



1.0 Delivery Context

The final draft of the Development Framework is nearing completion, with the final version expected from Broadway Malyan towards the end of August. The principal outstanding element of the Framework to be drafted and agreed by partners is the section on future project delivery. The stakeholder / public consultation undertaken during the preparation of the Framework has highlighted the high level of public scepticism that prevails as to whether the high profile proposals included in the Framework will ever be implemented.

The Development Framework will generate requirements to deliver:

- Commercial developments on key sites.
- Transport improvements.
- Public realm – both town centre and fringe greenspace.
- Specific public sector lead projects (e.g. potential the youth/cultural proposals at Bransty).

To date Broadway Malyan has facilitated a 'delivery workshop' involving Councillors and Officers from the Borough and County Councils, W3M, Cumbria Tourism Board and WLR. The workshop did not identify a specific delivery mechanism, however several key principles and issues for further consideration were acknowledged, comprising:

- Integration of services and between partners must be maximised.
- Priorities for delivery need to be identified within the Development Framework.
- Delivery structures must have access to the market / developers including private capital.
- A commercial / entrepreneurial approach is required.
- The delivery body is likely to have statutory limitations – how can the impact of this be managed?
- How long will the delivery body take to become established and is a short term solution required to maintain momentum?
- The Borough Council did not consider itself to be the appropriate partner to manage delivery.
- Future maintenance must be considered in identifying priorities and securing maintenance funding for Whitehaven based on receipts from land and investments should be pursued.

2.0 Proposed Delivery Structure

Since the delivery workshop a further meeting has taken place with Mike Tichford and the following draft proposal has been informed by that discussion. Further consultation is now required with the Borough Council and other key stakeholders involved in the Whitehaven Regeneration Programme Steering Group, particularly W3M, EP and CCC, prior to completion of the delivery structure to be included in the Development Framework.

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In developing an appropriate structure to manage the Whitehaven Regeneration Programme consideration must also be given to the wider context of regeneration delivery in West Cumbria. It is likely that appropriate resources will be available within WLR to provide extra project management support for Housing Market Renewal and wider regeneration delivery in West Cumbria. It is envisaged that the proposed Whitehaven structure, outlined below, will become part of that WLR delivery resource. This team would work to the strategic direction provided by the Whitehaven Regeneration Programme Steering Group and implement the various recommendations within, in the first instance, the Town Centre Development Framework as well as subsequent studies (e.g. the Pow Beck Valley Development Plan).

2.1 Whitehaven Delivery Team

In order to integrate the contributions of the key partners and their technical responsibilities, and provide the required capacity, it is proposed that the Whitehaven Team is based on both permanent and seconded staff from the relevant partners, as follows:

The new delivery structure would be based on the following:

1. The establishment of a Delivery Team to initially drive forward and implement the Town Centre Development Framework and ultimately deliver the Pow Beck Valley and Coastal Fringe programmes. The Delivery team would be charged with the implementation of an agreed Action Plan of projects, ratified by all key partners.
2. A net increase in the delivery capacity for Whitehaven with a partnership approach to committing resources from key partners.
3. Full time secondees, employed by their host agency but line managed by WLR, to provide greater project management capacity for capital projects and increased resources for town centre management, marketing and events.
4. Part time secondees who would be based in the team for the proportion of their time, and during that time would be committed to Whitehaven activities and line managed by WLR,. For example if a Development Control Planning Officer would typically allocate 2 days per week to Whitehaven development proposals they would be located in the team for that period. This would maximise communication between team members and enable all partners to contribute to pre-application discussions with developers, who would gain greater confidence from receiving a 'corporate' response from a single delivery team rather than potentially mixed messages from a variety of partners.
5. Close collaboration between key partners through a Delivery Management Group (working title), established with representatives of all partners from the WRP Steering Group who are contributing either part time or full time secondees to the Delivery Team. The DMG would meet on a bi-monthly basis to ensure the effectiveness of the 'corporate' integrated delivery approach and would operate under a Memorandum of Agreement.
6. Commission an external commercial property consultancy for the first 12-18 months to secure private developer interest in key development sites and advise the WRP Steering Group as appropriate. It is recommended that a mechanism is agreed to secure this service on a 'payment by results' basis and that the commission is evaluated mid-way through the contract and at

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termination. It may be that at the expiry of this commission, the Delivery Team will need to be complemented by a new post-holder who would be a Development Manager with the skills and experience to replace the need for a consultancy service.

To generate the required momentum it is proposed that the Project Manager posts shown within the Capital Delivery Team on the above diagram should be advertised ASAP with the aim of securing the appointment for January 2006. The rest of the Whitehaven Delivery Team would be recruited to start in their posts by April 2006.

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