

Strategic Partnership New Operating Structure

The First 5 years

The activities and achievements of the Partnership over its first five years can be summarized as follows:

- A Vision for the town has been drafted, and after an extensive consultation is in process of being approved;
- Notable work was done at an early stage on the High Street /Bridge Street pedestrianisation scheme, including positive public consultation though funding did not follow either from Government or LA sources and consequentially the scheme was not carried out
- The Partnership has demonstrated capability to work together on a series of smaller projects but has faced challenges at a strategic level due to the reduced participation of senior representatives of major organisations.
- For the Partnership to work effectively as a strategic body it needs to have representatives at senior and executive level from all member organisations.
- The Partnership must have a focus on availability of funding and pursuing funding opportunities through the appropriate channels / constituent members.
- Public Relations - there is ready agreement that the Partnership's visibility within the community remained limited.
- Arts and Culture strategy was a significant achievement arising from the work on the Vision. It positions the town well for involvement in the forthcoming Town of Culture Bid. This initiative is important for the town given its background; and moreover, it could be the source of significant funding.

Objectives Going Forward

To use the 4 key themes within the town vision as objectives but include investment and funding as an additional one and set potential objectives for the next five years. These themes, together with the list of specific vision projects identified by the Strategic Partnership via previous workshops will initially define the activities going forward. Additional projects that are seen in the Neighbourhood Development plan will also be considered through the 5 objectives, however these may be augmented or changed as time goes forward:

1. Town Centre Evolution & Local Planning

To reach a coordinated view and to establish how the town's interests are best expressed in advance of formal consultation processes.

2. Creativity & Arts

The current Arts and Culture Strategy needs to be concluded with some principal aims identified. And the Town of Culture Bid be embraced.

3. Great Vibe, Fun & Place

To develop proposals to make Stratford-upon-Avon feel a more inclusive and playful community, multicultural and multigenerational, where all can afford to live and enjoy themselves.

4. Transport

It is now well recognised that creating and maintaining a relaxing ambience in the town centre for the benefit of residents and visitors in the face of anticipated increases in population is an essential objective. And an essential element in doing so means resolving the town's long-established transportation problems. The Town Transport Group will be the basis of the transportation / ease of movement subgroup. It will continue to be an active representative body with an essential professional and technical back up but the two bodies working collaboratively, as already they do, will only give added strength and visibility to the issues

5. Funding, Promotion and Investment

To research funding opportunities. Funding for the Partnership's work but crucially also external funding for the initiatives within the town. To get the central message across effectively to investors both public and private that the town knows what it wants and is united in mutual support to achieve it.

To achieve success on these subjects the town needs to unite with impact and visibility. Achieving this requires a representative body with representation at a senior executive level, and therefore this new Partnership structure has been agreed going forward.

New Structure

A step change is needed, to achieve meaningful progress and deliver the desired outcomes, while maintaining the collaborative working relationships that have brought the Strategic Partnership to this point.

Proposed New Structure

The proposed new structure is designed to build on the current good work done by the Partnership. It allows for a wider holistic group of individuals to feed into the steering group within the overall umbrella of a strategic partnership. Having dedicated working / delivery sub groups facilitates the strengthening of the senior executive representation on the Partnership by structuring in such a way as to allow these senior folk to input, while also allowing for a wider input from the community. It also allows for the inclusion of other time sensitive groups to help deliver on key actions.

The key concepts behind the new structure are:

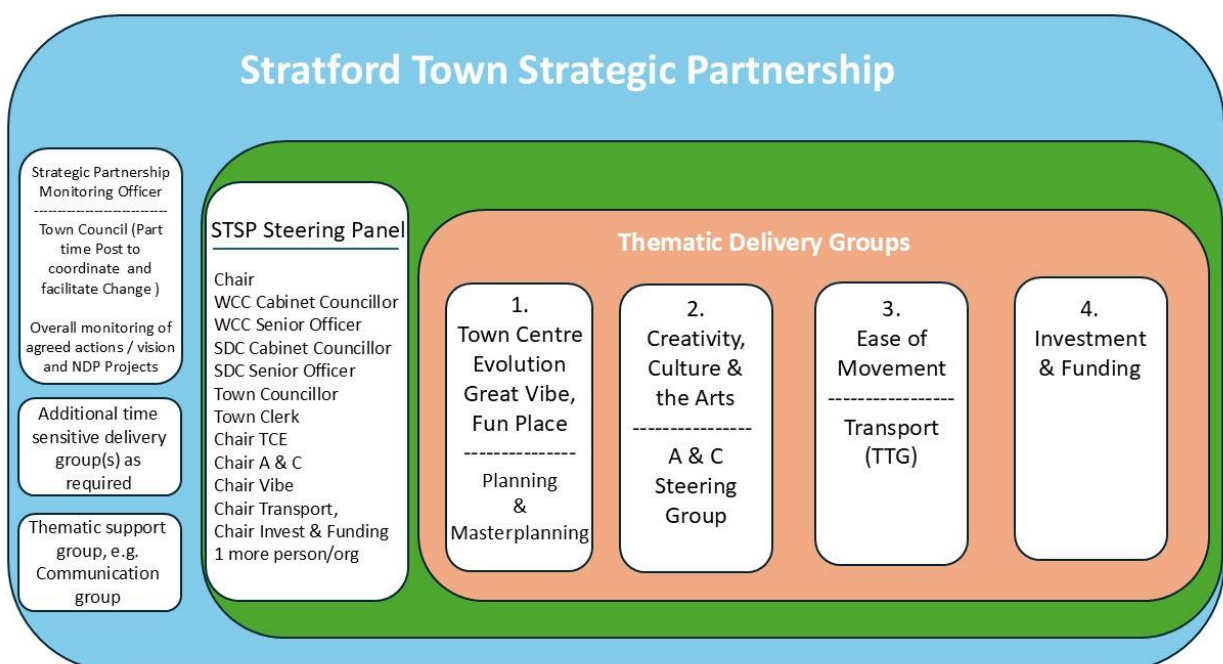
- Step change towards delivering on the vision
- Engage with and involve the wider community
- Open and collaborative
- Involve responsible leaders who are in a position to act and have authority
- Encourage and build on the groups already active
- Research and deliver funding and investment
- Deliver on the agreed project list
- Unite the town

In preparing this proposal, cognisance has been taken of recent government guidance when providing grant funding to towns, which suggests bodies should reflect the diversity of the town and surrounding area. Potentially including:

- all tiers of local government for the geography of the town
- the MP(s) representing the town
- business representation partnerships(Previous titles LEP / Growth Hubs)
- local businesses and investors
- community/local voluntary community sector representatives
- other relevant local organisations, such as FE colleges, *Integrated Care Boards*
- youth groups

To avoid overlaps, Theme 1 and 3 (Town Centre Evolution, and Great Vibe, Fun Place have been combined.

The following structure is proposed:



The suggested component parts are as follows:

Component	Purpose & membership	Meeting Frequency (suggested)
Strategic Partnership Meeting	<p>An umbrella meeting of all parties interested in the development, prosperity, and vitality of the town. To include:</p> <ul style="list-style-type: none"> • all tiers of local government • Member of Parliament • BID • local businesses and investors • RSC, SBT & STT • community/local voluntary community sector representatives • other relevant local organisations, such as FE colleges or Integrated Care Board • youth group 	Annually
Steering Panel	<p>A small grouping including senior representatives from local government, and the chairs of the thematic groups, to commit and drive the actions forward. Members tasked with championing and taking forward agreed initiatives to their respected council bodies to gain approval to proceed. Specifically:</p> <ul style="list-style-type: none"> • To be accountable to the vision and NDP for the Town including its regular review and updates • To take decisions to co-ordinate actions and overcome barriers to change in the town. • To oversee and report upon the delivery of the various vision and NDP programmes, projects and funding bids. • To influence and direct new and emerging programmes, projects and funding. 	2/3 times per year
All Thematic Groups	To promote, influence, and monitor delivery of the various initiatives and projects within the theme.	
1. Town Centre Evolution, and Great Vibe, Fun Place	<p>To guide, support and coordinate activities that strengthen the town centre's long-term vitality, ensuring that planning, regeneration and place making decisions align with shared strategic goals.</p> <p>To give Stratford-upon-Avon a more inclusive and playful community feel, multicultural and multigenerational, where all can afford to live and enjoy themselves.</p>	Bi-monthly

	<p>Specifically:</p> <ul style="list-style-type: none"> • Monitor and respond to economic, social and environmental trends affecting the town centre. • Review planning proposals and development activity that may influence town centre evolution. • Support creation and delivery of town centre strategies, masterplans, and regeneration projects. • Promote high-quality design, accessibility, sustainability and heritage-led enhancement. • Encourage collaboration between public, private and community stakeholders. 	
2. Creativity, Culture & Arts	To develop the town's Arts, and Culture offering. The Arts, Creativity and Culture Strategy Delivery Steering Group, with membership from the wider arts & culture sector.	Quarterly
3. Transportation	Acting as a sounding board for proposals affecting the town and driving forward the current Integrated Transport Strategy & Action Plan. To integrate the activities of the Town Transport Group, including reviewing proposals, developing transport strategies and advising on technical solutions.	10 times per year
4. Investment & Funding	To research and deliver funding opportunities. Funding for the Partnership's work but crucially also external funding for the Partnership's agreed initiatives within the town. Membership from the town, government, and investment / business sector.	Bi-monthly
Strategic Partnership Monitoring Officer	<p>To ensure that the town centre partnership's vision and strategy are effectively tracked, evidenced, and continuously improved, enabling partners to make informed decisions and demonstrate impact.</p> <p>To support the effective delivery of the town centre vision and NDP by monitoring progress across partnership initiatives, coordinating performance reporting, and ensuring alignment between delivery sub groups, stakeholders, projects, and agreed strategic objectives. The role acts as a central point for tracking delivery, identifying risks or gaps, and providing evidence to inform decision-making by the STSP Steering Group.</p> <p>Key responsibilities:</p>	N/A

	<ul style="list-style-type: none">• Monitor progress of projects and initiatives linked to the Town Centre Vision and partnership action plan.• Collect, analyse, and report performance data, milestones, and outcomes across partner organisations.• Prepare monitoring reports, dashboards, and updates for the Town Centre Partnership Board and stakeholders.• Support coordination between local authority teams, businesses, community organisations, and other partners.• Identify delivery risks, delays, or opportunities and escalate where necessary.• Maintain project tracking systems and ensure transparency of progress against strategic objectives.• Contribute evidence and insights to inform future planning, funding bids, and policy development.• Support evaluation of the partnership's impact on town centre vitality, economic activity, and community outcomes.	
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Appendix 1 - Strategic Partnership agreed projects

Appendix 2 - Strategic Partnership Prospective Membership

Appendix 1 – Strategic Partnership Projects List

Town Centre Evolution	Creativity, Arts & Culture	Great Vibe, Fun Place	Ease of Movement
Stratford Masterplan	Arts Strategy	Shakespeare Centre / Gateway Project	Stratford Transport Plan
Signpost Quiet Spaces	Community Arts Hub	More Use of Outdoor Space	Bridge Street / High Street Project
More Town Centre Living	Large Local Arts Festival	Public Toilet Review	More Active Travel
Plant More Trees		Facilitate Evening Economy	Encourage Public Transport
Indoor Market		Develop Youth Hub	Parking Strategy
Quality Farmers' Market		More Use of Riverside	
Improve Shop Fronts		Better Retail Experience	
		Pop Up Shops	