

Planning for a **Positive Future**

The Podsmead Partnership Plan



Introduction

This Plan has been commissioned by **Gloucester City Homes** (GCH) through **Podsmead Big Local** (PBL). Together with **Blackbridge Charitable Community Benefit Society** (Blackbridge CCBS), these three organisations will be at the core of a new, long term, **Podsmead Partnership** to bring together a wide range of stakeholders from all sectors to plan and invest in a positive future for Podsmead.

The Podsmead Partnership will fulfil a strategic role in the re-birth of Podsmead, with GCH investing long term in new and existing homes, PBL building a sustainable legacy to its work over the past decade, and Blackbridge CCBS developing as a community anchor organisation for local residents.

This Plan is supported by a range of public sector and other organisations and aligns with the following strategic statements:

Gloucestershire County Council:

- Building Back Better in Gloucestershire 2022 – 2026
- Draft Pharmaceutical Needs Assessment 2022 – 2025

Director of Public Health 2018/19 report Healthonomics:

- Tackling Health Inequalities through Inclusive Growth

GFirst Local Enterprise Partnership:

- Draft Local Industrial Strategy for Gloucester
- Gloucestershire Skills Strategy 2022 – 2027

Gloucester City Council:

- Economic Growth Strategy 2019 – 2022
- Social Value Policy 2022
- Open Space Strategy 2021 – 2026

Gloucester City Homes:

- Strategic Plan - Your GCH 2030

Gloucestershire Health and Wellbeing Board:

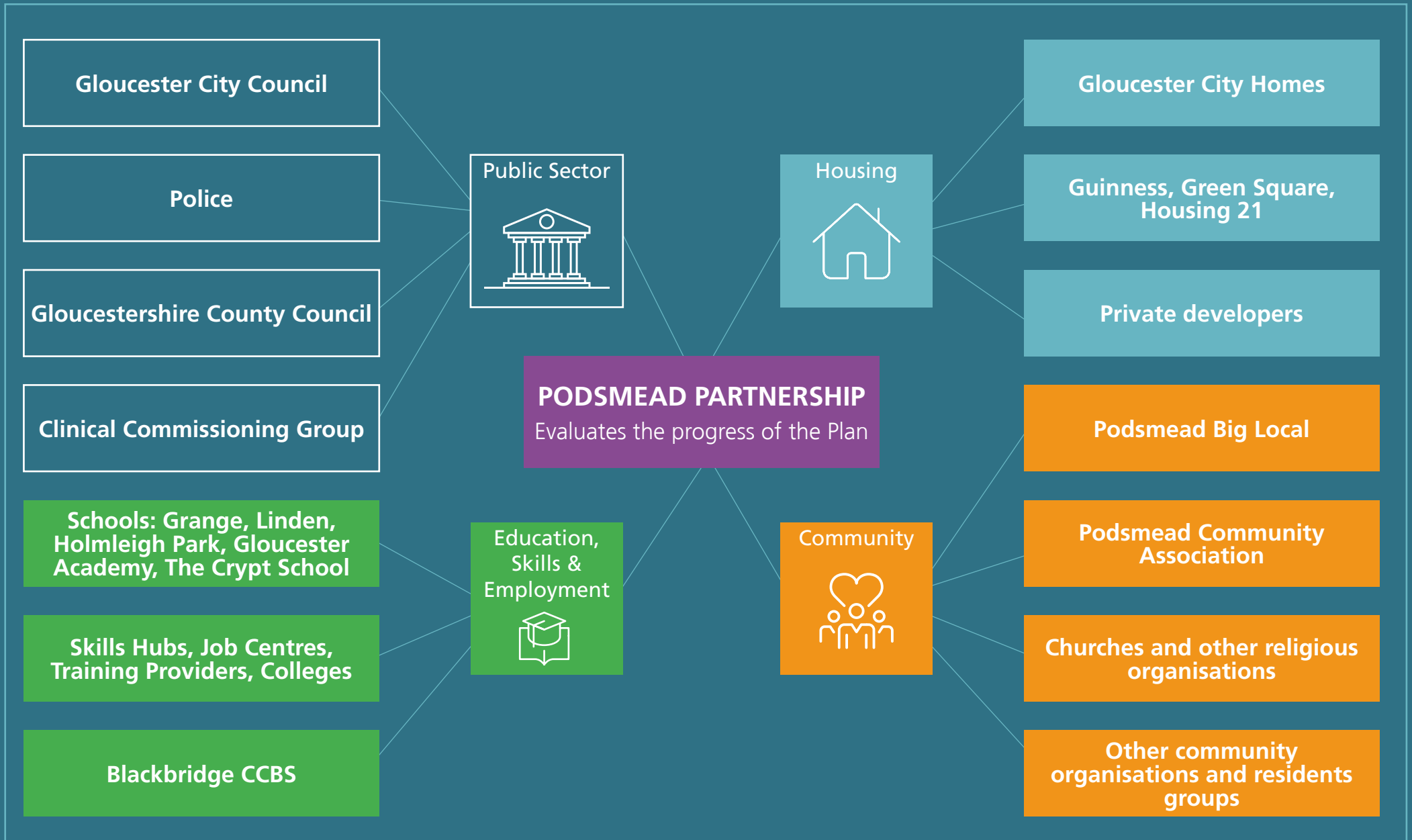
- Joint Health and Wellbeing Strategy 2020 – 2030

Podsmead Big Local:

- Podsmead Big Local Legacy Plan 2022 – 2025



The Podsmead Partnership and its Stakeholders



Background

For the past 10 years, much of the community investment in Podsmead has been actively managed by the resident led organisation Podsmead Big Local (PBL).

In 2014, PBL received grant funding from the Big Lottery Fund to support people, identify issues of concern, and propose and resource solutions. The nationwide Big Local programme ends in 2026 and, recognising recent achievements, PBL is now working to build a sustainable legacy that will involve all community stakeholders.

In 2017, Gloucester City Homes (GCH) were awarded funding from the Government's Estates Regeneration Fund to develop a masterplan for regeneration of the Podsmead 1 Local Super Output Area (LSOA) of the neighbourhood. An outline planning application by GCH for the regeneration of Podsmead sets out ambitious plans to:-

- Provide new homes, shops, and community facilities in Podsmead;
- Focus on a community led regeneration that builds social capital and economic resilience by designing places where people want to live;
- Develop and support existing community strengths;
- Improve the quality of life for residents.

In November 2021, Blackbridge Charitable Community Benefit Society (Blackbridge CCBS) was formed to lead in the development of the Blackbridge Community and Sports Hub which will act as a focal point for the neighbourhood and offer new and improved sports facilities accessible to all residents.

Not since the Podsmead social housing estate was created by Gloucester City Council in the 1950's has there been such an opportunity for the regeneration of the Podsmead neighbourhood which, despite possessing many positive qualities, has according to government indices been the most disadvantaged in Gloucestershire for at least a decade.

And so Podsmead finds itself at a pivotal moment in its history...



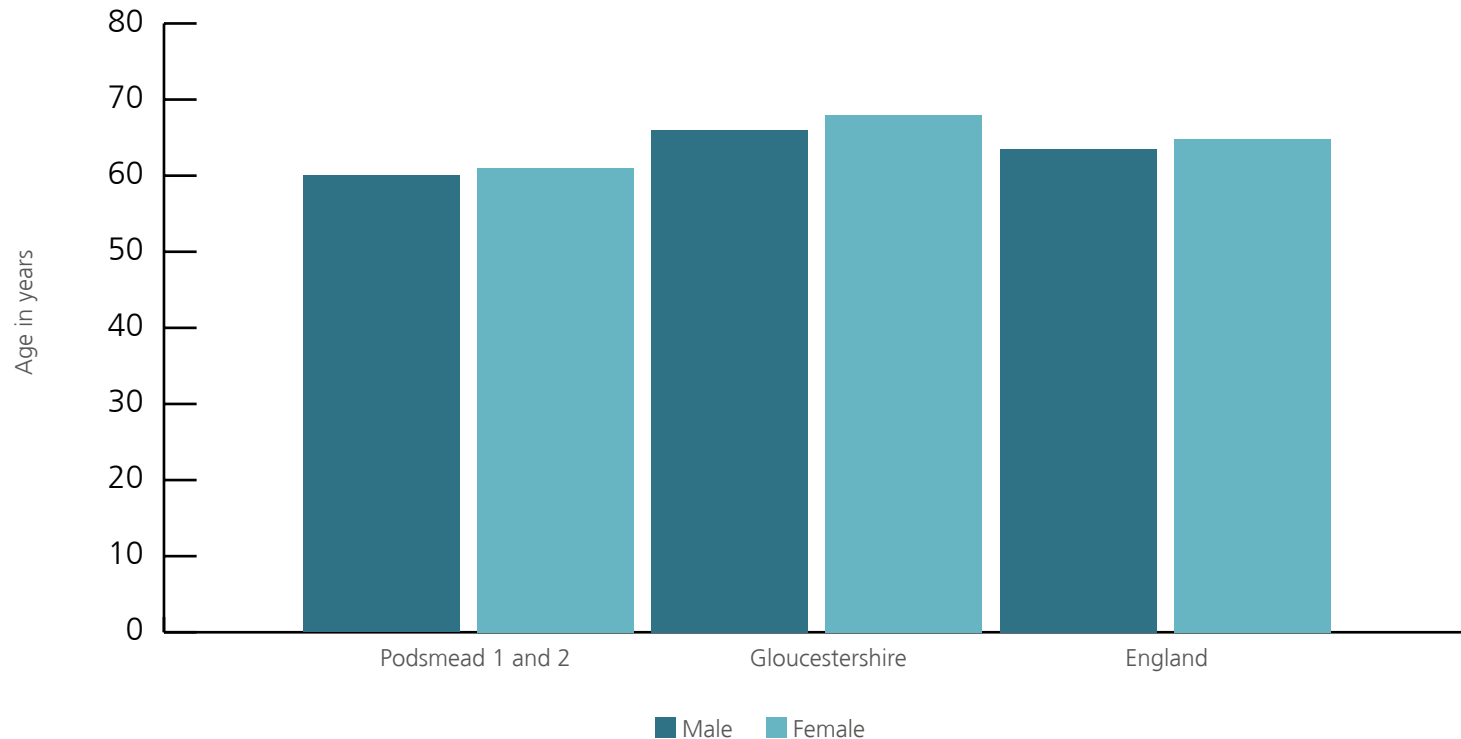
Podsmead in 2022 and the Current Challenges

Podsmead is a neighbourhood of circa 3,300 residents, largely built during the second half of the 20th century and located approximately three miles from Gloucester city centre.

It has an often forgotten wealth of talent and yet the governments **Indices of Multiple Deprivation 2019** identifies that, for the last decade, the area of the Podsmead estate officially referred to as Podsmead 1 Lower Super Output Area (LSOA), has been ranked as the most generally deprived in Gloucestershire.

The estate lacks many of the basic amenities expected in a neighbourhood of this scale and is isolated from nearby facilities due to its current layout, an issue compounded by low levels of car ownership.

Podsmead also experiences health inequalities, with significantly lower Healthy Life Expectancy for residents when compared to the average for England, and lower than the average for the county. The chart below from the Office of National Statistics (2009 – 2013) shows the healthy life expectancy at birth for females and males in Podsmead 1 and 2, compared to the average for the county and England.









Gloucestershire County Council Pharmaceutical Needs Assessment 2022 – 2025

A recent draft of this report identified Podsmead as in greatest need of a pharmacy, with the nearest currently almost one kilometre away, and highlighted that residents experience additional barriers to accessing pharmaceutical provision due to:

- The health issues they experience, with almost 14% of people aged 16 - 64 having a limiting long-term illness;
- A higher rate of households having no car (29%);
- A higher rate of people providing informal care.

A study entitled Local Insight for Podsmead undertaken in October 2021 by Oxford Consultants for Social Inclusion (OCSI) compared those living in all of Podsmead, officially described as Podsmead 1 and Podsmead 2 LSOAs, with the rest of England and found:

Health & wellbeing 	13.8% of people aged 16 – 64 have a limiting long-term illness in Podsmead 1 and 2 compared with 12.7% across England
Education & skills 	26% of people have no qualifications in Podsmead 1 and 2 compared with 22% across England
Vulnerable groups 	20% of children are living in poverty in Podsmead 1 and 2 compared with 17% across England
Communities & environment 	The % of people 'satisfied with their neighbourhood' (77.5%) is lower than the average across England (79.3%)
Housing 	5% of households lack central heating in Podsmead 1 and 2 compared with 3% across England
Access & transport 	29% of households have no car in Podsmead 1 and 2 compared with 26% across England

Analysis of the government's Indices of Multiple Deprivation shows concentrations of disadvantage on the Podsmead estate even more severe than the OCSI study found for the whole of Podsmead.

Our Vision for Podsmead

In January and February 2022, PBL conducted a survey of Podsmead residents to test the findings of previous surveys and better understand what local residents want out of the regeneration of Podsmead for themselves, their families, and their neighbourhood.

The survey results have shaped our vision for Podsmead and are echoed throughout this Plan. By delivering it we will ensure that in the 2030's the neighbourhood will be:

- **Engaged:** having a connected and spirited community with a welcoming, friendly and vibrant atmosphere;
- **Enterprising:** recognised as a hub of opportunity for employment, with people who are highly skilled and able to reach their potential;
- **Energised:** with healthy, active and confident residents.

We want to achieve the following **Outcomes** for Podsmead by 2031.

- A connected, spirited neighbourhood with a friendly and vibrant atmosphere and a thriving community and sports hub at its heart;
- Recognised as a hub of opportunity for employment, with people who are highly skilled and able to reach their potential;
- Healthy, active and confident residents with an improved quality of life;
- A community engaged in its own development, actively participating in its future and led by local people;
- A safer environment in which to live by "designing out crime" wherever possible, thereby reducing stress levels and increasing confidence;
- A greener community with improved use of open spaces and linkages;
- Improved energy efficiency and reduced heating costs in new and regenerated homes, potentially including renewable energy options;
- Greater, more diverse choice of housing including social, affordable, and private house purchase;
- Offering opportunities to move into new larger accommodation or downsize, creating a more stable and sustainable community;

- Improved community infrastructure providing access to healthcare provision, primary schools, training and digital hubs etc;
- Improved physical and mental health and wellbeing of residents through better-quality housing with reduced noise levels, improved insulation, improved heating and ventilation, and adequate space so that families can thrive;
- An enhanced physical environment, including pedestrian and cycle links, to encourage more active lifestyles and social interaction;
- Greater community pride in Podsmead residents, reinforcing local identity and a sense of pride in their neighbourhood;
- Improved connectivity through a distinctive and characterful environment that is integrated, easier to navigate, and pleasing to the senses;
- Improved green infrastructure with a greater range of planting, food growing space, and a mix of formal and informal 'playable' spaces.



Outputs

The following are some of the targets we want to achieve for Podsmead by 2031:

Description	Target (by 2031)
• New, modern, energy efficient homes;	340
• Regeneration of existing homes to modern standards;	240
• Retail outlets suitable to the needs of the community and offering quality affordable food and other services;	3
• A long-awaited local pharmacy;	1
• Podsmead residents employed in regeneration, construction and other jobs;	10
• Podsmead residents provided with apprenticeship opportunities in construction jobs, including by subcontractors;	6
• Podsmead residents employed by GCH;	5
• Podsmead residents taken part in work experience opportunities;	20
• NVQ2 or above qualifications achieved by Podsmead residents;	32
• Retail or other jobs created within Podsmead;	Up to 20
• Small business start-ups created;	8
• Enhanced community and retail space (in square metres);	Up to 900
• Social Return on Investment (SROI) predicted by GCH for every £1 of investment.	£6.32

Local insight for Podsmead

In both 2031 and 2041 we plan to repeat this 2021 study undertaken by **Oxford Consultants for Social Inclusion (OCSI)** which compared those living in Podsmead with the rest of England.

The table below sets out our ambitious targets:

2021 Local Insight for Podsmead Findings	2021 Study Results	2031 Targets	2041 Targets
• Percentage of children aged 0-19 in poverty;	20%	16%	10%
• Percentage of people aged 16 - 64 with a limiting long-term illness;	14%	12%	9%
• Percentage of people with no qualifications;	26%	20%	14%
• Percentage of people 'satisfied with their neighbourhood';	77.5%	81%	86%
• Percentage of people with no central heating in their homes.	5%	3%	1%

Our Strategic Aims

This Plan is so much more than simply building some new homes; it also builds upon the community's skills and assets and puts residents at the very heart of leading change in Podsmead by:

- **Recognising Podsmead's Potential** - by setting out a fresh understanding of the economic, environmental, social and development potential of Podsmead.
- **Understanding the Opportunities and Challenges in Podsmead** - by clarifying and fully understanding the opportunities and challenges in Podsmead.
- **Playing to Community Strengths and Addressing Residents' Concerns** by:
 - Nurturing local leadership to play to community strengths;
 - Addressing concerns through regular engagement;
 - Ensuring that the planned investment in Podsmead meets the needs and aspirations of residents.
- **Promoting Effective Collaboration and Communication** - by identifying and communicating what can be achieved through collaborative working.
- **Identifying Partnership Opportunities** - by outlining opportunities for regional, county and city organisations to be partners in change.
- **Encouraging Local Engagement** by:
 - Inviting local stakeholders to support the aspirations of the community for better health, economic and educational opportunity;
 - Encouraging and promoting positive solutions around climate change and participation in democracy;
 - Having more fun in life!

These aims will be achieved through our **Action Plan to Deliver a Positive Future for Podsmead** which describes:

- What we want to change and, in some cases, maintain and develop;
- How we will do so;
- The key stakeholders crucial to successful delivery;
- Significant milestones;
- Indicators of progress.

MILTON AVENUE
COMMUNITY GREEN SPACE



Foundations of Success

1 Enterprise, employment and skills development



The **Indices of Multiple Deprivation for Gloucestershire 2019** identifies that in the last 10 years the Podsmead social housing estate, officially referred to as Podsmead 1 Lower Super Output Area, continues to be ranked as the most employment deprived in Gloucestershire, **and in the 0.3% most educationally deprived in England.**

In addition, some 14% of Podsmead residents aged 16 – 64 have a limiting long-term illness, which brings additional challenges for those looking for work.

There are more than 7 million journeys past Podsmead every year on the Cole Avenue element of the 'Eastern Avenue Corridor' and a wide range of small and medium sized businesses next to Podsmead on both Cole Avenue and Bristol Road. And yet there is a disconnection between the Podsmead community and its business neighbours.

The regeneration of local housing, an enhanced local retail offering, a new Community and Sports Hub, and stronger more mature community partnerships will all provide new opportunities to grow the neighbourhood economy and better connect it to the wider city economy around it.

Employment Training and Skills

We want to create a range of local apprenticeship, employment and training opportunities linked to the various stages of the regeneration project and the resulting new and improved facilities and amenities, incorporating a pre-employment skills development programme supported by local schools and colleges, and the Local Enterprise Partnership, GFirst LEP through Gloucestershire Skills Advisory Panel (GSAP).

We'll work together to create this by...

- GCH ensuring it delivers its Employment and Skills Plan which includes commitments to:
 - New homes, shops, and community facilities in Podsmead;
 - Community management of up to 900 square metres of community and retail space;
 - Jobs, apprenticeships, work experience, training opportunities, and careers information for local residents;
 - A community led regeneration that builds social capital and economic resilience, and aligns with its Social Value Policy;
 - Opportunities for local suppliers to bid for all contracts;
 - Contracts that include commitments to the delivery of jobs and apprenticeships for local people;
 - Main and sub-contractors seriously engaged with and seeking to hire local workers;
 - Collaborative working with community partners and other key stakeholders for the benefit of Podsmead;
 - Regular communication with residents and key stakeholders throughout the project;

- The new Podsmead Partnership ensuring that:
 - It encourages other employers to work with GFirst LEP and local schools and colleges;
 - It links residents to opportunities within the community or in established businesses in or near Podsmead, ensuring that local vacancies are accessible and open to all residents, including those with issues of disability and ill health;
 - It leads by example and encourages all businesses engaged as part of the regeneration programme to:-
 - Take an enlightened approach to recruitment, and commit to building an inclusive culture in the workplace where diverse groups of people feel valued, confident, and able to be themselves;
 - Sign up to the Inclusivity Works initiative and be recognised as inclusive employers;
- Gloucester City Council supporting the implementation of its Social Value Policy to extract benefit for Podsmead from city contracts within the area and elsewhere;
- Gloucestershire County Council facilitating links between local regeneration, public health and schools' projects and/or contracts;
- Integrated Care Service in Gloucestershire recognising the link between employment and wellbeing;
- PBL utilising the current Podsmead Hub and other community facilities, as skills and regeneration information and opportunity centres, focusing on soft skills of CV writing, work experience, connecting and signposting.

Significant milestones

- Appointment of Podsmead Education, Skills and Employment Co-ordinator;
- Identification and understanding the workforce characteristics;
- Identification of actual and potential emerging work roles and preparation of people for them.

Indicators of progress

- A jobs hub and matching service within Podsmead, monitoring take up from residents and employers;
- Residents are recruited into new jobs or apprenticeships created by the regeneration programme;
- The Social Value Policies of GCH, Gloucester City Council and Gloucestershire County Council are operating effectively for the benefit of Podsmead residents.





Enterprise Opportunities

We want to create more enterprise opportunities in our communities by safeguarding and consolidating the learning and potential of an environmental social enterprise as trialled through the Podsmead Clearance Team (PCT) whilst also nurturing other new and existing micro businesses.

We'll work together to create this by a range of actions including...

- The Podsmead Partnership ensuring that:
 - It identifies potential opportunities to create workspaces in small business units or vacant premises in Podsmead or Bristol Road;
- It engages additional investment to tackle high levels of digital exclusion;
- All partners adopting a contracting and employment framework which promotes the policy of 'the more local the better' whenever possible;
- GCH ensuring that:
 - It builds and transfers management control of up to 900 square metres of community space;
 - It provides and equips a storage container and a long term site for the PCT equipment storage;
 - It supports the development of existing and new enterprise opportunities through the provision of community managed hubs, retail space and enhanced open spaces;
 - It creates workspaces for small local businesses, start-up pods, and grounds maintenance contracts for existing social enterprises;
- GCH, Blackbridge CCBS and Gloucester City Council developing contractual arrangements to use the PCT on the developed outdoor spaces;
- Blackbridge CCBS ensuring that:
 - It engages business support capacity whilst improving linkages with strategic providers such as the city and county Skills Hubs, Economic Development teams, GFirst LEP and The Growth Hub, alongside partnering with local contractors;
 - It researches the potential to utilise the Start and Grow Enterprise (SAGE) programme run by The Growth Hub which offers workshops and support to those interested in starting their own business;
 - It takes ownership and responsibility for the development of PCT;
- Gloucester City Council continuing to partner with the PCT for environmental maintenance services in Podsmead.

Significant milestones

- Transfer of organisational control of PCT to Blackbridge CCBS;
- Recruitment of a full-time apprentice to learn how to run the project;
- Recruitment of a cohort in May of each year.

Indicators of progress

- The PCT contract is managed and overseen by Blackbridge CCBS;
- A PCT staff member has attended a groundskeeping, environment and leadership training course;
- Micro/community business case studies are recorded and shared;
- Established county and city businesses are engaged with and actively targeting the Podsmead neighbourhood.

Community based businesses

We want to deliver more Community based businesses which retain increased revenue and profits in Podsmead by progressing new opportunities and preparing for retail offerings in the new retail units, informed by the social business and enterprise model and supported by a strong local employment offer that nurtures and sustains skills and talents, improving the community's economic potential.

We'll work together to create this by...

- The Podsmead Partnership ensuring that:
 - The findings of the recent Gloucestershire County Council Pharmaceutical Needs Assessment deliver a pharmacy in Podsmead;
 - It supports the provision of a pharmacy for Podsmead in a suitable location within the first phase of the regeneration plan;
 - It identifies additional investment to tackle high levels of digital exclusion;



1 Enterprise, employment and skills development



- GCH ensuring that:
 - It develops strong relationships with the existing retail provision in Podsmead;
 - It builds and transfers management control of community space to support the development of small business and enterprise hubs, with all surpluses being reinvested in the Podsmead community;
- PBL engaging the community in an ongoing conversation about the number and type of retail or other enterprises they would like to see, and supporting new initiatives proposed by residents;
- Blackbridge CCBS engaging with local business organisations to build capacity in the neighbourhood whilst improving links with strategic providers such as Gloucester City and Gloucestershire County Council Economic Development teams, GFirst LEP, and the Growth Hub, and partnering with local contractors.

Significant milestones

- A decision is made on any relocations of existing retail providers;
- A pharmacy opens in Podsmead;
- The offer of a formal contract between GCH and Blackbridge CCBS for the retail units.

Indicators of progress

- Current retailers are informed of their options;
- There is ongoing progress towards the new retail management model;
- Digital exclusion is reduced for residents and micro businesses;
- The economic potential of Podsmead is recognised in district, local, and county strategic economic plans.

PODSMEAD MASTERPLAN YEARS 6 - 10 (PHASE 2)

Phase 2 of the project, proposed for years 6-20 would include demolishing 153 existing homes and replacing them with 244 new homes including apartments and houses. It would also include the demolition of the current Podsmead Big Local Hub and Podsmead private shops with flats above on Scott Avenue, subject to further discussions with their leaseholders.

The new Community Hub and new shops/apartments would already have been built in Phase 1 of the project in years 1-5. It would also include the replacement of 620 flats in Hathaway Close and the development of new flats on Scott Avenue and new houses on Hathaway Avenue and



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VIEW TOWARDS NEW SCOPES AND PROPOSALS FOR PHASE 2 PODSMEAD ROAD/IRON AVENUE



2 Health, wellbeing and the environment



Podsmead 1 is amongst the 3% most health and disability deprived areas nationally, with 14% of residents aged 16 – 64 having a limiting long-term illness, and its national health ranking has consistently declined over the past 10 years. Throughout this period the lack of accessible primary health care provision has remained a major concern for residents.

A Healthy Community

We want to create a community with **Healthy Life Expectancy figures equal to the rest of Gloucestershire and England and with easy local access to health services, including a pharmacy.**

We'll work together to create this by...

- The Prevention, Wellbeing and Communities team at Gloucestershire County Council working collaboratively with The Podsmead Partnership and the local community to improve the health of its residents so they can enjoy as many years in good health as the rest of Gloucestershire;



- The Podsmead Partnership ensuring that:
 - It supports a suitable venue being developed in the first phase of the regeneration for the provision of a pharmacy for Podsmead;
 - It facilitates effective community partnerships around the regeneration project to encourage engagement and support from a range of strategic stakeholders including Gloucester City Council, the Prevention, Wellbeing and Communities team at Gloucestershire County Council, Integrated Care Services, Gloucestershire Highways, Gloucestershire Police, local schools, colleges, GFirst LEP etc;
- GCH ensuring that:
 - It builds and transfers management control of community space to attract a more affordable and healthier food offer for Podsmead;
 - It works with the Prevention, Wellbeing and Communities team at Gloucestershire County Council, Integrated Care Services, community partners and other stakeholders to improve access to primary health care services and provide funding to reduce corresponding health inequalities;
 - It, along with health and community partners and other stakeholders, identify and remove the physical barriers that separate parts of the Podsmead Community e.g., removing hedges, increasing natural pathways across the neighbourhood, review bus stop locations and traffic calming measures;
- Blackbridge CCBS developing a Community and Sports Hub providing a focal point for community and sports activities, and offering residents access to sports facilities such as fitness areas, a new 3G Astro turf pitch, new grass pitches, and a substantially improved Athletics track.

Significant milestones

- The provision of healthcare facilities on the estate, especially a pharmacy;
- The opening of the Community and Sports Hub next to the estate;
- Removal of physical barriers and increase in natural pathways.

Indicators of progress

- Improved physical and mental health across the Podsmead estate;
- Increasing frequency of use by residents of the facilities at the Community and Sports Hub.





Quality Affordable Food

We want to improve the range and quality of affordable local food available through existing and new community food initiatives and the provision of new community focused retail facilities which prioritise community wellbeing.

We'll work together to create this by a range of actions including...

- The Podsmead Partnership ensuring that:
 - It establishes a community led Food Action Group in consultation with Podsmead residents;
 - It engages with the Feeding Gloucestershire network, which aims to create a Sustainable Food County, improve access to good food for all and ultimately remove the need for emergency food provision;
 - It develops a Podsmead Community Food Plan;
 - It strengthens relationships developed through the Holiday Activity and Food (HAF) Programme for the benefit of residents;
 - The new retail offer is as sustainable, affordable and healthy as possible;
 - The existing local food club expands;
 - It works with and is supported by local food networks and Gloucester City Council Community Wellbeing team;
 - It supports and encourages the development of cookery and catering skills;
 - It increases the availability of fresh food including vegetables, meat and fish;
 - It increases the availability of community growing spaces and their inclusion within regeneration plans;
 - It works with faith groups to increase their community engagement in the neighbourhood;
 - It explores opportunities to source local produce and surplus food from sources such as Fare Shares;
- GCH ensuring that:
 - It builds and transfers management control of high-quality community space to resident led organisation(s) to support the development of a much improved affordable and healthy food offer;
 - It provides new, fit for purpose, well positioned retail and community spaces potentially managed by the community;
 - It provides new sustainable community buildings, edible trees and plants, and community growing spaces as part of the regeneration plan;

Significant milestones

- Creation of a community led Food Action Group;
- Creation of a Podsmead Community Food Plan;
- Opening of new Podsmead retail offer.

Indicators of progress

- Podsmead Community Food Action Group established;
- Podsmead Community Food Plan implemented;
- Improvements in the health and wellbeing of residents.

A Strong Connected Community

We want to create a stronger more connected community where existing and future residents are engaged and involved in their local community, recognising that residents connecting and acting together as good neighbours will have the most sustainable impact on health and wellbeing.

We'll work together to create this by a range of actions including...

- The Podsmead Partnership ensuring that:
 - It facilitates effective community partnerships to encourage engagement and support from a range of strategic stakeholders including Gloucester City Council, The Prevention, Wellbeing and Communities team at Gloucestershire County Council, the Integrated Care Services, Gloucestershire Highways, Gloucestershire Police, local schools, colleges, GFirst LEP etc;
 - It co-produces quarterly events that celebrate Podsmead, the people and the progress;
- GCH ensuring that:
 - It continues to work with The Prevention, Wellbeing and Communities team at Gloucestershire County Council and Integrated Care Services to improve access to health services including a local pharmacy, via the provision of modern retail facilities;
 - It collaborates with community partners to create capacity for inclusive community involvement, supporting community events and celebrations as appropriate;
 - Planning consultation is inclusive and engages with the wider community;

- It works with health and community partners and other stakeholders to identify and remove the physical barriers that separate parts of the Podsmead Community e.g. changing barriers into gateways, increasing natural pathways across the neighbourhood, review bus stop locations and traffic calming measures;
- It liaises with Community leaders and local Police to identify trends in criminal activity in the neighbourhood with the aim of jointly finding ways to reduce it;
- As part of the design of the regeneration of Podsmead, crime is 'designed out' to reduce the vulnerability of people and property to crime and by doing so reduce fear of crime and help to improve people's quality of life;
- PBL ensuring that:
 - It strengthens and deepens methods of collaboration that encourage participation in community government, working to the standards expected by the Governance Code of the Charity Commission;
 - It focuses on the geographic and small cultural communities within Podsmead, seeking to recognise, celebrate and connect them;
 - It develops proposals that will encourage community wide engagement for the benefit of all;
- Blackbridge CCBS ensuring that:
 - It develops a Community and Sports Hub providing a focal point for community and sports activities;
 - It establishes a strategy to develop as a Podsmead 'community anchor' organisation that embodies the legacy of the PBL partnership;
 - It co-ordinates an accessible Green Quarter Sports and Wellbeing Partners Group that as part of the Podsmead Green Plan opens up pathways between the major green spaces and sport facilities.

Significant milestones

- The provision of healthcare facilities on the estate, especially a pharmacy;
- Blackbridge Community and Sports Hub opens;
- Removal of barriers between Milton and Earl's Park;
- Establishment of a Green Quarter Sports and Wellbeing Partners Group;
- Presentation of an Action Plan and funding strategy for community activity delivered from Scott Avenue north end.

2 Health, wellbeing and the environment



Indicators of progress

- Fences gone and a safe passage opened by the city;
- Buy-in from the rugby clubs, Tuffley Park, Bowls Club, local primary and secondary schools;
- Reducing crime figures due to reconfigured design of estate;
- New community leaders emerging from within Podsmead;
- A community vote led by Blackbridge CCBS on the purpose and funding of the integrated community spaces;
- Improved mental health through reduced levels of anti-social behaviour and crime.

The Local Environment

We want to maintain and develop the local environment which has consistently been the top priority for local residents in surveys undertaken annually since 2017. We will do this by increasing local biodiversity and developing a Green Plan for Podsmead by 2023/24 to increase wellbeing, supported by a regeneration programme that responds to the challenges of climate change, and provides:

- Access to local jobs;
- Access to green energy;
- Access to affordable green transport;
- Electric vehicle re-charging points;
- Increased biodiversity / tree planting;
- Flood alleviation.

SOUTH END OF SCOTT AVENUE OPEN SPACE



This is the main gateway to Podsmead from the A38 and we are proposing to build a small parade of shops with apartments above opposite The Crypt School with landscaped public space outside the shops and additional parking for shoppers calling in from Podsmead Road and Cole Avenue.

To the rear of the apartments there would be terraced houses along the south end of Scott Avenue and Masefield Avenue with some houses overlooking the new park in the middle of Scott Avenue open space.



Got a question or feedback? Contact us on www.shapethefutureglos.co.uk, email regen@gch.co.uk or call 01452 424344



SCOTT AVENUE PARK



2 Health, wellbeing and the environment



We'll work together to create this by...

- The Podsmead Partnership ensuring that:
 - It works with residents, community partners and stakeholders to develop an ambitious Green Plan for Podsmead, linking to local employment, green transport, use of green energy and bio-diverse natural environment;
 - It researches the potential for the provision of access to e-scooter schemes, community transport, car clubs and secure cycle storage;
- GCH ensuring that:
 - It supports Green Plan workshops, consulting with residents on their environmental aspirations and where appropriate and possible incorporating these into the regeneration plan;
 - It provides electric vehicle re-charging points and energy efficient heating systems in homes;
 - It supports the on-going development of the Podsmead Clearance Team in maintaining and developing the local environment, through the shared development and upkeep of enhanced outdoor spaces and growing spaces;
- Gloucester City Council supporting Green Plan workshops, ensuring commitments to green energy, improved biodiversity etc. are followed through at the planning stages;
- Gloucestershire County Council supporting Green Plan workshops, the development of natural pathways and biodiverse community spaces, and providing expertise and funding as appropriate;
- Integrated Care Services and the Prevention, Wellbeing and Communities teams at Gloucestershire County Council supporting Green Plan workshops, and the development of a healthier environment to reduce health inequalities through the provision of support and funding as appropriate.

Significant milestones

- Clarity on community aspirations and priorities;
- Evidence of community engagement in development of Green Plan;
- Launch of an ambitious and deliverable Green Plan for Podsmead by the end of 2023/24.

Indicators of progress

- Commencement of delivery of a Podsmead Green Plan;
- Identification of funding;
- Improvements in the health and wellbeing of residents.



3 Community engagement



Stronger, connected communities

We want to build a stronger more connected community whereby existing and future residents are engaged and involved in the long-term plans and local decision making in Podsmead will strengthen the neighbourhood, help nurture the development of local leaders, and build community spirit.

Communication and Engagement

We want to create a strong and effective Communication and Engagement Strategy which includes opportunities to celebrate success which will inspire the engagement of and contributions by current and future generations.

We'll work together to create this by a range of actions including...

- The Podsmead Partnership ensuring that:
 - It leads on the development and implementation of a strong and effective Communications and Engagement Strategy, in full consultation with residents and other key stakeholders;
 - Both it and public bodies invest in events and activities across the generations that build neighbourliness and encourage meaningful conversations and mutual support;
 - It co-produces quarterly events that celebrate Podsmead, the people and the progress;
 - It collates and provides details of local people employed in the regeneration programme;
 - It draws people into community action conversations about leadership and participation;
 - It shares progress and celebrates each key stage of regeneration through quarterly events that gather residents and stakeholders together and offer opportunities, ideas and inspiration;
 - It improves the reputation and connectivity of Podsmead by supporting distinct, positive, and cultural community events;
- GCH ensuring that:
 - It supports the development and maintenance of local cultural, leisure, and social initiatives by providing good quality community facilities, enhancing open spaces, and creating an environment where community activities can flourish;
 - It provides funding, for example through its existing community investment streams, to support specific community engagement projects as agreed with PBL/Blackbridge CCBS;
 - It supports the development of The Podsmead Partnership's Communications and Engagement Strategy; ensuring that all regeneration consultation and engagement events are inclusive, encourage local participation, and promote local groups;
 - It supports the development of an evaluation framework for all regeneration activity which identifies benefits, to ensure that outcomes are delivered, and progress is effectively mapped.

Significant milestones

- Publication annually and implementation of a Communications and Engagement Strategy;
- Events held in winter, spring, summer, and autumn each year.

Indicators of progress

- Resident survey results and turnout at events both indicate a more engaged neighbourhood;
- Positive changes to perceptions of Podsmead as a neighbourhood;
- Meaningful conversations with residents.

Residents and Organisations

We want to create a stronger more connected community which grows and maximises its social capital and resident empowerment through their own community organisations

We'll work together to create this by a range of actions including...

- The Podsmead Partnership ensuring that:
 - It develops and implements a resident led approach that gives people the confidence and opportunities to find solutions that will enable them as individuals and communities to become part of the city's inclusive growth agenda;
- GCH ensuring that:
 - It effectively communicates the community benefits of regeneration, publicising community groups and opportunities for involvement;
 - It collaborates with community partners to create capacity for inclusive community involvement;
 - It co-produces quarterly events that celebrate Podsmead, the people and the progress;
 - It adopts, as part of the regeneration programme, the 'Building with Nature' standard, and providing enhanced and activated open spaces, edible trees and plants, and community growing spaces within the regeneration neighbourhood;
- PBL ensuring that:
 - It, together with health and community partners and other stakeholders, identifies and removes the physical barriers that separate parts of the Podsmead Community, e.g. changing barriers into gateways, increasing natural pathways across the neighbourhood, reviewing bus stop locations and traffic calming measures;
 - It supports the Podsmead community to nurture its own development, and implement and sustain its own solutions, by providing community managed facilities and improved outdoor spaces; local jobs and development opportunities; spaces for local businesses, enterprises, and volunteering programmes; and a community funding pot supported by commercial/retail rental income;
 - It supports the development of the Blackbridge CCBS as a community anchor organisation through its partnership approach and the provision of a long lease, on a peppercorn rent, of the community and retail space; with the surpluses from any commercial activity ringfenced for use by Blackbridge CCBC to support community investment in Podsmead;
 - Its regeneration plan provides improved connectivity across the Podsmead estate, reducing barriers between different areas, creating natural meeting places, and enhancing outside spaces to encourage residents to engage with their community and neighbours, for example, through the creation of connected pathways and attractive green spaces;
 - It provides funding, for example through its existing community investment streams, to support specific community building projects as agreed with PBL/Blackbridge CCBS;
 - It participates as an active partner of The Podsmead Partnership, maintaining an enduring commitment to the development of the Podsmead community beyond the lifetime of the regeneration programme;
- PBL ensuring that:
 - It strengthens and deepens methods of collaboration that encourage participation in community government, working to the standards expected by the Governance Code of the Charity Commission;
 - It focuses on the geographic and cultural micro-communities within Podsmead, recognising, celebrating and unifying them whenever appropriate;
 - It and Blackbridge CCBS together develop proposals for the delivery of long term community engagement at both the Community and Sports Hub, and the new retail spaces;

3 Community engagement



- Blackbridge CCBS ensuring that:
 - It establishes a strategy to develop as a Podsmead community structure that embodies the legacy of the PBL;
 - It coordinates an accessible Green Quarter Sports and Wellbeing Partners Group that opens up pathways between the major green spaces and sport facilities;
 - It co-produces quarterly events that celebrate Podsmead, the people and the progress;
 - It draws people into conversations about leadership and participation;
- Gloucester City Council (GCC) ensuring that planning consultation is inclusive and engages with the wider community.

Significant milestones

- Launch of The Podsmead Partnership;
- Removal of barriers between Milton and Earl's Park;
- Establishment of a Green Quarter Sports and Wellbeing Partners Group;
- Opening of Blackbridge Community and Sports Hub;
- Presentation of an Action Plan and funding strategy for community activity delivered from Scott Avenue north end.

Indicators of progress

- Fences gone and a safe passage opened by the city;
- Buy-in from the rugby clubs, Tuffley Park, Bowls Club, local primary and secondary schools;
- Blackbridge CCBS take a long lease on a new high-profile retail offer;
- Increasing use of Blackbridge Community and Sports Hub by residents;
- A community vote led by Blackbridge CCBS on the purpose and funding of the integrated community spaces;
- The capacity of the community to nurture its own development and implement and sustain its own solutions is enhanced.



Accountable Community Leadership

We want to encourage an accountable community leadership that is open and accessible to everyone, fosters talent and empowers current and future residents and partners to develop long-term plans and decision making for their local neighbourhood.

We'll work together to create this by a range of actions including...

- All partners working together to launch The Podsmead Partnership in 2023;
- All Podsmead stakeholders encouraging residents and organisations to participate in community events and become community leaders;
- The Podsmead Partnership ensuring that:
 - It researches potential leadership support, including training and mentoring opportunities, which may be available via The Growth Hub and similar community organisations in other communities;
 - It collaborates with other stakeholders to develop a community mentoring programme;
- PBL continuing to operate as an open access forum which encourages people to step forward and lead;
- Blackbridge CCBS developing its inclusive leadership practice, as a community benefit society with open membership and responsibilities to Podsmead and as the legacy organisation of PBL;
- Others such as Podsmead Community Association bringing its heritage and other approaches to the forum partnership.

Significant milestones

- Launch of The Podsmead Partnership in 2023;
- Re-authorisation of PBL each April;
- Blackbridge CCBS members meeting each quarter;
- Mentoring programme launched;
- Open election of Blackbridge CCBS Board in 2023/24.

Indicators of progress

- Residents are invested in Blackbridge CCBS;
- Potential new leaders emerging from within the community;
- Ballot held for new Blackbridge CCBS board members;
- Increased numbers of residents participating in local decisions and engaging in community activities;
- The capacity of the community to nurture its own development and implement and sustain its own solutions is enhanced.

Leadership

We want to develop a leadership forum that is open and accessible to everyone, fosters partnership working, accountability, and talent development, and empowers existing and future residents to be engaged in the long-term plans and local decision making for Podsmead.

We'll work together to create this by a range of actions including...

- The Podsmead Partnership ensuring that:
 - It actively supports a community led approach to the regeneration of the Podsmead estate and the on-going management of the resulting benefits;
 - It develops its information sharing and coordinating role;
 - It researches potential leadership training and mentoring opportunities;
 - It works with community partners and stakeholders to develop a mentoring programme;
- GCH ensuring that:
 - It provides funding, for example through its existing community investment streams, to support specific community leadership develop projects as agreed with PBL/ Blackbridge CCBS;
- PBL continuing to operate as an open access forum which encourages people to step forward and lead;
- Blackbridge CCBS developing its leadership practice as a community benefit society with responsibilities to Podsmead and implementing it as the PBL legacy organisation;
- Podsmead Community Association (PCA) bringing its heritage and other approaches to the forum partnership.



Significant milestones

- Re-authorisation of PBL each April;
- Mentoring programme launched;
- Blackbridge CCBS members meet regularly;
- Election of a Blackbridge CCBS Board.

Indicators of progress

- The Podsmead Partnership established and working effectively;
- Big Local criteria met and exceeded;
- Residents invested in Blackbridge CCBS;
- Ballot held for new board members;
- Residents proud to be seen as identifiable leaders and participating as a leaders group at quarterly events.

Governance

We want to develop a Governance structure that meets the standards expected by the Governance Code of the Charity Commission.

We'll work together to create this by a range of actions including...

The Podsmead Partnership ensuring that:

- It reviews the Governance Code of the Charity Commission;
- It establishes robust Governance structures that meets the standards expected by the Governance Code of the Charity Commission, consulting with partners as appropriate;
- It establishes a Governance team;
- It creates a suitable and proportionate governance process, with a monitoring and evaluation framework to ensure that progress is effectively mapped, and Outputs and Outcomes are delivered;
- It supports the development, monitoring and mitigation of a robust risk framework and register.

Significant milestones

- Creation of a Governance structure;
- Creation of a Governance team;
- First Governance team meeting held;
- Regular reviews take place.

Indicators of progress

- Governance structure and team fully operational and working effectively.

Monitoring and Evaluation

We want to develop a robust and effective Monitoring and Evaluation process to ensure delivery of this Plan.

We'll work together to create this by a range of actions including...

- The Podsmead Partnership ensuring that:
 - The Governance team develops and implements a robust Monitoring and Evaluation Structure and Plan;
 - It works with partners to ensure regular review and publication of progress against the plan.

Significant milestones

- Creation of a Monitoring and Evaluation Structure and Plan.

Indicators of progress

- Monitoring and Evaluation Structure and Plan is in place, operational, and effective.

Risk

We want to develop a Risk Register by which to identify, monitor, and mitigate potential risks in key areas such as Strategic, Financial, Reputational, Operational, and Fraud, to the satisfaction of residents, stakeholders, funders, and ourselves.

We'll work together to create this by a range of actions including...

- The Podsmead Partnership ensuring that:
 - All partners review the Plan from a risk perspective;
 - It consults with key stakeholders to help identify and mitigate risks.

Significant milestones

- Creation of a risk register.

Indicators of progress

- Risk register is in place and regularly reviewed as part of Governance procedures.





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