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| **Strengths** | **Weaknesses** |
| * Natural beauty
* Geographical location
* Ecologically diverse
* Attractive environment for children/families
* Range of outdoor activities available
* Relatively free from congestion
* ***FEP – united voice for the Forest***
* ***Entrepreneurial mindset***
* ***Presence of successful international companies***
* ***Diverse businesses***
* ***Tourism***
* ***Low rents & property values***
* ***New Gloucestershire College campus***
* ***Hartpury University***
* ***Forestry Commission***
* ***Private land ownership***
* Strong cultural connection and pride
* Strong local communities
* Great people & workforce
 | * Transport & infrastructure
* Division between main settlements
* Areas that ‘drop off’ planning radar (border areas such as Tidenham)
* Sports/recreational facilities decreasing
* ***Poor Digital connectivity***
* ***Lack of variety of different types of business premises***
* ***No Chamber of Commerce***
* ***Struggling town centre retail***
* ***Low educational attainment/schools in special measures***
* ***Poor links between business & schools***
* ***Lack of awareness of FoD business within local schools***
* ***Limited choice of progression for students***
* Ageing population
* Sparse population that is spread out
* Resistance to change/growth/development
* Insular communities/thinking inside the box
* Ingrained lack of aspiration
* External perception of FoD
 |
| **Opportunities** | **Threats** |
| * Bridge Toll abolished – people can live here for less, easier place for people to do business
* Space for large developments
* Natural resources to mitigate against climate change
* Renewable energy potential/Tidal power
* FoD has renewable resources to meet 186% of energy needs
* ***Eco-tourism***
* ***Making the FoD a centre of excellence for Forestry/Forest products – fuel, construction etc.***
* ***FEP – sharing good practice/joined up thinking/improved cross border relationships***
* ***Commercial relocation/inward investment opportunities***
* ***GCHQ involvement***
* ***Opening work experience window to full year***
* ***New mixed economy work-life balance achievable with new digital technology***
* ***Forest Growth Hub***
* New community hospital
* 2050 –engage with the bigger picture
 | * Bridge toll abolished – pushing house prices up, more people commute outside of District, greater congestion in Chepstow
* Too much development could destroy USP
* ***Major businesses leaving the area***
* ***Lack of one dominant town/centre can inhibit external investment***
* ***Danger of not addressing issues of poor communication links, inward looking mentality, lack of investment in FoD***
* Young people leaving/more attractive lifestyles for young people outside of the Forest
* Lack of involvement in other bodies’ plans e.g. development of M5 corridor / Newport and Cardiff
* Climate change

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| **For Clarification or requiring further stats to support** | **Proposed approaches** |
| **Strengths*** Best mixed forest in the UK
* Low pollution
* Benefit of late adoption (?)
* ***Quantity of small businesses***
* Small enough to have high levels of social capital/cohesion
* Health and wellbeing
* Public & private sector engagements
* Community Feel/Trust

**Weaknesses*** High number of road traffic accidents
* ***Skills gaps***
* ***Low rates of pay***
* Cinderford West in top quantile for UK deprivation
* Very poor social mobility – ***what does this mean?***
* High suicide rate

**Threats*** Danger of Forestry Commission becoming more privatised
 | * Town centre regeneration
* Build infrastructure to link with communities
* Improved cycling infrastructure
* Boat access to Lydney Docks
* Electric vehicle infrastructure
* 2nd mainline railway station
* ***Marketing the Forest as a place to live***
* ***Shared apprenticeship schemes rolled out across all sectors***
* ***Development of bioregional economy***
* ***Creating biosphere reserve to protect biodiversity and champion sustainable development***
* ***Mixing tourism with high tech technology***
* Build understanding of aspirations

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**FEP PROGRESSION**

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| SWOT analysis | Steering Group |
| Strategic objectives | Steering Group |
| SMART measures | Steering Group |
| Review issues and propose SMART solutions | Sub-groups |
| Detailed individual projects created | Sub-groups/Action Group |
| Project signed off | Steering Group |
| Establish appropriate project delivery body | FEP Team |
| Sources fundraising for delivery e.g. Government funds linked to UK strategies, LEP, local business sponsorship) | FEP Team/Sub-groups |
| Project progress recorded and publicised | FEP Administrator |
| Evaluate outcomes and celebrate success | Steering Group/All |