

**STRETFORD MASTERPLAN WORKING GROUP  
AND  
STRETFORD MASTERPLAN PANEL**

**TERMS OF REFERENCE**

**Background**

The Stretford Masterplan was prepared by Trafford Borough Council in 2013. The Vision and Objectives of the Masterplan are set out at Schedule One. The overarching aim of the Masterplan is to secure the successful regeneration of Stretford Town Centre and provide a prosperous, vibrant, attractive and safe destination.

The Masterplan specifically identified a refresh of the governance model for the town centre, particularly to secure more business representation and wider community input, as a key action that will facilitate improved collaborative working and support the delivery of a revitalised town centre.

The Trafford Council Executive will be the relevant decision making body for proposals to implement the actions identified in the Masterplan and Town Centre Action Plan. The Action Plan should be prepared annually in accordance with the requirements set out in Schedule Two.

To support the successful implementation of the Masterplan the Stretford Masterplan Working Group, a Council Member and Officer body, will be established. The Working Group will make recommendations to the Executive for decisions on proposals to deliver the Masterplan. The Stretford Masterplan Panel, a business and community representative body, will be established to act as a consultative body for the Working Group. Membership of the Working Group and the Panel will be agreed by the Executive Member for Economic Growth and Planning.

## **Stretford Masterplan Working Group**

The Working Group will:

1. Oversee the delivery of the Masterplan, including the redevelopment of identified sites and improvements to public realm.
2. Co-ordinate activity to ensure that the effective targeting of appropriate Council resources and those of third parties will deliver the successful implementation of the Masterplan.
3. Prepare annually the Action Plan for approval by Executive
4. Agree, monitor and propose amendments to key programme delivery controls on a bi-monthly basis including:
  - § The Action Plan
  - § Communications Plan
  - § Risk Plan
  - § Financial Plan
5. Identify development opportunities and support work to bring forward development, including submissions for funding.
6. Establish Task and Finish groups as required to progress the implementation of the Masterplan.
7. Work in consultation with the Panel, where appropriate, when making recommendations to Executive and developing specific proposals.
8. Report to Executive and seek approvals as required.

### **Membership**

The Working Group will comprise of the following members:

- § Executive Member for Economic Growth and Planning
- § Corporate Director, Economic Growth, Environment and Infrastructure, Trafford Council (or designated representative)
- § 2x Trafford Council Stretford Ward Members
- § 2x Trafford Council Longford Ward Members
- § Head of Planning, Trafford Council
- § Economic Growth Team officer, Trafford Council
- § Partnerships/Stronger Communities Team officer, Trafford Council
- § Health and Wellbeing officer, Trafford Council

The Working Group will be chaired by the Council's Executive Member for Economic Growth and Planning.

## **Others in Attendance**

It may be necessary to have input from additional persons in order to discuss and consider specific proposals. This could include experts such as architects, consultants and legal advisors who can be brought into the meetings as and when necessary.

## **Quorum**

The Quorum of the meeting will be at least six of the total members of the committee (including at least two Stretford/Longford Ward Members).

## **Meeting Management**

The Working Group will meet bi-monthly.

Any agenda items should be submitted seven days prior to a meeting [to the designated officer]. The agenda and any associated papers will be circulated five days in advance of the meeting via e-mail.

The outcomes of the meeting will be recorded in minutes kept by the Council. Minutes will be available within five working days of the meeting.

Any Other Business (AOB) should be agreed with the Chair before the meeting.

## **Decision Making**

The Working Group will not have formal decision making powers. However it may, where appropriate, make recommendations to the Executive. Consensus will be sought where any decisions are required.

## **Confidentiality**

Due to the nature of the Working Group they will be party to confidential information and / or information that needs to be distributed in a particular way in order to manage the messages. Any confidential items will be marked as such and key messages will be agreed to ensure that key messages are cascaded effectively.

## **Review**

The Terms of Reference for the Working Group will be reviewed annually by the Executive.

## **Stretford Masterplan Panel**

The Stretford Masterplan Panel will:

1. Support the Working Group in overseeing the delivery of the Masterplan, including the redevelopment of identified sites and improvements to public realm.
2. Act as a consultative body to support the Working Group.
3. Provide support to the Working Group in the development of the Action Plan.
4. Provide comment to the Working Group, when appropriate, in relation to specific proposals and recommendations that are being considered for possible submission to the Executive.
5. Report to the Working Group as required.

### **Membership**

The Panel will comprise of the following members:

#### *Trafford Council*

- § Executive Member for Economic Growth and Planning.
- § Corporate Director, Economic Growth, Environment and Infrastructure, Trafford Council (or designated representative)
- § 1x Trafford Council Stretford Ward Member
- § 1x Trafford Council Longford Ward Member

#### *Community Representatives*

One member of each of the following groups, nominated as the Panel representative by that group:-

- § Meadows Tenants and Residents Association
- § Trees Residents Association
- § Stretford M32 Group
- § Stretford Locality Partnership (Community Ambassador)

#### *Business Representatives*

- § 1 representative on behalf of Stretford Mall Management (Apollo Global)
- § 1x national multiple retailer with interests in Stretford
- § 1x independent business (to be located outside Stretford Mall but within the Stretford area)
- § 1x evening economy representative with interests in Stretford

The Panel will be chaired by the Council's Executive Member for Economic Growth and Planning.

## **Others in Attendance**

It may be necessary to have input from additional persons in order to discuss and consider specific proposals. This could include experts such as architects, consultants and legal advisors who can be brought into the meetings as and when necessary.

## **Quorum**

The Quorum of the meeting will be at least six of the total members of the Panel (including at least one business representative and one community representative).

## **Meeting Management**

The Panel will meet as required. Where it is not possible to arrange a formal meeting agenda items may be considered virtually via email or the internet.

Any agenda items should be submitted seven days prior to a meeting and agendas and any associated papers will be circulated five days in advance of the meeting via e-mail.

The outcomes of the meeting will be recorded in minutes kept by the Council. Minutes will be available within five working days of the meeting.

Any Other Business (AOB) should be agreed with the Chair before the meeting.

## **Voting Rights and Decision Making**

The Panel will not have formal decision making powers. However it may, where appropriate, make recommendations to the Working Group. Consensus will be sought where any decisions are required.

## **Reports to the Working Group**

The Panel will report to the Working Group as required.

## **Review**

The Terms of Reference for the Panel will be reviewed annually by the Executive.

## Schedule One: Stretford Masterplan Vision

The vision of the Masterplan, which was adopted in January 2014, is:

*'To create within Stretford Town Centre a prosperous, vibrant, attractive and safe destination that provides facilities throughout the day and evening to meet the needs of the community whilst maximising the opportunities provided by its key assets'.*

The primary objective of the Masterplan is to secure the successful regeneration of the town centre and provide a prosperous, vibrant, attractive and safe destination.

The objectives of the Masterplan are to:

- § bring forward sustainable development that realises the full potential of Stretford Town Centre and the surrounding area;
- § create a strong sense of place within the town centre;
- § improve key town centre gateways;
- § develop unused, under-used or derelict land for a mix of uses;
- § promote the refurbishment, enhancement and reuse of historic buildings such as the Essoldo Cinema and Stretford Public Hall;
- § enhance the retail, leisure and services offer in the town centre, particularly the evening economy;
- § deliver additional employment activity within the town centre;
- § provide residential development and a better balance in housing types;
- § attract visitors using major cultural and leisure attractions in the surrounding area to Stretford Town Centre;
- § maximise the role of recreational assets and green spaces including the Bridgewater Canal, Trans Pennine Trail and Stretford's parks;
- § address poor air quality and congestion along the A56;
- § improve pedestrian and cycle routes through the area and access by public transport;
- § provide clear signage throughout Stretford Town Centre;
- § create a safe and secure town centre where crime and anti-social behaviour is actively discouraged and reduced;
- § reduce economic deprivation within the surrounding area; and
- § ensure the town centre fulfils its role as a vibrant social hub for the whole community.

## **Schedule Two: Stretford Masterplan Town Centre Action Plan**

The delivery of the Masterplan will be supported by an annual Action Plan to be developed by the Working Group in consultation with the Panel and formally approved by the Executive.

The Action Plan should cover the following areas:

- § Movement and public realm improvements
- § Delivery of development at key sites
- § Reduction in town centre vacancies
- § Proposals for supporting town centre business
- § Town centre events programme
- § Town centre performance monitoring
- § Key actions, identified leads and milestones

The Action Plan should be accompanied by the following documents:

- § Communications plan detailing the strategy for communicating key messages and engaging effectively with businesses and the local community.
- § Risk plan setting out the key risks to delivery and proposed mitigation measures.
- § Financial plan detailing the appropriate resources required to deliver the identified actions in the Action Plan.