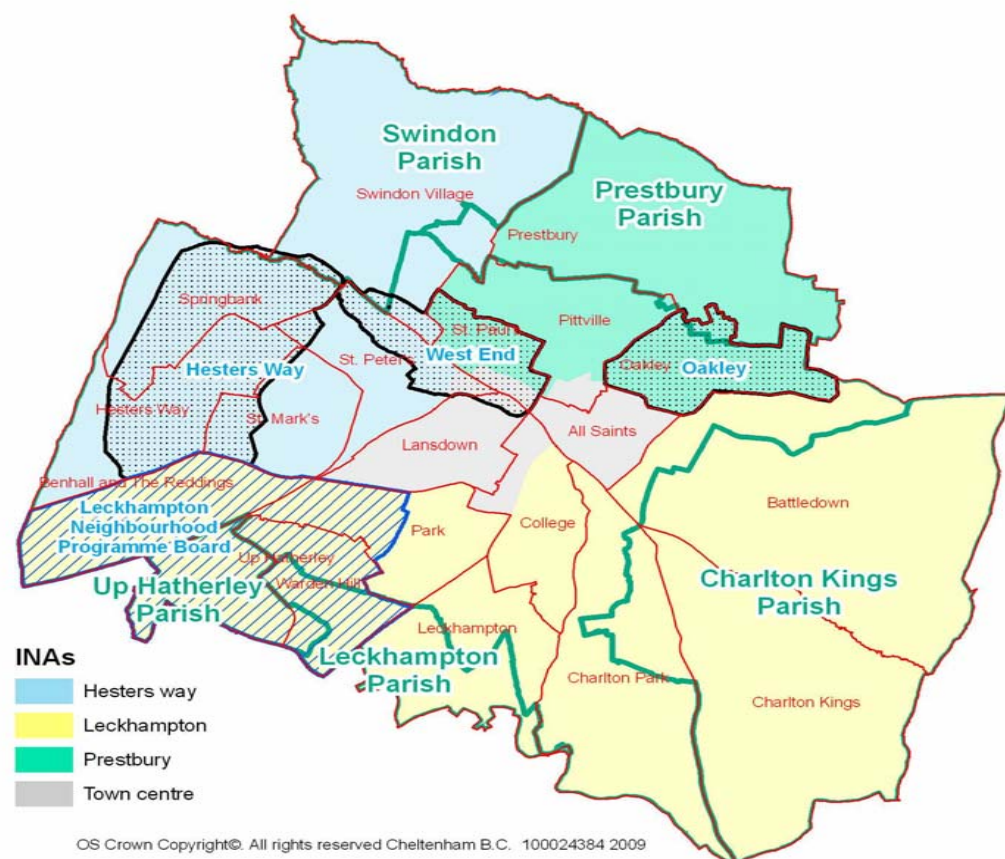
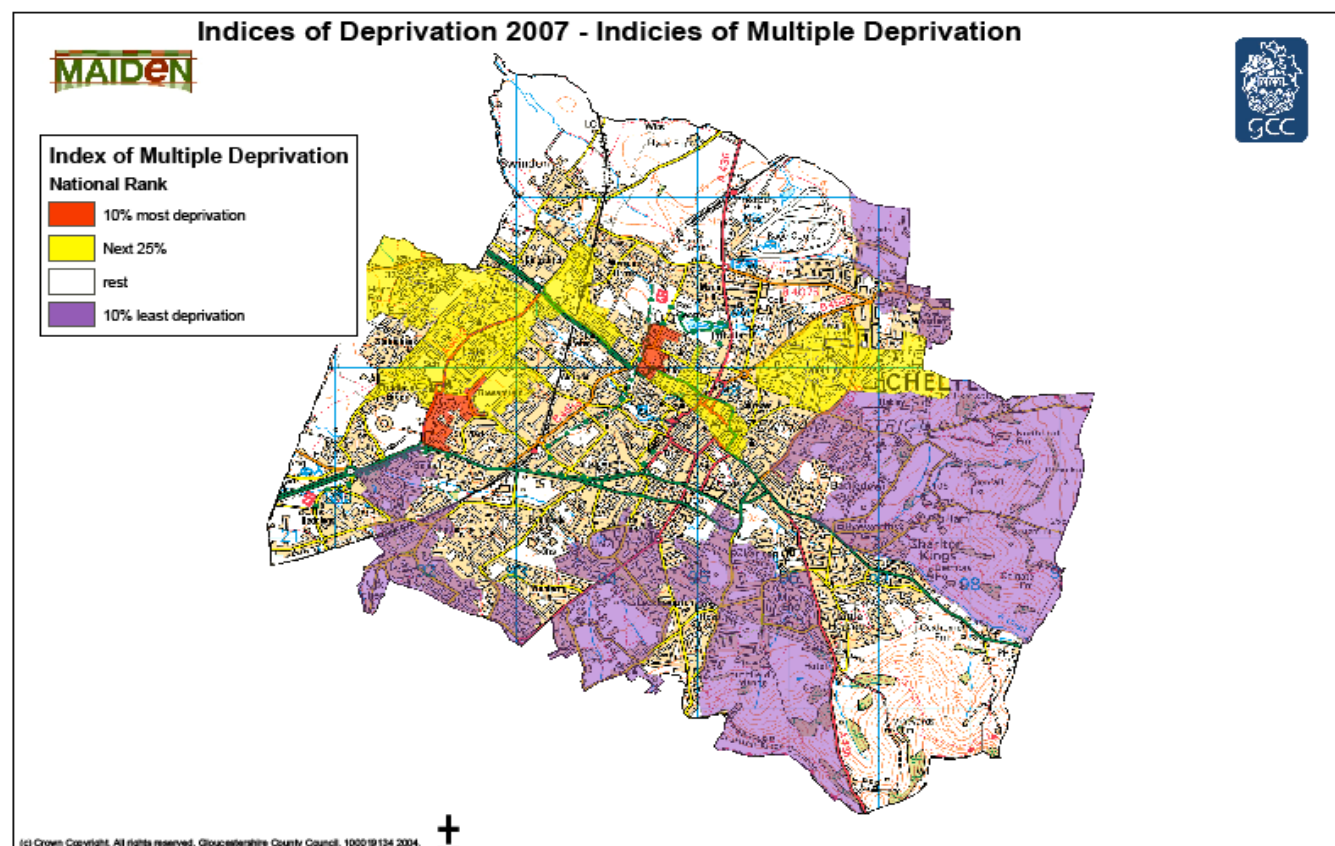


## Regeneration in Cheltenham ~ what is already in place?

This map details the boundaries of the existing: regeneration partnerships and neighbourhood projects, parish council boundaries, as well as the new neighbourhood programme board pilot project



## Deprivation in Cheltenham



## The Future for Community Development in Cheltenham - April 2009

Cheltenham's first Community Development Strategy, produced in 1996, identified strengthening geographical communities and communities of interest as being at the heart of community development. It led to the establishment of a number of fora for communities of interest, such as minority ethnic groups, people with disabilities, older people, young people and others, and a parallel strategy that focused initially on the geographical areas of greatest deprivation in the town.

There was also a determined approach to strengthen the voluntary sector resulting in the establishment of a Council for Voluntary Services (now Cheltenham Voluntary and Community Action). Subsequently the voluntary sector (VCS) became a more significant force in the town, and community regeneration areas were declared which included over 16,000 people or so in the town ~ some 15% of the town's population.

This first phase has been completed with the initiation of community regeneration areas and the resource centres within them. Their role now is to work with the key agencies to develop effective strategies that tackle the cycle of multiple deprivation within these areas. The next phase is to roll neighbourhood management initiatives throughout the rest of the town.

Neighbourhood management is about improved service coordination. Community representatives, politicians from the District and County Council's and the parishes, public sector staff and community representatives, get together to coordinate better service delivery and address local issues. A pilot project in the Leckhampton INA which covers the wards of Benhall, Warden Hill and Hatherley has been initiated to try and achieve this. Neighbourhood management should start from the bottom up and grow organically, rather than being imposed top-down, coordinating those involved in front-line service delivery with local community representatives and residents. Some of those delivering front line services may be badged as neighbourhood wardens.

The extension of activity beyond the community regeneration areas through the neighbourhood management initiative depends on better coordination of existing agencies, better use of existing resources within these areas, and the involvement of communities so that more effective services are delivered on the ground. It also means that communities and community organisations will become more self reliant and resilient, and will develop their capacity to cope with the challenges to come ~ particularly those created by the economic downturn and the emerging environmental crisis.

Community involvement is at the heart of community development and sustainable change and is central to the task of revitalising democracy, improving services, tackling poverty and building strong, resourceful communities. Residents should have the right to become active participants in their own development. They should be 'makers and shapers' of policy and service delivery rather than merely 'users and choosers' of public services.

As an important first step we need to

- identify neighbourhood management areas
- plot the web of community contacts including community leaders and social infrastructure;
- identify the gaps in provision that communities need to provide to strengthen the community web so as to
- seek to make communities as self-reliant as possible

## Who is a Community Development Worker?





### Achievements and current projects

- £250k of grant funding awarded to local organisations
- centres act as hubs for sharing local good practice
- local provider for the neighbourhood college network
- partnership and project have agreed to extend their remit to cover the St. Marks community and also establish a Friends of St. Marks group
- cut over £30K of costs through SMARTER working



The **Hesters Way Partnership** is aimed at facilitating and promoting a sustainable community in Hesters Way and Springbank. In the mid 1990s a variety of reports and consultation exercises were undertaken, culminating in 1997 with the publication of the Pieda report which recommended the establishment of a community regeneration area and a community resource centre.

In September 1997 the Hesters Way Partnership was established to fulfil these recommendations and focus attention on the regeneration of Hesters Way, and the Hesters Way community resource centre. There are now two custom built community resource centres in the area covering the Hesters Way and Springbank wards

The partnership's role has developed over the years, but its key focus remains as facilitating communication between service providers and local residents, and as a lead organisation in stimulating activities to address local needs and support community capacity building.

The **Hesters Way Neighbourhood Project** was created in 1995 and provides a range of services to people living and working in Hesters Way, which makes up over 20% of the town's population.

Run by local people for local people, it aims to tackle social exclusion issues, relieving poverty, ill health and disadvantage through advocacy, education, personal development, self-help and active community projects. The project is also responsible for managing and promoting the areas two community resource centres

The **Hesters Way and Springbank community resource centres** provide a base for the neighbourhood project and partnership, as well as homes for a range of organisations. They provide a focal point for the delivery of community based services and support, in addition to offering well equipped conference, meeting facilities and two healthy living centres.

The Hesters Way community resource centre was opened in 2002 at a cost of £1.9 million and the Springbank community resource centre opened in October 2007 at a cost of £2.5 million



### Achievements and current projects

- awarded Door Stop Green funding to support the regeneration of Clyde Crescent
- new community resource centre opened in Feb 2008 after 10 years of fighting for a new home
- first neighbourhood project to gain Investors in People status (IIP) in Cheltenham
- £50K of external funding brought into the local community during 2008

The **Oakley Regeneration Partnership** (formerly known as the Whaddon, Lynworth and Priors Regeneration Partnership) dates back to the late 1990s, and was set up to facilitate partnership working between statutory and voluntary agencies and local businesses working within the Oakley area.

The partnership's remit is to improve the environment, services and facilities available within the community. The partnership is currently developing a new regeneration strategy based on six community themes 'pillars' which are: sport and play, community development, health and well-being, community safety, social inclusion, and education and re-skilling, which will form the basis for a new and much needed approach to partnership working in the community

The **Whaddon, Lynworth & Priors Neighbourhood Project** began life in 1997 and aims to empower the local community, giving local people a voice and encouraging them to get involved in the running of local services and facilities. The project is currently bidding to run the children's centre and the new local community school in partnership with other local organisations.

The project has developed an extensive range of services and support provisions over the years, but its keys aims continue to be to address local community issues which include: education, advice, health, children and young people

The **Oakley community resource centre** opened in February 2008 at a cost of £1.2 million and is now home to the project, as well as providing a new area office for Cheltenham Borough Homes, other tenants and a team of health visitors

The centre offers training courses in literacy, numeracy, IT skills, various NVQs, art classes, and also provides rooms for meetings, seminars and conferences along with sports changing facilities for the adjacent playing field



### Achievements and current projects

- new residents forum formed as part of a pilot community involvement+ cohesion project
- new traders forum aimed at the independent traders
- number of small environmental improvements to the lower High Street
- Close working with the University of Gloucestershire
- on-going involvement in neighbourhood policing, children's centre and other local developments

The **Cheltenham West End Partnership** (CWEP) was set up as part of the exit strategy for a £1.3m SRB3 programme started in 1996. The SRB programme provided a five year strategy for improvements to both businesses and housing in the area. In addition, it allowed the partnership to purchase property and land in Grove Street, to provide income for the partnership, and to lease a building on the High Street which still exists as a community resource centre. The initial cost to convert the resource centre was £130,000 and it was designed to provide a focal point for the delivery of a variety of community based projects to meet the needs of local people.

The area of Cheltenham covered by CWEP is the majority of St Peters and St Paul's wards. It is a challenging area with the most diverse community in the borough, which includes social, private rented and privately owned housing, multiple BoME communities, a high number of student accommodations as well as a large number of small independent businesses. Within this area are two of the most deprived areas of Cheltenham in St Paul's, which is subject to a current regeneration programme, and the Moors. The area also includes a wealth of social capital and one of its main benefits is its proximity to facilities in the town centre.

CWEP recently employed a Partnership Manager to manage the improvements to the centre and develop local services. A number of projects are being developed and fundraising is in progress.

Because this area does not have funding for a neighbourhood project, it falls to the partnership and its partners to develop service delivery in the area. Opportunities exist to work with a number of organisations and partnerships in the borough to provide local services and bring the community resource centre and the work of the partnership in line with local people's priorities.

The **Lower High Street community resource centre** was the first centre to be established in Cheltenham in 1996, and provides a home for a number of organisations as well as offering a focal point for the delivery of community based services and support. The centre has recently been updated and improved and now provides office space for a number of organisations as well as two meeting rooms and facilities for a number of services to be delivered. The resource centre is also now on track to become self sustaining.

## A new concept for regeneration and neighbourhood management in Cheltenham

### Achievements and current projects

- Youth Service has established a pilot project offering detached working on Fridays
- the Council has allocated increased support for park watch schemes
- community rangers and PCSOs agreed to undertake joint patrols
- Youth SARA plan for Leckhampton being piloted by the Police
- joint pledge to the community from the Police, County Council and Borough Council.

A **neighbourhood management pilot project** was established in the Leckhampton Inspector Neighbourhood Area (INA) in May 2008 in order to build on the neighbourhood policing structure and test the development of a neighbourhood management approach.

Through neighbourhood policing, the 4 Inspector Neighbourhood Areas in Cheltenham are broken down into smaller communities. Each of these communities has a neighbourhood co-ordination group where local residents look at evidence and feedback from the wider community and decide on 3 priority concerns to be addressed in the neighbourhood through working with partner organisations on solutions.

The neighbourhood management pilot project has focussed in detail on the Hatherley and Benhall community in the Leckhampton INA, although it has also addressed cross cutting issues across the INA. The area covers the borough wards of Up Hatherley, Benhall and the Reddings and Warden Hill and includes the parish council areas of Leckhampton with Warden Hill and Up Hatherley.

A **multi agency project team** was set up to meet bi-monthly throughout the 9 month pilot to support the Hatherley and Benhall neighbourhood co-ordination group. It is a strategic group and its objectives were to improve partnership working and to formalise accountability in addressing community priorities; improve the sharing of information and support the police in community consultation and finally to explore how Hatherley and Benhall area would benefit from the increased multi agency focus. It has addressed blockages in tackling the priorities; ensured a partnership response; picked up and developed ongoing projects, found solutions to recurring problems and supported local projects.

The pilot project will be evaluated in March 2009 and the learning points will be used to inform how neighbourhood management should be rolled out to the rest of the borough.