

TITLE: A PROGRAMME MANAGEMENT APPROACH FOR THE DELIVERY OF REGENERATION IN ROSSENDALE

TO/ON: CABINET, 29TH MARCH, 2006

BY: ACTING CHIEF EXECUTIVE

PORTFOLIO CABINET MEMBER FOR REGENERATION HOLDER:

STATUS: FOR PUBLICATION

1. PURPOSE OF THE REPORT

- 1.1. To inform Cabinet of the outcome from the 'Taking Regeneration Forward' Workshop which was held on Wednesday the 15th February, 2006 and to set out how these outcomes have informed the Borough Council's own ongoing deliberations as to how it should lead, facilitate and support the process of regenerating the Borough.

2. RECOMMENDATIONS

- 2.1. That Cabinet consider the issues and priorities articulated by partners who attended the above Workshop, and agree the following broad principles which will guide, govern and deliver regeneration throughout Rossendale.
- 2.2. That officers be instructed to work in conjunction with partners to develop the approach, to secure the resources necessary to underpin the approach (including and the establishment of support mechanisms.)

3. Background

During the last twelve to eighteen months, the Borough Council has sought to innovatively identify and deploy additional resources for the purpose of delivering the 'regeneration agenda' across the Borough.

To date this has taken the form of ensuring that within the constraints of limited resources, appropriate posts are included within the Borough Council's establishment/structure. In addition, the Borough Council has also developed and entered into an innovative partnership arrangement with the County Council, which is effectively being delivered by Lancashire County Developments, the County Council's economic development unit. The aim of

this arrangement is to provide the Borough Council with a broad range of economic development and regeneration based skills and capacities which are being utilised to deliver on a number of the Borough Council's priority initiatives.

By way of background, the current arrangement is for the six months ending the 31st March, 2006 and is governed by a letter from the Borough Council. Given that the economic development and regeneration circumstances have evolved significantly, the outcomes against which the partnership arrangement will be assessed have been adjusted to reflect these circumstances. It is worth noting that the role undertaken by the County Council has made a significant contribution and progression of the Borough's regeneration agenda.

It is envisaged that matters related to an evaluation of this arrangement and the ongoing role of the County Council going forward will be considered separately.

4. REPORT AND REASONS FOR RECOMMENDATIONS AND TIMETABLE FOR IMPLEMENTATION

Current Position

- 4.1 As Members will be aware, on Wednesday the 15th February, an Event was jointly hosted by Rossendale Borough Council and the Rossendale Partnership, specifically for the purpose of discussing the scale and nature of regeneration activity (both work in progress and proposed new work) across the Borough and what mechanisms and resources will be required to deliver the Borough's economic 'vision'.
- 4.2 The above Event was arranged following a number of discussions within both the LSP Economy Theme Group and the Town Centre Working Group which coincided with the Borough Council's own deliberations regarding the long term, sustainable delivery of a regeneration and economic development service.
- 4.3 The Event was chaired by Mr. Ian Whitaker, Area Manager, of the North West Development Agency (NWDA) which, following a visit by its Chief Executive during November, 2005, had indicated a commitment to provide direct support for a delivery mechanism, subject to a proposed model being agreed by it.
- 4.4 The Event commenced with an explanation of the current and anticipated drivers for the future along with an assessment of the Borough's portfolio of initiatives and projects that need to be delivered, against the background of those resources already available.
- 4.5 Following the above mentioned 'scene setting', participants were asked to briefly outline their aspirations for and expectations of the Event. Their responses provided a broad consensus and indication of the issues that those present felt needed addressing. These were generally around the need to identify an agreed approach capable of delivering a shared vision for

Rossendale in a way that improves understanding and co-ordination and that is given the capacity and resources to deliver.

4.6 The Event then moved towards considering the issues in more detail. This was achieved through Group workshop sessions, which encouraged participants to identify, prioritise and examine key issues. The Workshop sessions then sought to identify barriers to the progression of regeneration, and in so doing, put forward suggestions as to how these (the barriers) could be overcome. Finally, the Workshops identified the most efficient and effective approach to the delivery of regeneration across the Borough on an ongoing and sustainable basis.

4.7 The following is a brief summary of issues which it was felt should be considered as part of selecting the most appropriate approach for Rossendale:

- recognition of the Borough and County Council's statutory responsibilities
- democratic accountability and the role of 'regeneration board'
- the need to move to a model of programme management
- identification and maximisation of existing capabilities and capacities
- avoidance of duplication of effort/activity
- ensure the coordination of effort/activity
- maximization of opportunities for communication and consultation
- requirement for transparency of decision making and the role of a 'regeneration board'
- ensure that the chosen approach is compatible with and complementary to existing capacities and statutory responsibilities
- requirement for responsiveness and flexibility
- ability to provide demonstrable value for money

4.8 Prior to considering the scale and nature of the Borough Council's approach to the delivery of regeneration in Rossendale, it is perhaps worth considering the individual projects/areas of activity that require delivery capacity applied to them and how they (the projects) might be gathered into a portfolio.

- Bacup, Stacksteads and Britannia Action Plan
- Rawtenstall Town Centre Action Plan
- Valley Centre
- Bus Station
- Adrenaline Gateway Concept
- Food production project
- Brownfield land programme
- Job retention and growth
- Business retention and growth

During the Workshop, initial consideration was given to the current management and delivery arrangements in respect of the above projects, this

has subsequently been followed by a more detailed assessment by the Borough Council in conjunction with LCDL.

- 4.9 The outcomes from the Workshop have (amongst others) been used to inform the process of developing the following approach to the delivery of sustainable economic development and regeneration for Rossendale. However, Cabinet is asked to note that detailed consideration has also been given to a broad range of other important considerations including amongst other things a wider review of the Borough and County Council's statutory responsibilities in the field of regeneration and related disciplines, the terms of the ongoing role of LCDL in the delivery of the Borough's regeneration agenda, a detailed examination of other proven models of good practice, resource requirements, potential funding streams and sustainability. An approach is set out provided below.
- 4.10 The proposed approach is based upon the assumption that the Borough Council is the most appropriate 'body corporate' to assume overall responsibility for the Borough's regeneration and economic development agenda.
- 4.11 It is felt that the use of the Borough Council as the accountable body/responsible organisation brings with it the benefits of:
- being able to optimise the use of existing knowledge, experience and capacity,
 - avoids the need to incur significant set up costs on the incorporation of a new body,
 - avoids the need to apply scarce financial resources on the annual overhead costs of a new organisation,
 - the use of the Borough Council avoids the delays in time which would inevitably arise if a new body were to be incorporated,
- 4.12 It is suggested that in order to retain the flexibility and responsiveness necessary to deliver a dynamic service, it (the service) should be delivered via a combination of directly provided services and those provided by partners.
- 4.13 It is also suggested that a relatively small, tightly focussed Programme Management and Delivery Team be formed within the Borough Council which should be staffed by way of secondments from a combination of the Borough and County Councils.
- 4.14 As set out above, the Programme Management and Delivery Team should be located within the Borough Council and should comprise a number of posts from within the Borough and County Council's and an NWDA funded post.
- 4.15 In terms of the guidance and governance arrangements, it is suggested that the Deputy Chief Executive of Borough Council should adopt the role of 'sponsor' or 'senior responsible officer' of the Team. It is also proposed that the role of the Economy Theme Group of the LSP should be that of a Programme Board.

Consequently, the Group's constitution and terms of reference will require adjustments to reflect this change of emphasis.

5. CORPORATE IMPROVEMENT PRIORITIES

5.1. FINANCE AND RISK MANAGEMENT

As Members will be aware, in addition to the provision of increased capability and capacity, the Borough Council's partnership arrangement with the County Council has brought with it actual financial resources, in the form of cash and 'in-kind contributions. A key element of the County Council's work is the development of a 'Capacity Enhancement Budget' which will underpin/make a significant contribution towards the sustainable delivery of regeneration on an ongoing basis.

In order to maximise both the total amount available and the leverage aspects of this funding it is very much hoped that the financial implications of establishing an approach to the delivery of Borough wide regeneration be included within the Capacity Enhancement Budget. Given that the approach set out within this report has yet to be considered by Members, the Budget has not been finalised.

5.2. MEMBER DEVELOPMENT AND POLITICAL ARRANGEMENTS

5.2.1.

5.3. HUMAN RESOURCES

On the basis that the Borough Council's approach to the delivery of regeneration may well operate via the secondment of officers from the Borough and County Council's, a range of HR related implications will need to be identified and addressed.

6. ANY OTHER RELEVANT CORPORATE PRIORITIES

6.1.

7. RISK

8. LEGAL IMPLICATIONS ARISING FROM THE REPORT

8.1. None

9. EQUALITIES ISSUES ARISING FROM THE REPORT

9.1. None

10. WARDS AFFECTED

10.1. All

11. CONSULTATIONS

11.1. The Economy Group of the LSP and Lancashire County Council.

12. Background documents:

For further information on the details of this report, please contact:
Sarah Dunn, Economic Regeneration Manager, 01706 244774,
sarahdunn@rossendalebc.gov.uk, or