

World Class Stratford Strategy Group
5.30 pm Monday 11 September 2006 at Elizabeth House

Notes of Meeting

Present:	Mark Abrams (Chair) -	Advantage West Midlands (AWM)
	Sushma Soni	Advantage West Midlands
	Roger Dowthwaite -	CSWP
	Trevor Askew -	Stratford on Avon District Council (SDC)
	Paul J Ogden -	Stratford on Avon District Council
	Cllr Juliet Short -	Stratford on Avon District Council
	Cllr Les Topham -	Stratford on Avon District Council
	Tony Bird -	Stratford Town Management Partnership
	Tony Brooker -	Stratford Town Management Partnership
	Sue Ashley -	Warwickshire County Council (WCC)
	Cllr George Atkinson -	Warwickshire County Council
	John Deegan -	Warwickshire County Council
	Cllr Chris Saint -	Warwickshire County Council

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1. Structure and Governance

I) Terms of Reference & Membership of both groups

The Strategy Group reviewed the revised draft Structure and Governance paper that was included with the agenda. A number of changes were agreed including:

- i) AWM representation: delete reference to their providing the Chairman for the Group.
- ii) Reference to Stratford District Council and Warwickshire County Council representatives to be amended to reflect that there will be two representatives from each authority.
- iii) that a representative from Coventry, Solihull & Warwickshire Partnerships (CSWP) be added to the Group.
- iv) that other representatives could be asked to attend by invitation of the Chairman.

It was noted that Representatives from the private sector may be faced with situations where there was a potential conflict of interest, with their commercial interests. It was noted that if such situations arose, these members would need to leave the room for that item. A Code of Conduct is currently in preparation which will help assist in the management of the meetings with regard to confidential issues.

The aim of the Strategy Group was then discussed and amendments proposed which particularly related to stressing that the 'Strategy Group will lead the development of the World Class Stratford-upon-Avon Initiative'.

The role and membership of the Working Group and its potential sub groups was also discussed. It was agreed that this area of

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work should be developed by the Working Group, who would then make recommendations to a future meeting of the Strategy Group.

It was also agreed that the Urban Design Project Framework Group should report directly to the Strategy Group and that a dotted line be shown to the Working Group to ensure appropriate communication arrangements are established.

Paul Ogden in consultation with Mark Abrams agreed to amend and update the Structure and Governance document and circulate it to members of the SG prior to their next scheduled meeting.

**Paul
Ogden/
Mark
Abrams**

II) Chair of the Strategy Group

Recognising the requirements of the Chair for the Group as presented in the Agenda, and following a vote, Cllr. Les Topham was appointed as the Chair for the Strategy Group. Mark Abrams agreed to continue as Chair for the current meeting.

III) Chairs of Working and UDF Project Group

The Strategy Group

- endorsed the appointment of Ian Prosser to be Chair of the Working Group
- endorsed the appointment of Richard Eggington to be Chair of the Project Group
- Agreed that the Chairs of the Working Group & Project Group attend all Strategy Groups by invitation to present the recommendations of each group for endorsement (or otherwise).

2. Urban Design Framework Report

The Strategy Group considered the draft Framework Briefing Note dated September 2006 that had been circulated to them, together with the paper that was included as Item D with the agenda. Key questions for discussion were identified.

A number of points arose during the discussion, including:

- It was desirable that there should be a wider exploration regarding potential options for use of some of the key sites, particularly in connection with opportunities for broadening Stratford's arts / cultural and visitor economy offer.
- There needed to be greater input regarding proposals for work on the key gateway routes to the town.
- The framework needed to demonstrate more clearly how it could support and provide in spacial terms for the development of events and festivals within the town.

It was agreed that each of the key partner groups, e.g. WCC, SDC, AWM/CSWP and the private sector would each meet individually and consider the papers presented and then give formal feedback to an additional meeting of the Strategy Group.

This meeting needed to take place ideally before the end of

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September in order that the Strategy Group can then have a debate and provide a consensus report to reflect the Group's wishes, which could then be forwarded to Urban Practitioners. This would then enable UP to come to the next scheduled meeting of the Strategy Group on 10 October with necessary members of the team to more fully debate and contribute to a discussion on the points raised. This would be a 'single agenda' meeting.

It was noted that this amendment to the timescale would potentially have implications for the timing of the consultation on the Urban Design Framework.

3. 'Quick Wins'

Paul Ogden gave an update on the Warwick Road Land link in which he indicated that the Town Trust had agreed to the principle of releasing land to the District Council for the provision of an access road.

It was also indicated that the land acquisition would be "future proofed" to enable the future adaptation of the access road to become a part of the Highway infrastructure should this be an ultimate requirement arising from the framework, or review of the Local Transport Plan.

Discussions were on-going with the Town Trust's agents with regard to securing the appropriate Heads of Terms and financial arrangements.

In respect of other 'quick wins', it was concluded that the key elements within the Phase 1 project were intended as early wins.

The Streetscape Project was also identified as something that would be seen by the public and could be given greater publicity as and when improvements to streetscape in, for example, the High Street, were made. This would need additional funding which was not part of the Phase 1 bid.

4. Communications

I) Champion for World Class Stratford

As presented in the agenda papers, the Group agreed that approaches be made to potential 'Champions'. This was initially to be acted upon by Cllr Topham.

LT

II) Community Forum for engagement

It was agreed that a Community Forum should be considered for the World Class Stratford project and that the Working Group be asked to develop this further. In particular the Working Group would need to present to a future S.G. meeting, proposals that would include membership, format and frequency of meetings, and Terms of Reference.

PJO /
Working
Group

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III) Public Relations

The Group discussed the best mechanisms for progressing matters of public relations and the broader marketing and communications strategy.

For the present time it was noted and agreed that local public relations were being managed through agreement with a local freelance journalist. At the appropriate time it would, however, be necessary to involve a wider national and international marketing and communication strategy.

The Group recognised that there were a number of key contributors who were already working in this area and needed to be engaged. These included the AWM Inward Investment Team, South Warwickshire Tourism, Visit Britain, and the publicity teams of WCC and SDC.

It was agreed that the Working Group be asked to develop the concept in further detail and report back to the Strategy Group.

PJO /
Working
Group

5. **The Bridge**

Sue Ashley presented the five design proposals, which were the subject of current consultation, together with a DVD that had been prepared to present the proposals.

The Group considered the need for regional and national publicity relating to the bridge proposal and John Deegan agreed to explore what could be done in connection with this, but within existing resources.

J Deegan

6. **Project Management**

a) Phase 1 – The current arrangements were noted and particularly the need for improved arrangements for communication between the District and County Council. The Group recognised it needed to remain strategic but also to be kept up to date with regular briefings on projects.

It was agreed that the Working Group be requested to look at the wider Objectives included in the Phase 1 bid, and identify appropriate actions for sub-groups. This particularly related to the expansion of 'Stratfords offer', e.g. by the generation of a programme of events and festivals, outdoor performance, etc.

It was noted that communication would be assisted by the revised Working Group and subgroup arrangements, by the appropriate Chairman attending the meetings of the Strategy Group and reporting on action taken.

PJO /
Working
Group

b) Phase 2 – The Group agreed the need for additional resources to fulfil the role of strategic independent coordinator, as identified within the agenda paper, particularly emphasising the following

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key requirements:

- Act in an independent role, reporting directly to the Strategy Group
- Act as an honest broker in liaising with all the partners
- Co-ordinate and communicate the Partnership's activities internally and externally
- Provide the Partnership with an overview of all the developments
- Act as adviser to the Partnership on matters of strategy and communication
- Provide the Partnership with early warning of difficult issues.
- Need for coordination – bring all parties together, communicate internally/externally.
- Strategic/politically aware

Mark Abrams agreed to explore the potential for short-term revenue support for such a role, e.g. for a period of 1-2 years.

Mark
Abrams

Trevor Askew agreed to discuss with the newly appointed chairs for the Working Group and the UDF Project Group with regard to their role and the need for supporting the development of the Phase 2 Bids.

Trevor
Askew

At the conclusion of the meeting, Mark Abrams was thanked for his work as Chairman in establishing and progressing the World Class Stratford initiative.

Dates of next meetings:

10 October at 5pm

Elizabeth House Room 001