

Bristol Estate Leaseholders and Tenants Association (BELTA)

Strategic Plan (2021-23)

The Bristol Estate Leaseholders and Tenants Association (BELTA) Strategic Plan (2021-23) lays out the association's strategy to create and sustain a vibrant and thriving community in Bristol Estate.

This plan explains the methods that BELTA will use to meet this mission and vision; underpinning all planning; manage our operational and capital budget decisions; and the day-to-day implementation of these decisions. The plan also provides a resident and management team learning guide which assists our communications and helps current and future participants involved with BELTA to serve the needs of the wider community.

BELTA considers the Strategic Plan a living document. It provides the community with a continuous process to manage planning for the future and helps us ensure that community consensus on important issues is facilitated and always remains at the heart of our decision-making and ethos.

BACKGROUND

BELTA was incorporated as a Community Interest Company in August 2020. The main objective of BELTA is to improve the quality of life for all residents; leaseholders; and tenants living or working on Bristol Estate.

Bristol Estate is home to approximately one thousand residents through a mixture of council-owned tenancies and privately-owned properties. In addition, the Estate manages several community assets:

- A Community Hub, comprising of a community room, kitchen and office;
- A Community Allotment and;
- Seven Artist Studios.

We measure the quality of life on the estate as the general health and wellbeing of the residents.

Quality of life indicators on the Estate include developments that bring value and benefit to residents. Such as, improved and accessible green spaces that create a pleasant environment, accessible transport links, parking, improved refuse services, security, healthcare access, wellbeing activities and support, opportunities for recreation, learning

and leisure, a sense of safety and social belonging. We believe a commitment to improving the quality of life on the estate increases resident happiness and engagement and promotes community cooperation. BELTA's grassroots approach is underpinned through its commitment to equality, diversity and sustainable practice.

HISTORICAL ISSUES:

The current Interim Trustee team has addressed historical issues around representation, engagement, compliance, and communications. BELTA has been newly reconstituted as a community interest company (CIC), a new community bank account has been set up, community documents have been digitised and association business is managed and organised through a new Google workspace, which enables volunteers to work remotely and remain connected. All documents are now created digitally and stored centrally. Training is available to ensure all volunteers are able to use the new systems introduced. A new community website www.belta.org.uk allows the managing team to engage, share and communicate information with residents. New committees comprising a minimum of three members ensure that decision-making is transparent, democratic and legally compliant. New policies and procedures shared and created with input from key stakeholder partners such as BHCC Communities Engagement, Trust for Developing Communities and Local Councillors and informed by standard practice developed and promoted by NCVO and Community Works helps ensure how we operate is inclusive, transparent, fair and consistent.

[All policies are available to view here](#)

OUR VISION

"To sustain a vibrant, happy, cooperative, community where we treat each other with respect, compassion and dignity. Our community will help friendships thrive; provide economic, social, environmental and creative opportunities that improve our health and well-being."

OUR MISSION

"To enhance the quality of life on Bristol Estate and make it a happier, healthier place to live. We aim to meet the needs of our community by providing quality activities, services and green spaces that contribute to the physical, emotional and social well-being of our community."

CORE VALUES

Integrity | Inclusion | Transparency | Innovation | Accountability

OUR STRATEGIC OBJECTIVES

BELTA will work towards its vision using strategies centred on **five focus areas** identified in the strategic plan 2021/23, these are:

1. COMMUNITY ASSETS

Maintain and improve all Community Assets to ensure they offer value and benefit to the community. Budget and bid for funding to enable essential work to take place

2. ESTATE DEVELOPMENT

Continue to improve the infrastructure and surrounding landscape of Bristol Estate common external and internal areas, to improve their practical function and aesthetic appeal for the benefit of the community

3. RESIDENT ENGAGEMENT & REPRESENTATION

Embed a positive resident centred culture through representation panels and regular association meetings so that residents have a forum to voice and share issues that matter to them, where support is available to achieve positive outcomes.

4. LEARNING & EMPLOYMENT OPPORTUNITIES

Work with residents and community partners to offer and signpost a range of local learning and employment opportunities including online and on-site at the community hub that offers a chance to improve knowledge, skills and confidence in a peer social setting.

5. HEALTH & WELLBEING

Work with residents and local partners to develop a community-based approach offering group activities that support health and wellbeing, peer support and social events that promote mental and physical health & wellbeing.

STRATEGIC AREAS PLANS & GOALS

COMMUNITY ASSETS

Maintaining and improving all community assets to ensure they offer value and benefit to the community. We will build a timeline for community-led infrastructure improvements. Through stakeholder partnerships such as Hidden Homes, 3T and Brighton and Hove City Council (BHCC) we will identify work that can be offered to the community and we will bid for local and national grants to ensure essential work can commence over the next 24 months

Community Hub – Kitchen, Room, Office and Outdoor Space

Goal

Post-pandemic, a programme of community services, activities, and events will resume including the running of a community kitchen/café, regular classes, and activities. Essential refurbishment and redecoration of the community room, office and community kitchen is necessary to ensure all areas are fit for multi-purpose use, safe, accessible and meet the needs of a diverse community.

Outdoor spaces around the community hub need to be updated for a wider range of activities and events, weatherproofing spaces to ensure they can be used year-round, developing planted areas and extending outside seating and tabled areas.

Plan

- Work with consultants and other qualified advisors to identify the work.
- Research similar community spaces and organisations to develop plans
- Share plans with residents for input
- Obtain quotes from appropriately qualified suppliers and installers to ensure work is done to budget, safely and within timescales
- Schedule works over a 24-month period, keeping residents informed through all our communication channels

Community Allotment

Goal

Develop a well-resourced, safe and welcoming community allotment space with secure storage areas, develop a register of active participants.

Plan

- Named trustee/s rather than individuals will hold community allotment keys.
- Existing gardening equipment audited and a database set up
- Network links will be developed with local allotments for support and to share best practice
- Allotment project leader to compile new equipment list for community purchase. New secure storage areas created e.g lockable sheds.
- Create community allotment register

Artist studios

Artist Studio rental is Bristol Estate's main source of annual income, studio spaces have over years been neglected and fallen into disrepair.

Goal

Restore the condition of artist studios on Bristol Estate addressing essential outstanding repairs so that the spaces are safe and maintained properly and meet contractual obligations.

Plan

- Create timeline and budget essential repair works over a 12 month period
- PAT test wall sockets, boiler check, check appropriate ventilation and functioning sanitary systems
- Research and update new studio contracts

ESTATE DEVELOPMENT

Continue to improve the infrastructure and surrounding landscape of Bristol Estate common areas to improve their practical function and aesthetic appeal and use for the benefit of the community

Goal

Continue to improve the infrastructure and surrounding landscape of Bristol Estate common areas including work to communal pathways, bin areas, parking spaces, secure bike racks, develop our green spaces, planting new trees and plants and seating/table areas.

Through stakeholder partnership such as Hidden Homes, 3T and BHCC we will agree on work that can be offered to the community and we will bid for local and national grants to ensure a rolling programme of work over the next 24 months

Plan

- Work with stakeholders including residents, charities, local councillors and other qualified advisors to identify work.
- Research similar community spaces and organisations to develop plans
- Resident project leaders share plans with the wider community for input and approval
- Obtain quotes from appropriately qualified suppliers and installers to ensure work is done to budget, safely and within timescales
- bid for local and national grants and support
- Create a timeline and schedule works over a 24-month period, keeping residents informed through all our communication channels

RESIDENT ENGAGEMENT & REPRESENTATION

Embed a positive resident centred culture through representation panels and regular association meetings so that residents have a forum to voice and share issues that matter to them, where support is available to achieve positive outcomes.

Goal

Establish a culture of well attended resident meetings offering training and support. Reschedule regular councillor meetings at the community hub with representation from local stakeholders. Build a pool of representatives across estate buildings online and physical. Maintain and build on resident communication channels.

Plan

- Plan and deliver an AGM to share news and progress and encourage resident participation
- timeline at least one online resident meeting and (C19 restrictions permitting) one physical meeting per year (2021/22/23)
- promote representative volunteering opportunities online, posters and partner newsletters
- use FB questionnaires/surveys to ask for resident feedback and input for residents to raise issues and share ideas
- Provide regular progress and impact feedback to residents on all comms channels
- Identify and support resident project leaders to co-design, develop and deliver plans for projects that will benefit residents and the estate

LEARNING & EMPLOYMENT OPPORTUNITIES

work with residents and community partners to offer and signpost a range of local learning and employment opportunities including online and on-site at the community hub that offers a chance to improve knowledge, skills and confidence in a peer setting.

Goal

Establish a programme of activities and events that offer residents opportunities to socialise, build knowledge and learn new skills locally. Research and bid for funds to support paid internships.

Plan

- Work with local partners such as Trust for Developing Communities, BHCC Engagement, BHCC Arts & Culture and online providers such as Adult Learning Within Reach (WEA), MET and other charitable organisations to develop an online learning programme
- Develop and build on partnerships with organisations such as FEEDBACK, that offer learning, skills, paid internships to the local community
- Research and address issues around digital exclusion on Bristol Estate, with the aim of establishing networked in-house devices for resident use within the community hub
- Research and investigate volunteering opportunities and paid opportunities within BELTA activities for consultation at resident meetings
- Consult, research and co-design a programme of local child/youth activities with potential participants particularly over holiday periods

HEALTH & WELLBEING

Work with residents and local partners to develop a community-based approach offering group activities that support health and wellbeing, peer support and social events that promote mental and physical health and wellbeing.

Goal

Co-design an annual programme of holistic community activities and events based primarily at the community hub, kitchen, allotment, studios, or the surrounding area to ensure greater access to all residents.

Plan

- consultation programme using comms channels and meetings to co-design programme and develop ideas
- Identify and support resident project leaders around specific areas: environment, community food, community growing & gardening, community arts & crafts, Work with local partners such as Trust for Developing Communities, BHCC Environmental teams, Studio Artists, Whitehawk Allotment, Environmental charities, Arts & Culture and WEA, MET and other associated organisations to develop a physical and online programme of activities & events
- Aim to meet the needs of the wider resident base, identify and co-design activities and one-off events
- Identify and bid for funds to sustain a programme of activities and events that promote health and wellbeing

CONCLUSION

The demographics of Bristol Estate provide greater insight into our community and the challenges we face. The strategies included in the plan prioritise and address specific issues that we face around healthcare, wellbeing, poverty, opportunity and resilience.

[View the neighbourhood plan](#)

[Bristol Estate \(BHCC\)demographic information here.](#)

More than addressing challenges our plan seeks identification, and to increase, opportunities over the next three years. This plan aims to help make the estate greener, cleaner and a more pleasant social space, the plan also aims to improve and develop community assets on the estate so that residents are able to use and enjoy the facilities and benefit from a range of accessible free/low-cost activities and events. ¹

¹Formally approved by BELTA Trustees 25 Jan 2021