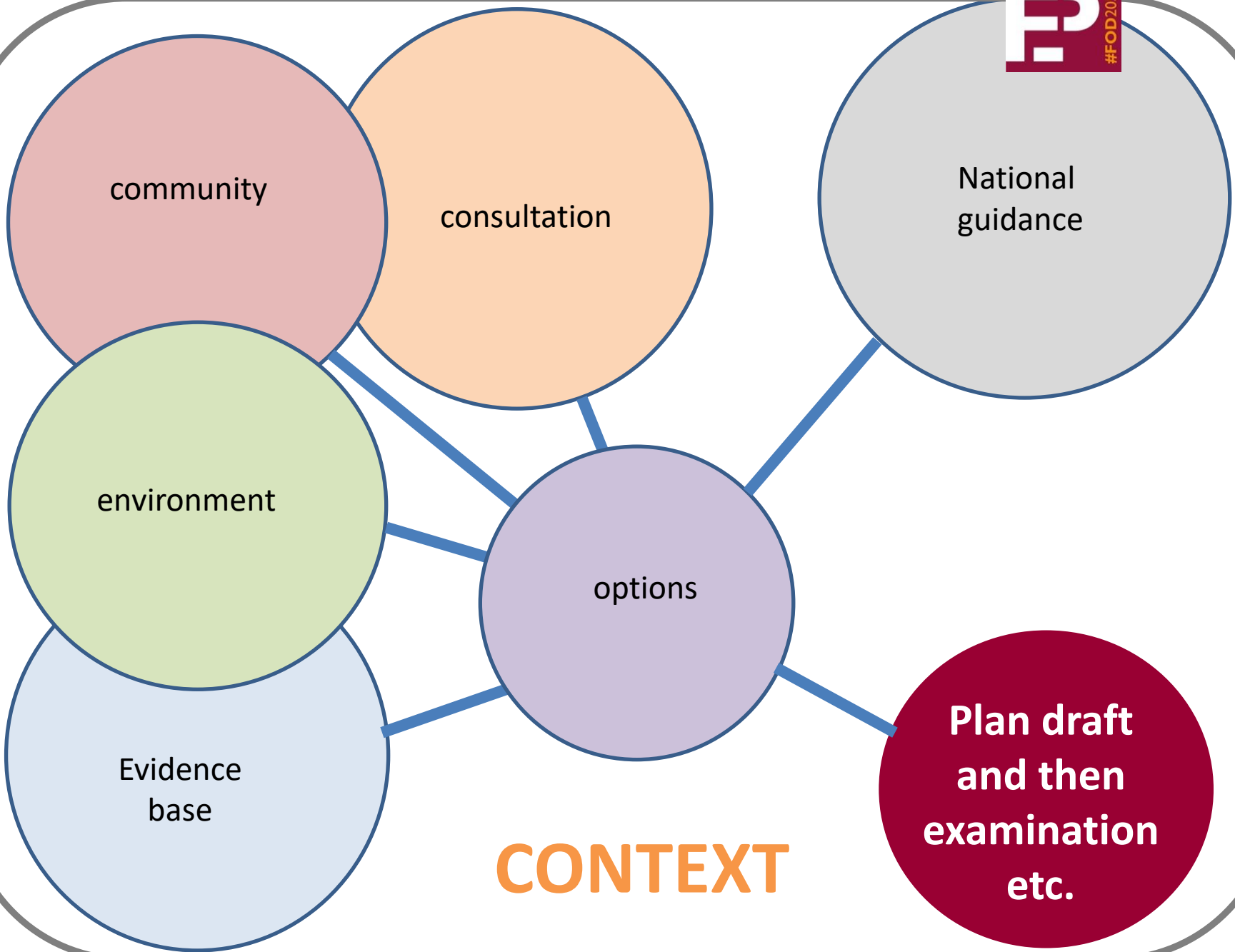
- Summer / Autumn 2019 issues and options - to involve a consultation about what these may be
- Autumn / Winter 2020 Draft Plan
- Consultation on the first set of proposals
- Summer 2021 Publication draft
- Plan modified in the light of consultation on draft
- Autumn / Winter 2021 submission draft
- Submit for examination
- Plan may be adopted 2022

How to get involved

There are options – but clear that FEP wants/needs to be involved

- Working group?
- Comments when asked?
- Something else?

Now is the time to be in on the start of a new plan.



community

consultation

National guidance

environment

options

Evidence base

Plan draft and then examination etc.

CONTEXT

Commercial Workspace Investment

Wendy Jackson

Forest Vale North - Cinderford Northern Quarter



DMG Masterplan, Cinderford
Homes & Communities Agency

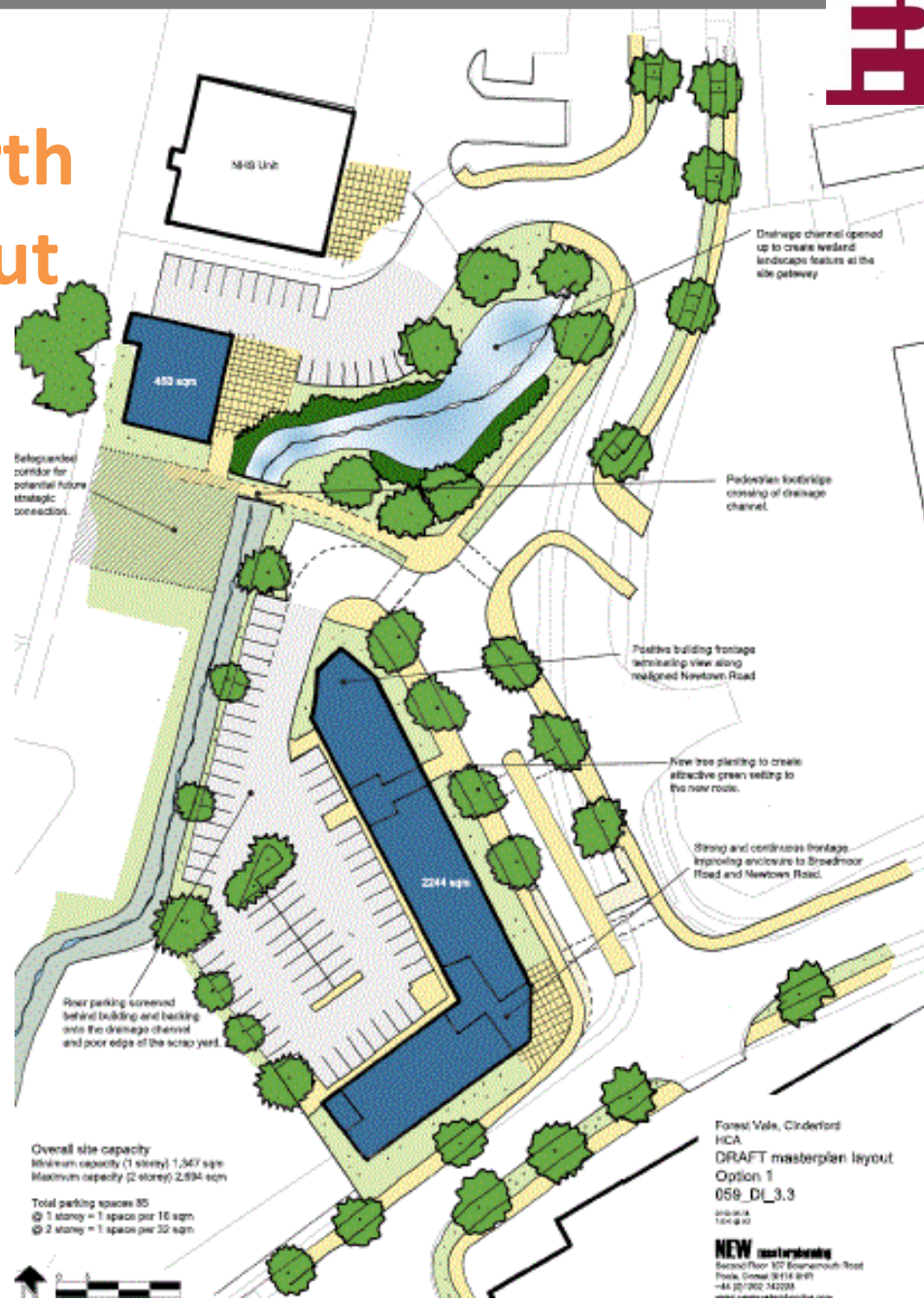
Overall
Illustrative Masterplan
REVISION
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Forest Vale North Indicative Layout



Overall site capacity
 Minimum capacity (1 storey) 1,247 sqm
 Maximum capacity (2 storey) 2,694 sqm

Total parking spaces 85
 @ 1 storey = 1 space per 16 sqm
 @ 2 storey = 1 space per 32 sqm



Forest Vale, Cinderford
 HCA
 DRAFT masterplan layout
 Option 1
 059_DL_3.3
 10/01/20
 10/01/20

NEW *urban* **planning**
 Second Floor 107 Bosworth Road
 Poole, Dorset BH14 8PH
 +44 (0)1202 342299
 www.newurbanplanning.com

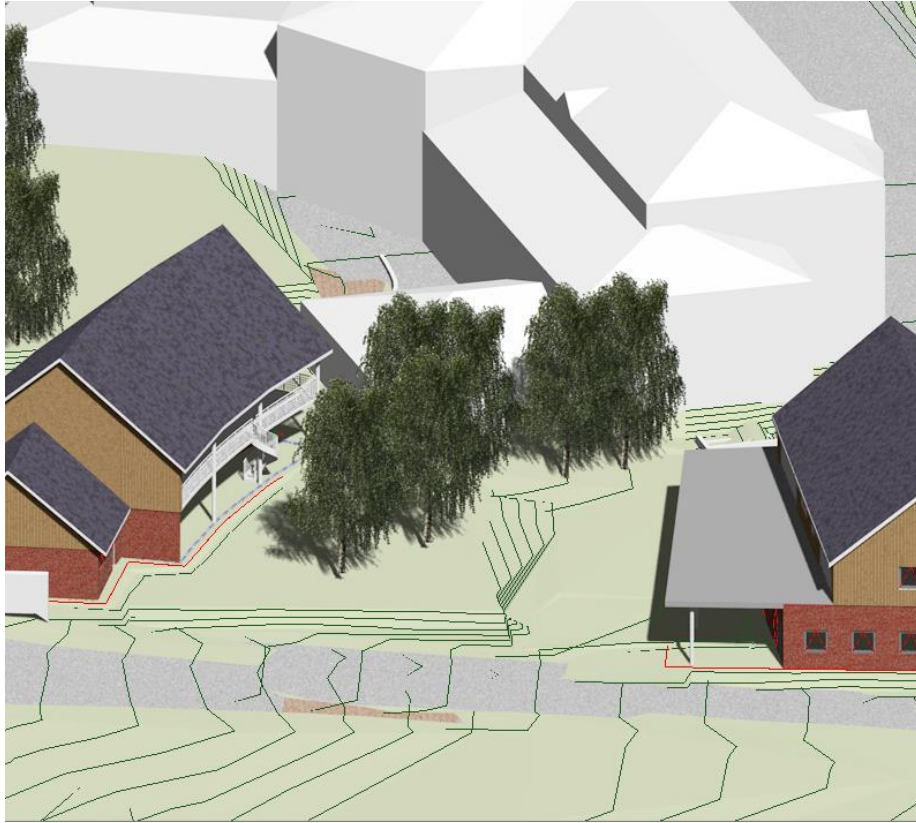
Five Acres Site Redevelopment - Coleford



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Foxglove Gardens – Coleford Town Centre



Summary and meeting close

Andrew Callard