

# High Level Delivery Strategy

The delivery strategy is set within the context of the Masterplan being potentially adopted by the Council as supplementary guidance for the purposes of controlling future development in the Cockenzie area; all applications for planning permission will be expected to be in conformance with any Supplementary Guidance that is developed following consideration of the Masterplan in order to protect the long term development potential of the area.

Site ownership and national policy will also influence the final delivery strategy of the Cockenzie Masterplan. The site of the former Cockenzie Power Station is currently owned by Scottish Power Generation.

## Key Considerations for the Masterplan Delivery

The key considerations for the masterplan delivery strategy have been informed by the stakeholder consultation process, discussions with Council Officers, presentations to the Cross Party Member Group, as well as the experience of the PBA-led multidisciplinary Project Team. The following factors have been identified as being critical components in designing a fit-for-purpose delivery arrangement for the Cockenzie Masterplan:

- Having clear strategic leadership, involving key stakeholders from public and private sectors who will take ownership and ensure delivery;

- Having a core team dedicated to delivery, ensuring clear operational leadership of the plan. The team needs to have the skills and resourcing required for delivery at each stage, encompassing a broad range of disciplines;
- Having a clear marketing strategy to enable a step change in perception of the Cockenzie site and surroundings as a significant ‘energy + mixed use’ investment opportunity on the national and global stage;
- Cross-party commitment to the delivery of the Masterplan over the long term is critical. All parties need to recognise that this is a 25-year project for the Cockenzie site and sign up to support this for this period;
- The need to represent a broader constituency than just the Cockenzie local area, which could include the involvement of the wider East Lothian area, Scottish and UK government. This should recognise the sites role in the region as a whole and could potentially tie in with plans for a City Region Deal;
- The need to demonstrate a model that will be successful, in order to build community support and buy-in to fully deliver on plans;
- Ensuring value for money in delivery arrangements.

The long term nature of the programme

means that all of these criteria need to be considered in the context of a 25-year delivery programme.

Overall, the delivery model needs to provide certainty and reassurance to public and private sector investors and to reinforce the case that investment in the Cockenzie area will deliver benefit for the region and Scotland.

## Delivery Strategy

The Cockenzie Masterplan provides a major opportunity for upgrading and enhancing the infrastructure, built environment and functionality of the local area making it fit for the next 25 years and the challenges ahead.

The default position for delivery would be that East Lothian Council would be the lead partner on behalf of the public, private and voluntary sector partners involved. Challenges with this approach that will need to be carefully managed include the:

- Changeable political leadership – there should be cross party consensus in the long term delivery of the Cockenzie Masterplan;
- Need for cross-sector partner and public buy-in – success in delivering the Masterplan, will require the buy-in of a wide range of public, private and voluntary sector partners, as well as support from the local community;
- Challenging public funding climate

– the coming years are expected to see continued downward pressure on local authority funding, which may make it challenging for the Council to fund a dedicated Masterplan delivery team.

The East Lothian Council in-house delivery model would involve delivery of the Masterplan within the the existing team in the Council. The day-to-day operation most likely sitting with the Planning Service, Economic Development and Strategic Investment Service, with existing staff leading on elements of the Masterplan. The leadership and reporting would use the existing local authority structures. There are a number of ‘must do’ first steps which will ultimately influence the success or otherwise of any delivery model. The most important of these is to ensure the terms of engagement with the landowner of the former Cockenzie Power Station site, and the surrounding major local landowners and establish long term cross party support.

The initial steps could involve:

- Speak individually to major landowners to gain thoughts on potential delivery structures; the desirable process for their sites; and the Council’s role in supporting them to bring development forward;

- Gather all landowners together for further discussion on delivery models and partnerships;
- Secure cross-party support for the 25-year prioritisation and delivery of the Masterplan;
- Map skills and resources within the Council, considering the impact (on other projects in the Council) of establishing a dedicated resource for the Cockenzie Masterplan area;
- Enter dialogue with elected members to establish parameters for establishing an independent Masterplan team and a commitment to resourcing this;
- Having established involvement of landowners, engage the wider strategic partnership (e.g. Scottish Government, Scottish Enterprise, neighbouring Authorities) to enable potential arrangements;
- Examine the legal ramifications of the delivery model.

The precise configuration of the final delivery model will need a process of further detailed refinement, stakeholder engagement and legal consideration to ensure it is fully fit for purpose.

## Phasing

The long-term development framework that has been prepared for the Cockenzie Masterplan allows for a

phased and progressive approach to its implementation over a flexible timescale.

The Cockenzie Masterplan provides a flexible approach to phasing which would be responsive to inward investment opportunities. The principal points of vehicular access to each of the zones that will inform the phasing opportunities are:

- Zone 1 Coastal – Edinburgh Road B1348;
- Zone 2 Transformer - Edinburgh Road B1348 and off a new leg from the existing roundabout to the east of the zone at the junction of B6371/Alder Road;
- Zone 3 Coal Store – the existing access off the B6371;
- Zone 4 Battle of Prestonpans – from the B6371 to the east and/or the B1361 from the south.

The precise vehicular access points to each of the zones will need further assessment and detailed refinement.

Each of the zones is capable of development independently from the other, providing further flexibility in the phasing of the site.

## Strategic Environmental Assessment (SEA)

The potential need to undertake Strategic Environmental Assessment

(SEA) of this Masterplan under the Environmental Assessment (Scotland) Act 2005 ('the Act') has been considered by the project team and East Lothian Council, in consultation with the Scottish Government's SEA Gateway Team.

The Masterplan is considered to fall outwith the scope of the Act on the grounds that it does not currently constitute a plan, programme or strategy under the terms of the Act. Specifically, the Masterplan will be presented to a non-statutory cross party members group of East Lothian Council for information purposes only. The Masterplan will therefore not be approved at this stage as a material planning consideration, either for the determination of any planning applications or to influence the preparation of future plans, programmes or strategies.

Any Supplementary Guidance subsequently prepared to guide the future redevelopment of the site would constitute a plan under the terms of the Act. Therefore, SEA requirements for this Supplementary Guidance would need to be fully considered. The preparation of Supplementary Guidance would involve public consultation and, if determined to be required following a screening process, a full SEA would be undertaken.

The East Lothian LDP Proposed Plan (2016) proposes to safeguard the site

for thermal generation uses in line with National Development status 3 detailed in the NPF3 (2014). However, the LDP Proposed Plan makes clear that the review of NPF3 during the Plan's lifetime could enable the potential removal of thermal generation safeguards and allow a more flexible approach to the redevelopment of the site. The LDP Proposed Plan commits that any such redevelopment would be informed by the preparation of Supplementary Guidance. It is expected that this Masterplan would be the main evidence source considered in the preparation of such Supplementary Guidance, but at the point of preparing this Masterplan it is not itself to be considered as Supplementary Guidance.

