9 Implementation

The ADF is accompanied by an implementation plan. This explores some of the issues, opportunities and constraints affecting delivery of the vision presented in this document. The plan also describes the next steps in the implementation process. It is the council’s intention that the momentum that has been built through preparation of the ADF and engagement with stakeholders who will play a part in its delivery, continues apace.

Organisational arrangements

The implementation plan recommends that new arrangements are put in place to co-ordinate and manage delivery of the ADF.

While responsibility for driving forward individual projects will rest with the council and its development partners, in the first instance, a new town centre regeneration partnership, comprising representatives of public, private and voluntary and community organisations will be established to help guide the process. Appointment of a strong ‘champion’ for Dudley town centre as chairman of the partnership will be vital.

Responsibility for driving forward individual projects will rest with the council. This will require increased resources to be targeted towards project management and delivery.

Project delivery – the opportunity area teams

The skills which are necessary to bring forward individual projects, which will be provided by both council officers, landowners, developers and investors, will be assembled under a project manager within opportunity area teams, to ensure a focused and targeted approach.
Critical delivery issues and interdependencies

There are a number of broad issues which will affect the implementation of the ADF, of which the following are most critical:

The council’s own office requirements
The immediate potential for any significant scale of market led office development is limited. The provision of new offices for the council is therefore a potentially important driver for implementation of one of the projects.

Residential potential
It is vital to exploit, without delay, the current strength within the residential market, achieving a balance of tenure and affordability and high quality.

Retail potential
The next steps in terms of progressing implementation in New Mill Gate and identifying a preferred developer must prioritise design considerations, in terms of integration with the rest of the town centre and in establishing the parameters to move forward to the detailed design stage.

Culture and heritage
The historic environment underpins much of the town’s strength as a potential investment location. Addressing heritage/archaeological issues will be a necessary and integral part of the development process in most locations.

Public transport
Proposals for the Midland Metro and redevelopment of the bus station are already well advanced. The construction programme for these major pieces of infrastructure will impact directly upon the design and implementation of several of the projects (particularly Prospect Hill) described in the ADF. The council will need to engage with Centro to seek to ensure infrastructure design does not constrain and wherever possible, contributes positively to the wider objectives particularly for Prospect Hill, King Street and Flood Street.

Highway improvements
New means of access onto the southern by-pass at the Flood Street roundabout is an essential pre-requisite for provision of metro and the development of New Mill Gate. The management of through traffic around the town centre also needs to be addressed as a priority.

Car parking
The re-organisation of car parking is central to the ADF vision. Careful management of the sequence of change (in terms of the loss of parking, the probable need for short term, temporary parking and ultimately the development of new, modern car parks) will be needed to ensure town centre users are not inconvenienced and development is not unnecessarily delayed.

Realising early development potential in Priory Place is dependent ultimately on provision of a new car park in the Tower Street area. If alternative short term parking can be identified early implementation in Priory Place may be possible.

In New Mill Gate the development programme will need to ensure that parking remains available during the construction phase or temporary arrangements are put in place.
**Action plan**

The implementation plan reviews in some detail necessary actions in the short (up to six months) medium and long term (18 months and beyond) for each of the opportunity areas. Much of the emphasis is upon collection of detailed information about land ownership, occupation, physical constraints and opportunities. The immediate appointment of project officers for Tower Street, New Mill Gate and Prospect Hill is also highlighted. Several strands of work can commence, subject to the availability of resources, without delay. Improvements to Stone Street Square have already been completed and a development brief for the refurbishment and re-use of buildings adjoining the space is already in preparation; so implementation of the proposals for the Priory Street opportunity area are already progressing. Other priorities for action are:

**Tower Street**
To understand the pattern of tenure and ownership, to inform preparation of a land assembly strategy.

**New Mill Gate**
To progress discussions with potential developers on the basis of the design principles set out in the ADF. This might usefully inform preparation of a detailed design brief which would form part of the development agreement.

**Prospect Hill**
To more clearly define the project in terms of its component parts and progress a design/development brief with the key stakeholders.