

Lancashire County Council

Cabinet

Thursday, 3rd April, 2014 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Supplementary Agenda

We are now able to enclose, for consideration at the next meeting of the Cabinet to be held on Thursday, 3rd April, 2014, the following report(s).

Part 1 (Open to Press and Public)

No. Item

7. Urgent Business

An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

- (a) **Preston, South Ribble and Lancashire City Deal - 2014/15 Implementation** (Pages 1 - 120)

Jo Turton
Chief Executive

County Hall
Preston

Cabinet - 3 April 2014

Report of the Interim Executive Director for Environment

Electoral Division affected:

All

Preston, South Ribble and Lancashire City Deal - 2014/15 Implementation
(Appendices 'A', 'B', 'C' and 'D' refer)

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Executive Summary

The Preston, South Ribble and Lancashire City Deal (City Deal) was signed by the Lancashire Enterprise Partnership, Preston City Council, South Ribble Borough Council, Lancashire County Council and Central Government in September 2013.

The City Deal agreed with Government, builds on the strong economic performance of the area over the last ten years and will help to ensure that the City Deal area continues to grow by addressing strategic transport infrastructure and development challenges to delivering new jobs and housing across the City Deal area.

The signed City Deal document sets out a number of commitments for each of the City Deal partners, including the LEP, 3 local authorities and Central Government departments and agencies, including the Homes and Communities Agency (HCA). It incorporates these in a Delivery and Implementation Plan, which sets out the actions that partners need to undertake to ensure that the City Deal is implemented successfully from 2014/15. Since September 2013 a significant amount of work has been undertaken to complete those actions in readiness for the City Deal to begin in 2014/15.

The City Deal Executive and City Deal Stewardship Board have both been established and appropriate technical and operational delivery mechanisms have been put in place.

Lancashire County Council is the accountable body for the City Deal and is now in a position to establish the City Deal Infrastructure Delivery Fund. The financial principles relating to the flow of funds into the fund have been agreed between the partners.

An Infrastructure Delivery Plan for 2014/15 has been drafted by the partners and will be presented for approval to the City Deal Executive in April 2014.

A Stewardship Board Agreement and a Business and Disposal Plan for 2014/15 has been drafted by the HCA and will be presented to the City Deal Stewardship Board in May 2014 for approval.

This is deemed to be a Key Decision and Standing Order 27 has been complied with.

Recommendation

Cabinet is recommended to:

- (i) Note the progress made to ensure the City Deal can be implemented from 2014/15;
- (ii) Endorse the draft City Deal Infrastructure Delivery Plan which will be considered by the City Deal Executive in April 2014;
- (iii) Approve the principles of the Stewardship Board Agreement which will be considered by the City Deal Stewardship Board in May 2014;
- (iv) Endorse the principles of the Memorandum of Understanding (MoU) which deals with the HCA asset uplift and which will be signed by the County Council, Department for Communities and Local Government (DCLG) and HCA and delegate authority to the County Treasurer and the County Secretary and Solicitor, in consultation with the Leader of the County Council, to approve and execute the final MoU and subsequent loan agreements.
- (v) Approve the operating principles for the establishment of the City Deal Infrastructure Delivery Fund and Heads of Terms regarding fund flow between the 3 Councils and delegate authority to the County Secretary and Solicitor and the County Treasurer, in consultation with the Leader of the County Council as Portfolio Holder for Economic Development, to finalise and execute the Heads of Terms and thereafter the formal Legal Agreement;
- (vi) Authorise the County Treasurer to incorporate expenditure commitments and funding arising from City Deal projects approved through the City Deal Governance Structures within the County Council's Capital Investment Programme on an ongoing basis.

Background and Advice

1. Introduction

- 1.1 The Cabinet considered and approved a report setting out the main principles and delivery mechanisms for the Preston, South Ribble and Lancashire City Deal (City Deal) in July 2013. In September 2013 the City Deal was signed by the Lancashire Enterprise Partnership, Preston City Council, South Ribble Borough Council, Lancashire County Council and Central Government, and was the first of the Wave 2 City Deals to be signed.

- 1.2 The City Deal agreed with Government, builds on the strong economic performance of the area over the last ten years and will help to ensure that the City Deal area continues to grow by addressing strategic transport infrastructure and development challenges to deliver new jobs and housing across the City Deal area.
- 1.3 Over a ten-year period the City Deal will generate:
- More than 20,000 net new private sector jobs, including 5,000 in the Lancashire Enterprise Zone;
 - Nearly £1 billion growth in Gross Value Added (GVA);
 - 17,420 new homes; and
 - £2.3 billion in leveraged commercial investment.
- 1.4 The City Deal will align public and private sector resources to enable the significant investment in strategic highway and community infrastructure which is required to support the significant housing and employment growth in the area.

2. City Deal Delivery and Implementation Plan

- 2.1 The final City Deal document incorporated a detailed Delivery and Implementation Plan (DIP) that set out 75 individual actions, the majority of them requiring completion by the partners prior to the City Deal being implemented, in April 2014.
- 2.2 The DIP actions range from establishing appropriate governance structures, putting in place suitable working arrangements, agreeing the financial mechanisms between the partners to enable the establishment of the City Deal Infrastructure Fund and confirming funding commitments from central government.
- 2.3 The 3 local authorities and the HCA have worked closely together since the City Deal was signed and have made significant progress in completing many of the required actions, particularly in relation to strategic and operational governance.

3. Governance

- 3.1 Cabinet agreed the key principles for the City Deal governance at its meeting in July 2013. There are 4 strategic governance limbs for the City Deal, the Lancashire Enterprise Partnership, the City Deal Executive, the City Deal Stewardship Board and the Joint Advisory Committee.
- 3.2 The **Lancashire Enterprise Partnership** (LEP) provides the overarching governance for the City Deal and, at its meeting in November 2013, it approved the Terms of Reference for the City Deal Executive.
- 3.3 The **City Deal Executive**, chaired by the LEP Chair and comprising the 3 local authority Leaders and the Deputy Chair of the LEP and LEP Champion for Strategic Development held its first meeting in November 2013. The City Deal Executive will be responsible for taking all key City Deal decisions and for approving an annual City Deal Infrastructure Delivery Plan (IDP). The 2014 / 15 City Deal IDP will be considered by the City Deal Executive at its meeting in April 2014.
- 3.4 The **City Deal Stewardship Board**, chaired by the Regional Director for the HCA and comprising the 3 local authority Chief Executives and the LEP Champion for Strategic Development held a shadow meeting in November and will hold its first formal meeting in April 2014. The primary purpose of the City Deal Stewardship Board is to guide the disposal of the HCA assets in line with the broader housing and employment objectives of the City Deal. In addition the Stewardship Board will guide the development of a number of local partner assets set out in the City Deal. The Stewardship Board is required to approve an annual Business and Disposal Plan (BADP) for the Stewardship Board assets, and the 2014/15 BADP will be considered by the Stewardship Board at its meeting in May 2014. The Stewardship Board will also consider a Stewardship Board Agreement considered in section 5 of this report.
- 3.5 The Central Lancashire **Joint Advisory Committee** (JAC) was established in 2008 to oversee the joint preparation of a Core Strategy for Central

Lancashire. The Terms of Reference for the JAC have been updated to ensure that all City Deal planning related issues are kept under review, and the 3 Councils have now endorsed them.

3.6 Another core element of the City Deal is the Lancashire County Pension Fund's Local Investment Allocation. The Lancashire County Pension Fund Committee has made an allocation of £150m for investment in the County of Lancashire. It is anticipated that this investment will be largely in property with an external fund manager being appointed to assemble a County of Lancashire portfolio of property investments. All County property investments will need to demonstrate their ability to meet the same commercial investment criteria, including return on investment and risk profile, as required of investments in the Pension Fund's national property portfolio. It is anticipated that projects arising in the City Deal area will be a key source of investment opportunities for the County of Lancashire property portfolio. The procurement process for this investment manager is due to commence and will be completed to enable the fund manager to begin operational duties during the third quarter of 2014/15. However, prior to this appointment, the investment manager of the Pension Fund's national property portfolio is able to evaluate investment opportunities in the County of Lancashire and has already begun to do so.

3.7 In addition to the strategic governance now in place for the City Deal the local partners have agreed a number of operational and delivery mechanisms to maintain momentum, guide delivery and oversee progress. The Chief Executive's Management Team is acting as the Project Board for the City Deal, attended by the other two Council's Chief Executives, and the Interim Executive Director of Environment is the Project Director.

4. City Deal Infrastructure Delivery Plan (IDP)

4.1 An annual IDP is a requirement set out in the City Deal Delivery and Implementation Plan. The key purpose of the IDP is to set out the delivery programme for all the strategic highway and physical community infrastructure delivered via the City Deal. The IDP will be considered annually

by the City Deal Executive and will be passed to the City Deal Stewardship Board who will use the IDP to inform the preparation of the Business and Disposal Plan.

4.2 The objectives of the draft 2014/15 IDP (at Appendix 'A') are to:

- Set out the private and public sector funding streams that contribute to the Infrastructure Delivery Fund;
- outline the highway and physical community infrastructure to be delivered in the 10-yr City Deal period and sets out in more detail those elements that will be delivered in 2014/15;
- identify the 10-year City Deal critical milestones and highlights those which will need to be met in 2014/15;
- highlight the principal risks to successful implementation of the City Deal and sets out remedies to mitigate these risks;
- summarise the communications and marketing strategy for the City Deal and set out a 2014/15 communications and marketing action plan; and
- explain the monitoring arrangements for the City Deal.

4.3 The 2014 / 15 IDP will be considered by the City Deal Executive at its meeting in April 2014 and Cabinet are recommended to endorse the draft IDP.

5. City Deal Stewardship Board Agreement - Principles

5.1 The City Deal Stewardship Board Agreement is a requirement set out in the City Deal Delivery and Implementation Plan. A draft Stewardship Board Agreement has been prepared by the HCA, in consultation with the local partners. The Agreement is not legally binding and is a framework document to set out the governance, financial and monitoring arrangements for the City Deal Stewardship Board. The Agreement, which will be formally considered by the City Deal Stewardship Board in May 2014, comprises 3 elements:

- i) *Terms of Reference* for Stewardship Board Meetings. These set out the roles and responsibilities of the Stewardship Board and were agreed at

the Shadow Stewardship Board meeting in November 2013 and are attached at Appendix 'B'.

ii) *Memorandum of Understanding* for the treatment of HCA asset receipts. This has been drafted by the Department for Communities and Local Government (DCLG) and will be a tripartite agreement between HCA, DCLG and the County Council and sets out the mechanisms for transfer of funds between the 3 organisations. The principles of the MoU are set out in 5.4 below.

iii) *Monitoring Framework*. Submission of annual “top-line” set of monitoring indicators is a requirement of the City Deal and the partners have agreed a range of indicators which will be reported to the Stewardship Board annually for onward submission to DCLG and Cabinet Office. Further detail is set out in 5.2 – 5.3 below.

5.2 A critical component of the City Deal will be effective monitoring, required for both the City Deal partners and the range of sponsor government departments (including DCLG, Cabinet Office and DfT). This key monitoring function will be performed by the City Deal Stewardship Board (SB) and a monitoring working group has been established, with the Heads of Planning from the 3 Councils and relevant officers from the HCA.

5.3 The Stewardship Board will receive a short (Core) and long (Supporting) list of indicators on an annual basis. The Core Output list will be reported annually to Cabinet Office and DCLG.

Core Outputs

- Total number of Housing units consented for planning
- Total number of Housing units completed
- Commercial floor space consented
- Commercial floor space completed
- Private Sector Investment (PSI)

- Jobs accommodated

Supporting Outputs

- Total number of Housing units submitted for planning
- Number of City Deal Housing Sites at which construction is actively taking place.
- Quantity of Commercial Floor space from identified and agreed Employment Sites submitted for planning
- Retail Vacancy Rate in city and town centres
- Number of HCA sites submitted for planning permission from those identified through City Deal
- Number of HCA sites, from those identified through City Deal, granted planning consent
- Total number of housing completions and new floor space completed on HCA sites.
- Broughton Bypass progress
- Penwortham Bypass progress
- Preston Western Distributor progress
- South Ribble Western Distributor progress
- Sustainable Transport Infrastructure completions
- Community infrastructure completions

5.4 The Stewardship Board will also be responsible for guiding the development and or disposal of a number of local partner assets, the development of which, could contribute to the economic and housing growth objectives of the City Deal. All Stewardship Board assets (presented at Appendix 'C') remain in the ownership of the existing authority and final decisions regarding development or disposal rest with the owning authority.

5.5 The HCA National Board approved the draft Stewardship Board Agreement in March 2013 and the Stewardship Board will now be asked to also approve it

at its meeting in May. Cabinet are recommended to endorse the principles of Stewardship Board Agreement.

City Deal Stewardship Board Agreement Memorandum of Understanding – Principles

- 5.6 Specific arrangements have been put in place regarding the use of HCA land receipts in the City Deal and the management of the financial relationship between LCC (as the Accountable Body), the HCA (as provider of loan finance) and DCLG (as provider of grants) has been set out in a draft **Financial Memorandum of Understanding and Loan Facility Agreement**.
- 5.7 In summary, each HCA land receipt equivalent to the 2013 Book Value will be loaned to LCC for twelve months. Consequently LCC and HCA will enter into a Loan Facility Agreement. Any uplift from HCA asset sales (up to a cap of £37.5m) will be retained by LCC and treated as grant. As it is DCLG who is foregoing this income, it will have a direct Grant Agreement with LCC under Section 31 of the Local Government and Finance Act 2003.
- 5.8 Cabinet are recommended to approve the principles of the MoU and delegate authority to the County Treasurer and County Secretary and Solicitor in consultation with the Leader to approve and execute the final MoU and subsequent loan agreements.

6 City Deal Infrastructure Delivery Fund

- 6.1 The County Council is the accountable body for the LEP, and as such is also accountable body for the City Deal. The County Council has made the appropriate arrangements to establish an Infrastructure Delivery Fund (IDF) which will ensure effective governance and financial control of the complex funding arrangements for the City Deal.
- 6.2 Finance officers for the 3 local authorities have agreed the operating principles for the IDF and Heads of Terms (presented at Appendix 'D'), which

reflect these operating principles and set out the key terms upon which the three Councils will work together to achieve the objectives of the City Deal, pending the preparation of a detailed legal agreement. The terms include the financial arrangements to secure funds flow into the City Deal Fund and the monitoring information that the District Councils will provide to the County Council to ensure effective reporting. Also contained in the terms are arrangements for the collection of developer contributions in the short term and in the event that Community Infrastructure Levy contributions cannot be secured.

6.3 Cabinet are recommended to approve the operating principles for the establishment of the City Deal IDF and endorse Heads of Terms regarding fund flow between the 3 Councils and thereafter delegate authority to the County Secretary and Solicitor and County Treasurer in consultation with the Leader as Portfolio Holder for Economic Development to finalise and execute the Heads of Terms, and thereafter the formal agreement.

6.4 The City Deal is a dynamic and evolving programme of activity. Whilst the County Council is the accountable body for the Infrastructure Delivery Fund, it is not the sole delivery agent or funder and projects and resources will continue to be added to, or in some cases removed from the programme during the life-time of the initiative. In order to facilitate this within the County Council's governance arrangements Cabinet are recommended to authorise the County Treasurer to incorporate expenditure commitments and funding arising from City Deal projects approved through the City Deal Governance Structures within the County Council's Capital Investment Programme on an ongoing basis.

7. Conclusion

The City Deal presents a unique opportunity to deliver economic and housing growth in Lancashire. The successful negotiation of the City Deal has ensured that the LEP and local partners are in a good position to develop and submit a strong Strategic Economic Plan (SEP) to Government in Spring 2014 and to

negotiate a robust and credible local growth City Deal to commence in April 2015.

The Cabinet is recommended to:

- (i) note the progress made to ensure the City Deal can be implemented from 2014/15;
- (ii) endorse the draft City Deal Infrastructure Delivery Plan which will be considered by the City Deal Executive in April 2014;
- (iii) approve the principles of the Stewardship Board Agreement which will be considered by the City Deal Stewardship Board in May 2014;
- (iv) endorse the principles of the Memorandum of Understanding which deals with the HCA asset uplift and which will be signed by LCC, DCLG and HCA and thereafter delegate authority to the County Treasurer and County Secretary and Solicitor in consultation with the Leader of the County Council to approve and execute the final MoU and subsequent loan agreements.
- (v) approve the operating principles for the establishment of the City Deal Infrastructure Fund and Heads of Terms regarding fund flow between the 3 Councils and thereafter delegate authority to the County Secretary and Solicitor and County Treasurer in consultation with the Leader of the County Council as Portfolio Holder for Economic Development to finalise and execute the Heads of Terms and thereafter the formal legal agreement;
- (vi) authorise the County Treasurer to incorporate expenditure commitments and funding arising from City Deal projects approved through the City Deal Governance Structures within the County Council's Capital Investment Programme on an ongoing basis.

Consultations

The governance arrangements presented in this report reflect the close partnership working that has taken place to reach agreement and sign the City Deal and since then to progress the matters presented for consideration in this report. A

Communications and Marketing Plan is presented as part of the IDP which will guide wider engagement with stakeholders and communities affected by the City Deal.

Implications:

This item has the following implications, as indicated:

Financial

The detailed financial implications arising from the City Deal are set out in the Infrastructure Delivery Plan at Appendix A. As previously reported, the City Deal presents the County Council with a range of financial risks, arrangements for the management of which are also set out in the delivery plan. The key areas of risk are around the pace of development and the level of developer contributions in addition to the Community Infrastructure Levy (CIL) that can be negotiated on specific sites. Contributions negotiated in relation to some early developments give some comfort in relation to this and a coordinated approach to future negotiations across the City Deal area is being developed which is a further mitigating factor. The pace of development is less easy to influence, however, current market indications and the impact of various government housing market interventions seem to indicate an increased pace of development generally, again giving some comfort.

The progress on realising the various forms of contribution will be central to the annual review that the County Council will need to conduct as to whether it will be necessary to charge a minimum revenue provision on the cash flow support being provided for the City Deal. The key factors in this review will be certainty on the total value of contributions payable and the timescale over which they will be paid. The results of this review will be reported annually as part of the budget setting process.

Legal

A number of legal agreements will be entered into to ensure effective delivery of City Deal. These will include agreements with Preston City Council, South Ribble Borough Council, HCA and developers as outlined above. The agreements will ensure that each Party's roles and responsibilities are clearly set out so as to minimise financial risk and maximise delivery opportunities.

Risk management

The City Deal partners have undertaken a number of Risk Workshops and a risk analysis and mitigation measures are set out in the Infrastructure Delivery Plan. Each individual project or programme set out in the annual Infrastructure Delivery Plan will be the subject of a detailed risk analysis to be approved prior to project commencement.

List of Background Papers

N/A

Reason for inclusion in Part II, if appropriate

N/A

FINAL DRAFT FOR PUBLICATION

Preston, South Ribble and Lancashire City Deal

Infrastructure Delivery Plan

2014/15

Appendix 'A'

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PART I - PRESTON, SOUTH RIBBLE AND LANCASHIRE CITY DEAL 2014-2024

1. INTRODUCTION

The Preston, South Ribble and Lancashire City Deal is the first of the second wave of City Deals which will drive forward local growth by empowering the city area to make the most of its economic assets and opportunities.

The City Deal partners are the Lancashire Enterprise Partnership (LEP), Lancashire County Council (LCC), Preston City Council (PCC), South Ribble Borough Council (SRBC), the Homes and Communities Agency (HCA) and Central Government. It was agreed in September 2013 and is an ambitious programme of work that builds on the strong economic performance of the area over the last ten years and will help ensure the City Deal area continues to grow by addressing strategic transport infrastructure challenges to deliver new jobs and housing.

Over a ten-year period the deal will generate:

- More than 20,000 net new private sector jobs, including 5,000 in the Lancashire Enterprise Zone;
- Nearly £1 billion growth in Gross Value Added (GVA);
- 17,420 new homes; and
- £2.3 billion in leveraged commercial investment.

To deliver the City Deal, partners have established a City Deal Infrastructure Delivery Programme and City Deal Investment Fund, which together are worth £450m over the lifetime of the Deal.

- The City Deal Infrastructure Delivery Programme will enable delivery of critical highway infrastructure and allow the full development of significant commercial development and housing schemes. This includes four highway schemes and local community infrastructure, such as schools and health facilities, required to support the scale of such ambitious development.
- The City Deal Investment Fund is a £100m local allocation from the Lancashire Pension Fund, available to be invested on a commercial basis in housing and development schemes in the City Deal area.

The City Deal Infrastructure Delivery Programme is funded through pooled local and national private and public sector resources. The private sector will contribute through Community Infrastructure Levy (CIL) and other contributions. The Department for Transport (DfT) will invest through Local Major funding, the Homes and Communities Agency (HCA) through the local retention of

value uplift from land sales and the councils via New Homes Bonus (NHB), Business Rates (NNDR), capital programme resources
and land.

Purpose of the City Deal Infrastructure Delivery Plan

A successful City Deal will be dependent upon the implementation of robust plans that align the delivery of strategic highway and community infrastructure with the development of the housing and employment sites identified in the City Deal area.

Through the City Deal negotiation process the City Deal partners agreed that two plans, an Infrastructure Delivery Plan (IDP) and a Business and Disposal Plan (BDP) be presented annually to a City Deal Executive and a City Deal Stewardship Board. The purpose of the IDP is to set out the delivery programme for the highway and physical community infrastructure. The purpose of the BDP is to set out the annual disposal plans for the Homes and Communities Assets.

This IDP is set out in two parts. Part I sets out the governance, financial and communications arrangements for the City Deal and provides further detail on the employment and housing sites which will be delivered during the 10-year lifetime of the City Deal and the highway and community infrastructure required to support these sites. Part I also sets out the key deliverables, milestones and risks associated with the 10 year initiative, along with the monitoring arrangements to ensure progress is measured and is on track.

Part II sets out in more detail the activity planned in Year 1 – 2014 – 2015, specifically for HCA assets, the key housing and employment sites and the delivery of the highway and community infrastructure.

Future IDPs will be set on a 3-year rolling basis and presented annually to City Deal Executive and City Deal Stewardship Board.

2. GOVERNANCE

The governance arrangements in respect of City Deal have now been established and a structure chart is provided overleaf. Information to support the governance structure is set out below.

The **Lancashire Enterprise Partnership** (LEP) The LEP is a business-led Board represented by some of Lancashire's largest and most dynamic companies, with a shared commitment to establishing a single economic voice for the area. A major force for change, the LEP is dedicated to driving local growth through the delivery of a number of strategic economic priorities and national initiatives, with a focus on securing prosperity for the whole of Lancashire. The Board comprises eleven Directors from the private sector and five from the public sector. The LEP is responsible for the overall governance and delivery of the City Deal. An Executive Committee has full powers to act on behalf of the Board between formal meetings and to deal with such matters as the Board may refer to it on an ad hoc basis. Membership is the Chair and Vice Chair, Leader of Lancashire County Council and two other Board Directors.

The **City Deal Executive** is chaired by the LEP Chair and comprises the Leaders of Preston City Council, South Ribble Borough Council and Lancashire County Council, the Deputy Chair of the LEP and the LEP Champion for Strategic Development. The City Deal Executive is responsible for taking all key City Deal decisions and for approving the annual City Deal Infrastructure Delivery Plan (IDP).

The **City Deal Stewardship Board** is chaired by the Regional Director for the HCA and comprises the 3 local authority Chief Executives and the LEP Champion for Strategic Development. The primary purpose of the City Deal Stewardship Board is to guide the disposal of the HCA assets in line with the broader housing and employment objectives of the City Deal. In addition the Stewardship Board guides the development of a number of local partner assets set out in the City Deal. The Stewardship Board is required to approve an annual Business and Disposal Plan (BADP) for the Stewardship Board assets.

The Central Lancashire **Joint Advisory Committee** (JAC) was established in 2008 to oversee the joint preparation of a Core Strategy for Central Lancashire. The JAC ensures that all City Deal planning related issues are kept under review. It is supported by the Central Lancashire Director's Group and update reports on the JAC activity are provided to the City Deal Executive.

Transport for Lancashire is the local transport body for Lancashire and is a sub-committee of the LEP. It develops, approves and funds major transport schemes

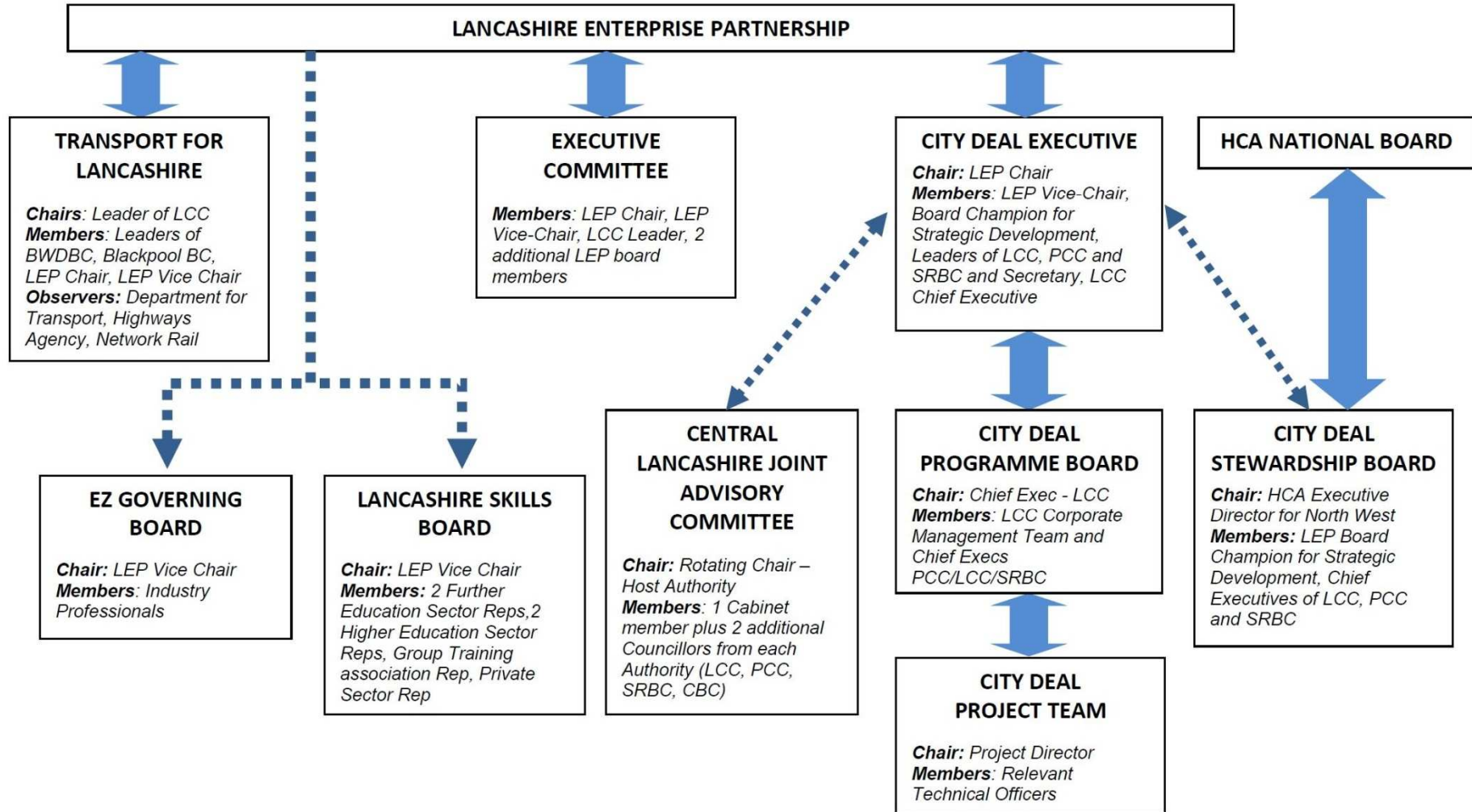
The **City Deal Programme Board** is chaired by Lancashire County Council's Chief Executive and comprises the Chief Executives of Preston City Council and South Ribble Borough Council. The Board is responsible for the operational delivery of the City Deal and is accountable to the City Deal Executive.

The **City Deal Project Team** is chaired by the City Deal Project Director and comprises City Deal Lead officers from the two District councils as well as senior technical officers from the three councils and the HCA. The Project Team co-ordinates and directs the activity of a number of work streams.

The **Enterprise Zone Governance Committee** is a subset of the LEP Board responsible for promoting and agreeing on behalf of the LEP, the strategic direction of the Lancashire Advanced Manufacturing & Engineering Enterprise Zone Initiative. It is chaired by the Vice Chair of the LEP with membership of three other Board Directors.

The **Lancashire Skills Board** is responsible for the development and delivery of a Lancashire Skills Strategy. It drives engagement with providers and employers to ensure a demand-led approach to skills planning and delivery and establishes a robust evidence base to influence the allocation of devolved government funding.

PRESTON, SOUTH RIBBLE AND LANCASHIRE CITY DEAL – GOVERNANCE STRUCTURE



3. FINANCE

Infrastructure Delivery Fund

An Infrastructure Delivery Fund (IDF) has been established to ensure effective governance and financial control of the complex funding arrangements for the City Deal. Lancashire County Council is the accountable body for the LEP, and as such is also the accountable body for the City Deal. Detailed operational financial arrangements for the IDF have been agreed by the City Deal partners. The IDF is a pooled resource which includes a mix of national and local resources from:-

- **Central Government** – Long term secured transport funding from the Department for Transport, Highways Agency Funding for new and existing motorway junctions and retention of Homes and Communities Agency (HCA) proceeds from local land sales
- **Lancashire County Council** – Capital Grants, New Homes Bonus and Land Receipts
- **Preston City and South Ribble Borough Councils** – Business Rate Retention and New Homes Bonus
- **Private Sector** – Developer contributions

Fund Value

The ongoing and intensive work by the City Deal partners in relation to the costing and phasing of the infrastructure, along with greater certainty on the phasing of the development of the housing and employment sites have both impacted upon the estimates for the City Deal Infrastructure Delivery Fund and cash flow presented in September 2013. Further details are set out in tables 2, 3 and 4 below.

Lancashire County Council has made a City Deal commitment to provide from internal reserves, cash-flow support for up to £107m in any one financial year during the 10-year period. In the forecast below, at its peak at the end of year 5 the cumulative cash-flow deficit is £106.7m, which is within the committed County Council level of support.

10-year Infrastructure Delivery Fund

The income and expenditure cash flow projections as at September 2013, when the City Deal was signed, for the 10-year City Deal period are laid out in Tables 1, 2 and 3 below.

Table 1 - Expenditure

		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Total	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Preston Transport Programmes												
Major Development Site Infrastructure - to be determined as part of masterplanning process	20.000	-	-	4.000	4.000	4.000	4.000	4.000	-	-	-	-
Preston Western Distributor	109.500	0.500	4.167	4.167	5.666	22.000	50.000	20.000	3.000	-	-	-
Cottam Parkway	15.000	-	-	-	-	-	-	1.500	8.000	5.500	-	-
Broughton*	33.300	3.200	7.400	5.000	17.700	-	-	-	-	-	-	-
Preston Bus Station	7.300	2.000	5.300	-	-	-	-	-	-	-	-	-
Fishergate Central Gateway	3.400	1.000	2.400	-	-	-	-	-	-	-	-	-
Public Transport & Public Realm Corridors	12.500	-	1.250	1.250	1.250	1.250	1.250	1.250	1.250	1.250	1.250	1.250
Education Infrastructure - Preston	9.300	-	-	-	3.100	3.100	3.100	-	-	-	-	-
South Ribble Transport Programmes												
Major Development Site Infrastructure - to be determined as part of masterplanning process	20.000	-	5.000	4.250	4.250	5.250	1.250	-	-	-	-	-
A582 South Ribble Western Distributor/ B2523 Flensburg Way	52.500	-	6.000	13.250	9.250	18.000	5.750	0.250	-	-	-	-
Penwortham Bypass	17.500	-	0.500	0.750	1.500	7.250	7.000	0.500	-	-	-	-
New Ribble Bridge - Preliminary Works & Route Protection	2.000	0.250	0.750	0.750	0.250	-	-	-	-	-	-	-
Public Transport & Public Realm Corridors	12.500	-	1.250	1.250	1.250	1.250	1.250	1.250	1.250	1.250	1.250	1.250
Education Infrastructure - South Ribble	5.700	-	-	-	1.900	1.900	1.900	-	-	-	-	-
Community Provision - Preston City Council	7.280	-	0.728	0.728	0.728	0.728	0.728	0.728	0.728	0.728	0.728	0.728
Community Provision - South Ribble Borough Council	4.460	-	0.446	0.446	0.446	0.446	0.446	0.446	0.446	0.446	0.446	0.446
Capital Financing Cost	10.598	- 0.005	0.137	0.416	0.745	1.269	1.865	1.947	1.619	1.278	0.820	0.507
Expenditure Total	342.838	6.945	35.328	36.257	52.035	66.443	78.539	31.871	16.293	10.452	4.494	4.181

*Includes congestion relief, and M55 and M6 junction improvements

Table 2 - Resources

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Central Government											
Transport Funding	80.200	0.600	6.700	0.100	14.100	11.700	23.300	23.300	0.100	0.100	0.100
HCA - Locally Retained Landhold Receipts	49.013	1.470	4.259	4.784	4.952	6.161	6.431	4.643	4.302	2.861	2.342
HCA Revenue Contribution - Project Staff		-									
Developer Contributions (less Parish Council share)	73.654	-	2.029	5.164	5.780	7.196	9.283	8.530	10.137	10.218	8.105
Lancashire County Council											
Capital Programme & Grants	40.800	5.400	4.400	11.000	2.500	2.500	2.500	2.500	2.500	2.500	2.500
Capital Receipts	0.800	-	0.800	-	-	-	-	-	-	-	-
New Homes Bonus	12.953	-	-	-	0.062	0.430	0.889	1.379	1.890	2.389	2.835
Revenue Contribution - Capital Financing Cost	10.598	- 0.005	0.137	0.416	0.745	1.269	1.865	1.947	1.619	1.278	0.820
Revenue Contribution - Project Staff	6.623	-	0.662	0.662	0.662	0.662	0.662	0.662	0.662	0.662	0.662
Preston City Council											
Business Rates Retention	5.135	-	0.031	0.263	0.500	0.670	0.692	0.714	0.124	0.435	0.746
New Homes Bonus	28.051	-	-	0.151	0.586	1.190	1.846	2.702	3.740	4.907	6.069
Revenue Contribution - Project Staff	1.530	-	0.153	0.153	0.153	0.153	0.153	0.153	0.153	0.153	0.153
South Ribble Borough Council											
Business Rates Retention	4.350	-	0.042	0.085	0.671	0.774	0.877	0.980	0.103	0.188	0.273
New Homes Bonus	25.583	-	-	0.076	0.258	0.866	1.798	2.827	3.749	4.553	5.578
Revenue Contribution - Project Staff	1.530	-	0.153	0.153	0.153	0.153	0.153	0.153	0.153	0.153	0.153
Moss Side Test Track Land Receipt	5.000	-	1.250	-	1.250	-	1.250	-	1.250	-	-
Resources Total	345.821	7.465	20.616	23.008	32.374	33.725	51.698	50.491	30.482	30.396	30.335

Table 3 - Surplus/Deficit

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Surplus/ (Deficit)	2.983	0.520	- 14.712	- 13.249	- 19.662	- 32.718	- 26.841	18.619	14.189	19.945	25.842
Cumulative Surplus/ (Deficit)		0.520	- 14.192	- 27.441	- 47.102	- 79.820	- 106.661	- 88.042	- 73.853	- 53.908	- 28.067

Changes in Cost and Resources

The dynamic nature of the City Deal means that the funding model will inevitably change on an ongoing basis. These changes will be the result of the costs of particular projects becoming more firmly established, the granting of planning permissions establishing the actual number of properties on a particular site and actual build out rates influencing the timing of receipt for specific income streams.

Table 4 below summarises the movements in the model since the signing of the City Deal in September 2013.

Table 4

	£m
Surplus on Model when signed (September 2013)	2.983
Increased cost of Educational Infrastructure based on the current planning gain charging mechanism	- 28.680
Additional Transport Funding – Pinch Point Funding A582 Golden Way	2.109
Additional Transport Funding – M55 Junction 2 (based on midpoint of announced range)	27.500
Increased Developer Contributions	16.678
Other minor changes to scheme costs and resources	- 11,153
Revised surplus on the Model (March 2014)	9.437

The impact of the changes set out in Table 4, is reflected in the Expenditure Table (Table 5), Resource Table (Table 6) and Surplus/Deficit Table (Table 7).

Table 5 – Projected Expenditure – As at March 2014

		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Total	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Preston Delivery Programmes												
Major Development Site Infrastructure	20.000	-	0.100	0.700	9.275	2.275	1.275	1.275	1.275	1.275	1.275	1.275
- Of which, East-West Link Road	9.800	-	0.100	0.700	8.000	1.000	-	-	-	-	-	-
- Of which, NW Preston Green Infrastructure	5.642	-	-	-	0.705	0.705	0.705	0.705	0.705	0.705	0.705	0.705
- Of which, Further Community Infrastructure	4.558	-	-	-	0.570	0.570	0.570	0.570	0.570	0.570	0.570	0.570
Preston Western Distributor	104.500	0.200	1.000	1.000	1.000	7.100	74.100	20.100	-	-	-	-
Cottam Parkway	15.000	-	-	-	-	-	-	1.500	8.000	5.500	-	-
Broughton*	33.300	3.200	7.400	5.000	16.700	1.000	-	-	-	-	-	-
Preston Bus Station	7.300	0.100	2.000	5.200	-	-	-	-	-	-	-	-
Fishergate Central Gateway	3.400	1.000	2.400	-	-	-	-	-	-	-	-	-
Public Transport Corridors & Local Centres	12.125	0.250	0.625	1.250	1.250	1.250	1.250	1.250	1.250	1.250	1.250	1.250
Education Infrastructure - Preston	28.495	-	-	6.722	0.018	0.018	0.018	0.018	5.426	5.426	5.426	5.426
South Ribble Delivery Programmes												
Major Development Site Infrastructure	20.000	-	0.300	2.250	12.650	4.800	-	-	-	-	-	-
- Of which, Pickerings Farm Link Road	4.500	-	-	0.050	1.250	3.200	-	-	-	-	-	-
- Of which, Moss Side Test Track Road Infrastructure	2.050	-	0.050	-	2.000	-	-	-	-	-	-	-
- Of which, Land Between Heatherleigh & Moss Lane Spine Road	2.000	-	0.200	0.600	1.200	-	-	-	-	-	-	-
- Of which, Cuerden Strategic Site Road Infrastructure	5.050	-	0.050	-	5.000	-	-	-	-	-	-	-
- Of which, Community/ Green Infrastructure	6.400	-	-	1.600	3.200	1.600	-	-	-	-	-	-
A582 South Ribble Western Distributor/ B2523 Flensburg Way	45.500	0.350	8.000	14.300	12.150	6.600	4.100	-	-	-	-	-
Penwortham Bypass	17.500	-	0.250	8.350	8.350	0.550	-	-	-	-	-	-
New Ribble Bridge - Preliminary Works & Route Protection	2.000	0.250	0.750	0.750	0.250	-	-	-	-	-	-	-
Public Transport Corridors & Local Centres	12.125	0.250	0.625	1.250	1.250	1.250	1.250	1.250	1.250	1.250	1.250	1.250
Other South Ribble Schemes	5.000	-	-	-	-	-	-	-	-	-	-	5.000
Education Infrastructure - South Ribble	11.203	-	-	3.243	0.386	0.386	0.386	0.386	1.604	1.604	1.604	1.604
Community Provision - Preston City Council	8.031	-	0.803	0.803	0.803	0.803	0.803	0.803	0.803	0.803	0.803	0.803
Community Provision - South Ribble Borough Council	4.922	-	0.492	0.492	0.492	0.492	0.492	0.492	0.492	0.492	0.492	0.492
Capital Financing Cost	7.376	-	0.022	0.384	1.073	1.258	1.290	1.271	0.933	0.700	0.368	0.077
Expenditure Total	357.777	5.600	24.767	51.694	65.647	27.782	84.964	28.345	21.033	18.299	12.468	17.177

*Includes congestion relief, and M55 and M6 junction improvements

Table 6 – Projected Resources – As at March 2014

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Central Government											
Transport Funding	108.809	0.600	8.709	-	14.000	25.350	36.950	23.200	-	-	-
HCA - Locally Retained Landhold Receipts	38.970	-	1.835	1.142	3.797	4.696	6.615	4.894	4.392	4.270	3.427
Developer Contributions (less Parish Council share)	90.332	-	6.180	6.336	4.958	7.315	8.921	10.424	13.169	10.113	10.408
Lancashire County Council											
Capital Programme & Grants	40.030	5.900	3.130	11.000	2.500	2.500	2.500	2.500	2.500	2.500	2.500
Capital Receipts	0.800	-	0.800	-	-	-	-	-	-	-	-
New Homes Bonus	12.953	-	-	-	0.143	0.593	1.042	1.464	1.968	2.511	2.923
Revenue Contribution - Capital Financing Cost	7.376	-	0.022	0.384	1.073	1.258	1.290	1.271	0.933	0.700	0.368
Preston City Council											
Business Rates Retention	5.135	-	0.031	0.263	0.500	0.670	0.692	0.714	0.124	0.435	0.746
New Homes Bonus	28.051	-	-	0.154	0.579	1.197	1.902	2.671	3.754	5.055	6.200
South Ribble Borough Council											
Business Rates Retention	4.350	-	0.042	0.085	0.671	0.774	0.877	0.980	0.103	0.188	0.273
New Homes Bonus	25.409	-	-	0.145	0.721	1.681	2.686	3.605	4.537	5.409	5.910
Moss Side Test Track Land Receipt	5.000	-	-	-	-	-	-	-	-	-	5.000
Resources Total	367.214	6.500	20.750	19.509	28.942	46.033	63.474	51.722	31.480	31.180	32.754

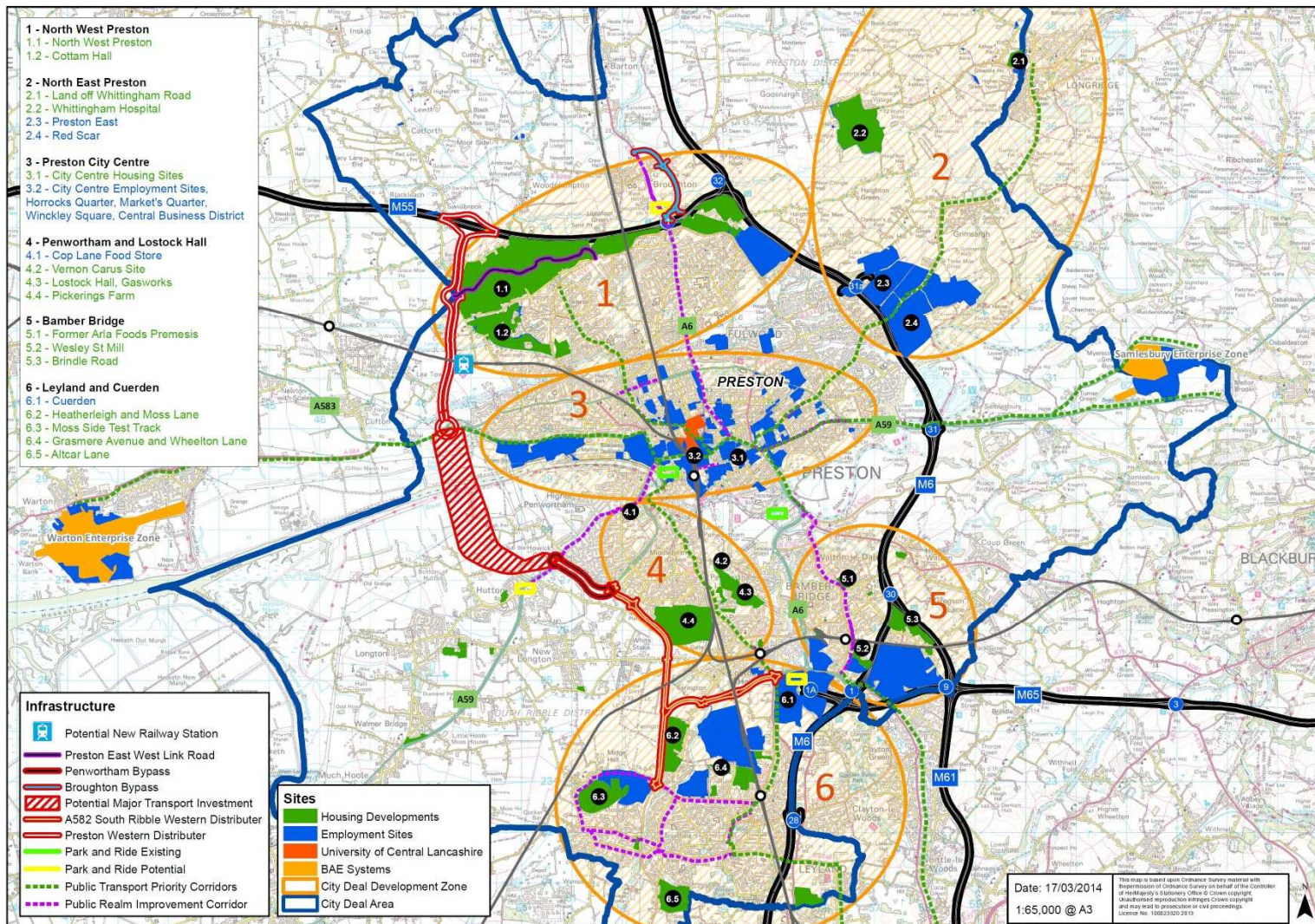
Table 7 – Projected Surplus/Deficit – As at March 2014

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Surplus/ (Deficit)	9.437	0.900	- 4.018	- 32.186	- 36.705	18.251	- 21.490	23.377	10.447	12.881	20.287
Cumulative Surplus/ (Deficit)	0.900	- 3.118	- 35.303	- 72.008	- 53.757	- 75.247	- 51.870	- 41.423	- 28.542	- 8.256	9.437

Note – The details of the funding from the Highways Agency for the M55 Junction 2 scheme have been announced but not confirmed in detail and the sum included represents the midpoint of the range announced phased evenly over two years. These assumptions will be revised when further information becomes available.

4. ASSET MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT

The map below shows the footprint of the City Deal area, including the major housing and employment sites and the proposed highway infrastructure that will be delivered as part of the development proposals.



4a. HCA Assets

A number of key strategic sites in the City Deal area are under the ownership and/or part ownership of the HCA, and will need to be planned and/or disposed of, in order to be developed for housing and employment use. These include:-

- Cottam Hall
- Eastway
- Preston East Employment Area
- Cottam Brickworks
- Whittingham Hospital
- Pickerings Farm
- Croston Road (North and South)
- Altcar Lane
- Brindle Road
- Lostock Hall Gas Works

These sites are earmarked for development under the City Deal and therefore the Stewardship Board will be responsible for guiding the planning and disposal of these assets. The Stewardship Board will set priorities and ensure alignment with wider City Deal economic and housing growth objectives. This will be set out in an annual Business and Disposal Plan which will be agreed by the HCA's National Board and the Stewardship Board. Once agreed, the delivery of the Business Plan and disposals will be delegated to the HCA's Operating Area Director.

The Stewardship Board will be chaired by the HCA's Executive Director for the North West, with membership including the three local authority Chief Executives and the LEP's private sector Board Champion for Strategic Development. The membership of the Stewardship Board could be enhanced by the addition of other key partners critical to the delivery of the Board's agreed Business and Disposal Plan. All aspects of the roles and responsibilities of the Stewardship Board will be set out in a Stewardship Board Agreement signed by the 3 local authorities, the LEP and the HCA.

The City Deal Infrastructure Delivery Fund is underpinned by a staged repayment of the base value of HCA sale receipts to the Department for Communities and Local Government (DCLG) over the City Deal period as the sales arise, with the additional value of up to £37.5m being retained in the City Deal area. In the event that a business case for waiving the claw back and overage on the 'land north of Eastway' is not approved by HM Treasury, DCLG will commit to reconsider the HCA asset uplift cap.

4b. Local Partner Assets

The City Deal Stewardship Board will also provide the strategic direction for the disposal and or development of local partner assets in line with the City Deal economic and housing growth strategy. Assets include:

Bluebell Way

Serviced site in ownership of the County Council earmarked for employment use and adjacent to HCA and private sector development sites in North East Preston.

Preston Central Assets

As the commercial and administrative centre of Lancashire and the City Deal area, a buoyant Preston City Centre is vital. Preston City Council has a significant land holding in the centre of Preston and the delivery of a mixed leisure and commercial development scheme in this area is a priority for the local Preston City Deal partners. The Stewardship Board will consider development proposals and provide strategic direction to ensure that the delivery is in line with the housing and economic growth objectives of the City Deal. Commercial appraisals suggest, subject to development mechanisms, that capital receipts from asset sales will be required to offset development costs and assist with viability. The Stewardship Board will review and endorse development mechanisms as proposals come forward.

Cuerden

Green field land in ownership of the County Council at intersection of M65/M61/M6. Site identified in Core Strategy as key employment site and extensive development on part of the site likely to come forward in 2016 and beyond.

Lancashire Business Park LBP (part of)

LBP is in the ownership of the Lancashire County Council, with 320,000 square feet of new industrial space completed in autumn 2013. The part of the site to be included in the local partner asset list is earmarked for redevelopment in 2016 and beyond.

4c. Housing Sites

The City Deal supports the delivery of 17,400 new homes over a ten-year timeframe (2014/15 to 2023/24 inclusive) across a range of strategic and smaller sites identified under the City Deal agreement.

North West Preston

The total number of houses to be accommodated in this area is 4540 which will be delivered in the following locations:

- Cottom Hall
- Cottam Brickworks
- Cottam Hall (Site K)
- North West Preston
- North West Preston (Hoyles Lane)
- North West Preston (Maxy House Farm)
- North West Preston (Haydock Grange)
- North West Preston (Lightfoot Lane)
- North West Preston (Lightfoot Green Lane)
- Howarth Road, Tulketh

North East Preston

The total number of houses to be accommodated in this area is 1576 which will be delivered in the following locations:

- North of Eastway
- D'Urton Lane/Eastway
- Lime Chase
- Former Whittingham Hospital
- Whittingham Road (North)
- Whittingham Road (South)
- Sharoe Green Hospital

Preston City Centre

The total number of houses to be accommodated in this area is 1396 which will be delivered in infill and compact sites and the following locations:

- Argyll Road Depot
- Parker Street
- Tetrad, New Hall Lane
- Jubilee Trading Estate

A number of sites are identified in Preston City Centre providing a total of up to 700 new homes. Many of these are on compact sites delivering between 5 and 20 houses. These sites will deliver approx 300 new homes.

In addition major sites at Argyll Road and New Hall Lane (Tetrad) are expected to come forward delivering up to 150 and 100 respectively. Approximately 300 are expected to come forward in the first 5 years at about 60 a year.

Penwortham and Lostock Hall

The total number of houses to be accommodated in this area is 2765 which will be delivered in the following locations:

- Pickerings Farm
- Vernon Carus
- Lostock Hall Gasworks
- Wateringpool Lane, lostock Hall
- Land off the Cawsey, Penwortham
- South of Longton Hall, Chapel Lane
- Land off School Lane, Longton
- Liverpool Rd/Jubilee Rd

Leyland and Cuerden

The total number of houses to be accommodated in this area is 2742 which will be delivered in the following locations:

- Moss Side Test Track
- Altcar Lane
- Heatherleigh and Moss Lane
- Grasmere Ave
- Wheelton Lane (former Farington Business Park)
- Land South Of Centurion Way
- Former Prestolite Premises, Cleveland Road
- Roadferry Depot, Carr Lane

Bamber Bridge

The total number of houses to be accommodated in this area is 1069 which will be delivered in the following locations:

- Wesley Street Mill
- Land off Brindle Road
- Group One
- School Lane (former Arla food premises)
- Coupe Foundry, Kittlingbourne Brow
- Land off Browndge Road, Bamber Bridge

City Deal Area

Across the City Deal area there is also approximately 1400 homes that are expected to come forward through the re-use of empty houses and re-submission of extant planning permissions.

In addition all City Deal partners agreed to an additional 2000 houses being included in the Deal and the parties will determine the allocation of that housing provision, across the City Deal area.

4d. Employment Sites

There are a number of employment sites in the City Deal area, which have the potential to make a positive contribution to Lancashire's GVA. The following sites are all allocated for employment in the Central Lancashire Core Strategy and can, if developed fully, attract significant inward investment, create employment opportunities and increase the availability of quality grade commercial floorspace.

North West Preston

This area is predominantly for housing with local service centres only, and therefore no strategic employment sites.

North East Preston

This area contains a number of smaller allocated employment sites within a broader footprint that is already home to many leading Lancashire businesses. The sites are Bluebell Way, Red Scar, Preston East, Roman Road Farm and Whittingham Hospital. Combined, approximately 350000m² of employment floorspace and nearly £300m of additional economic activity could be generated in this zone of economic activity.

Preston City Centre

This area includes number of city centre employment site including; Central Business District (now Corporation St), Winckley Square, City Centre North, UCLan and Horrockses. It is projected that up to £250m in additional GVA could be achieved by the full development of these sites.

Penwortham and Lostock Hall

This area includes the Cop Lane Superstore which is projected to achieve £2m of additional economic activity.

Leyland and Cuerden

This area includes Cuerden which is a 65ha allocated employment site with the potential to generate nearly £45m in additional economic activity.

Moss Side Test Track is also in this area and is the subject of an approved development brief incorporating 850 new homes, over 300,000 foot for employment uses and a neighbourhood centre.

Enterprise Zone

This area includes the two enterprise Zones. The Samlesbury site is located partly in South Ribble and partly in Ribble Valley. The Warton site is located in Fylde. Both Samlesbury and Warton sites have Local Development Orders. Collectively, almost £300m additional economic activity is projected.

5. HIGHWAY INFRASTRUCTURE DELIVERABLES, MILESTONES AND RISK

5a. Highway Infrastructure Proposals

The City Deal Infrastructure Delivery Programme will deliver the infrastructure required to enable the full development of significant housing and commercial development schemes. This includes four major new roads, a motorway junction, the preparatory works for a new River Ribble crossing bridge, Preston city centre transport and public realm improvements, and local community infrastructure, such as new schools, health facilities, open spaces and district centre improvements required to support the scale of such ambitious development.

The four major road schemes and associated road infrastructure on strategic development sites that will be delivered as part of the City Deal are:

Preston Western Distributor (PWD) and associated Major Development Site Highway Infrastructure:

A new PWD will link the A583/A584 to the motorway network via a new junction on the M55. This road will improve access to the Warton site of the Lancashire Enterprise Zone (EZ), the Springfields nuclear fuel facility at Salwick and enable the comprehensive development of the North West Preston strategic housing location which will accommodate over 4,000 new homes.

East-west Link Road

The East West Link Road will connect the new housing area to the PWD from Tom Benson Way. Building on the outputs of the North West Preston Masterplan exercise, topographical and environmental surveys will allow detailed design to get underway during 2014/15, and negotiations will continue during 2014/15 with landowners and developers with a view to agreeing land acquisition and funding for the Link Road, with the intention of delivering the road in 2016/17.

South Ribble Western Distributor (SRWD) and associated Major Development Site Highway Infrastructure:

An enhanced SRWD will double vehicle capacity between Preston City Centre and the motorway network, at the point at which the M65, M6 and M61 connect. This enhancement will enable full development of, and access to, Cuerden strategic employment site and will support housing sites to create over 2,700 homes.

Pickerings Farm Link Road

This major development site will be served by a link road which will be implemented in accordance with an agreed phasing and infrastructure delivery schedule as part of a masterplan for the development site. This road will provide a link to the A582 Penwortham Way and B5254 Leyland Road and could include a new bridge crossing the West Coast main Line or improvements to the existing bridge. The Masterplan exercise will begin in 2015/16 with a view to development of the site getting underway from 2016/17 and completion of the link road in 2017/18, in advance of the bulk of development on the site.

Moss Side Test Track

This mixed use scheme will require a masterplan to take the principles of the approved development brief forward. Development of the site will be dependent on the provision of infrastructure, to include the provision of new segregated accesses to the site, and an infrastructure delivery schedule linked to the phases of development on the site will ensure that the development proceeds only when the necessary infrastructure is in place. A Masterplanning exercise will commence with a development partner during 2014/15 with a view to infrastructure being delivered, and development of the site getting underway, during 2016/17.

Land between Heatherleigh and Moss Lane

A masterplan exercise has been completed on this development site which identifies the provision of a spine road through the site linking the Flensburg Way (tank) roundabout with Croston Road to service this major housing site. There will be a need for a full masterplan of the site which details the development proposals, which can ensure that the delivery of the spine road is coordinated across the different phases to the development and is underway by the end of 2015/16 to provide for the bulk of development on the site.

Cuerden Strategic Site road infrastructure

Whilst this employment led site is very well located in terms of the strategic road network, its accessibility and connectivity will need to be strengthened through a masterplan, which will be finalised during 2014/15, to enable planning application(s) to be considered during the course of 2015/16 and a start made to road infrastructure to service the site in the following year prior to its first letting anticipated in 2017/18.

Broughton Bypass:

A new Broughton Bypass will provide critical relief to the A6, North East Preston and the M6. This new road will support housing sites to create over 1,400 new homes, as well as enabling full development of new and future employment sites in East Preston creating over 5,000 new jobs.

Penwortham Bypass:

A new section of road will complete the Penwortham Bypass, complementing SRWD capacity improvements and connecting the network to Ringway. The completed bypass will significantly improve access between local and motorway networks, reducing congestion in Preston City Centre through by-passing of City Centre routes. In addition it will enable future housing opportunities to come forward beyond 2024. It will also define the route of the new bridge crossing of the River Ribble linking with the PWD.

5b. Public Transport Corridors and Local Centres

By providing this new road capacity, traffic volumes will be significantly reduced along a number of existing road corridors and through a number of district and local centres. These new road schemes therefore offer the opportunity to give over more dedicated road space to buses, cyclists and pedestrians, and develop a sustainable transport networks that will support economic development. Where these corridors run through district and local centres public realm improvements – to streets, pedestrian areas and green spaces will be made in order to make these public spaces far more attractive to sustainable travel and encourage more visitors to our local high streets. Alongside the economic benefits, there are safety and environmental advantages that will make a real difference to air quality in areas affected by traffic pollution.

The improvements that can be made along these corridors will reflect local circumstances, and will be different in each area. These corridors will still function as public highway and so maintaining or improving highway safety will be paramount, as too will the affect on local communities and businesses. Improvements will provide dedicated public transport facilities where possible, such as lanes for buses, high occupancy vehicles and motorbikes. Junction improvements and other measures will also be considered to prioritise pedestrians, cyclists and public transport users over private motorists wherever possible. The prospect for introducing Park and Ride will be considered. Opportunities will be taken to redesign the public realm in district and local centres along these corridors, by providing better quality footway surfacing and street furniture or introducing altogether new public green space.

Across Preston and South Ribble, a number of transport corridors have been identified that will benefit from this new road capacity. These are:

In Preston:

- Warton – Freckleton – Preston (along Riversway/Ringway and also Blackpool Road, and then to New Hall Lane) – Samlesbury
- Broughton – Fulwood – City Centre
- North West Preston/Cottam – Ingol – City Centre
- Longridge – Grimsargh – Ribbleton – City Centre

Along these corridors in Preston, the Infrastructure Delivery Fund will provide for improvements to these corridors and in district and local centres along these routes, including Lane Ends, New Hall Lane, Longridge Rd/Gammull Ln, Ribbleton Lane and a new district centre at Cottam.

In South Ribble:

- Hutton – Higher Penwortham – City Centre
- Moss Side - Leyland – Cuerden – Lostock Hall – Lower Penwortham – City Centre
- Bamber Bridge – City Centre

Along these corridors in South Ribble, Infrastructure Delivery Funding will provide for corridor improvements and improvements to town and district centres along these routes – Leyland, Bamber Bridge, Penwortham and Tardy Gate.

Improvement Plans will be prepared for each of these corridors in close consultation with local communities and other stakeholders, which will incorporate district and local centres along these routes. These plans will be published during the first two years of the City Deal to guide improvement works and initiate any statutory procedures that may be needed, for example traffic regulation orders or service diversions, in order to deliver these improvements.

The table below provides an indication of the project timescales for the four major road schemes and works in relation to the public transport and public realm corridors.

5c. Community Infrastructure

The delivery of the City Deal provides significant opportunities to benefit the quality of life of citizens of Preston, South Ribble and Lancashire including and beyond its economic goals. These benefits can be provided both through the way that highway, housing and commercial schemes are delivered and by ensuring that the community infrastructure required to support the full development of housing and commercial schemes is integrated into development, such as new schools, health and leisure facilities, open spaces and district centre improvements.

Lancashire's Health and Wellbeing Board partners are working towards implementing the Marmot objectives to address inequalities in health and wellbeing. This means integrating evidence based interventions to improve life chances in as much of our business as possible. The Marmot Review highlighted that previous attempts to narrow the health gap had failed because they had not had sufficient emphasis on economic, social and environmental determinants of health. The Marmot review policy objectives are:

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Create fair employment and good work for all
4. Ensure healthy standard of living for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill-health prevention

There are a number of ways that the City Deal can contribute to the delivery of these objectives in Preston, South Ribble and Lancashire, such as by involving local communities in the design (and where possible delivery) of developments; incentivising contractors to employ local people; designing new developments to encourage walking and cycling and to provide spaces for people to connect; inclusion of life-time and extra care housing; and by maximising green space and access to the natural environment.

Community infrastructure will be an integral part of delivering high quality, sustainable developments that provide better value, build social capital and maximise wellbeing. Health and wellbeing impact assessments will be undertaken for each of the development masterplans, and plans will be progressed early in the City Deal period to ensure needs are identified early and opportunities to provide community infrastructure are maximised. In Preston, work has already begun with a health and wellbeing impact assessment informing the masterplanning for North West Preston.

In South Ribble, priority will be given to producing a plan in 2014/15 for the provision of a new park in Lostock Hall, known as Central Park, Lostock Hall, which will create new parkland and open spaces alongside housing and employment sites and enhance the health and wellbeing of both residents and visitors. Opportunities will also be taken for improving and enhancing existing parks within the borough in particular Worden, Withy Grove and Hurst Grange parks. Further as an early priority, a Leisure Facilities Plan will be produced in 2014/15 to explore opportunities for improving the quality and co-location of leisure provision across South Ribble.

Table 8a – Major Road Schemes Infrastructure Delivery Timescales

Project	Delivery Agency	2013/14	2014/15 (Yr 1)	2015/16 (Yr 2)	2016/17 (Yr3)	2017/18 (Yr 4)	2018/19 (Yr 5)	2019/20 (Yr 6)
A6 Broughton Bypass	LCC	Renew Planning Application	CPO/SRO procedures underway Major Scheme Business Case	Start of Works	Road Open			
M6 Junction 32	Highways Agency		Start of Works Project Completed					
Preston Western Distributor	LCC		Scheme Identified / Route Protected Major Scheme Business Case	CPO/SRO procedures underway	Planning Application	Start of Works		Road Open
Completion of Penwortham Bypass	LCC		Scheme Identified / Route Protected Major Scheme Business Case	CPO/SRO procedures underway	Planning Application	Start of Works	Road Open	

A582 South Ribble Western Distributor	LCC		Scheme Identified Start of Works	Planning Application CPO/SRO Procedures underway			Works Completed	
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Table 8b – Associated Major Development Site Highway Infrastructure Delivery Timescales

Project	Delivery Agency	2013/14	2014/15 (Yr 1)	2015/16 (Yr 2)	2016/17	2017/18	2018/19	2019/20
North West Preston East West Link Road	Developer / District / LCC	Masterplan Completed	Scheme Identified / Route Protected <i>First Houses Built</i>	Planning Application CPO/SRO procedures underway Start of Works	Road Open			
Pickerings Farm Link Road	Developer / LCC			Masterplan Completed Planning Application	Start of Works <i>First Houses Built</i>	Road Open		
Moss Side Test Track road infrastructure	Developer		Masterplan Completed	Planning Application	Start of Works <i>First Houses Built</i>	Works Completed		
Heatherleigh & Moss Ln Spine Road	Developer	Masterplan Completed	Planning Application	Start of Works <i>First Houses Built</i>	Road Open			

Cuerden Strategic Site road infrastructure	Developer / LCC		Masterplan Completed	Planning Application	Start of Works	Works Completed <i>First Business Letting</i>		
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Table 8c – Public Transport, Corridors and Local Centres Infrastructure Delivery Timescales

Project	Delivery Agency	2013/14	2014/15 (Yr 1)	2015/16 (Yr 2)	2016/17	2017/18	2018/19	2019/20	2020/21
Public Transport Corridors / Local Centre Improvement Plans	Districts / LCC	EZ Warton-City Centre (CC)-Samlesbury	Broughton–Fulwood-CC Hutton-Penwortham-CC Bamber Bridge-CC Leyland-Cuerden-Lostock Hall-CC	Longridge-CC NW Preston-Cottam-CC					
Completion of Local Centre Improvements	District / LCC			New Hall Lane Bamber Bridge	Ribbleton Lane Longridge Rd / Gammull Ln	Broughton	Penwortham	Leyland Tardy Gate	Lane Ends
Completion of Public Transport Corridor Improvements	LCC		Chorley-Bamber Bridge-CC	EZ Warton-CC-Samlesbury	Longridge-CC	Broughton-Fulwood-CC	Hutton-Penwortham-CC	Leyland-Cuerden-Lostock Hall-CC	NW Preston-Cottam-CC
Fishergate Central	LCC		Start of Works	Phase 1 Completed Future Phase	Future Phase Completed				

Improvements				Business Case					
Cottam Parkway Railway Station	Network Rail							Planning Application	<i>2021/22 – Start of Works</i> <i>2022/23 – Project Completed</i>
Preston Bus Station / Interchange Facilities	LCC		Start of Works	Project Completed					

5c. City Deal Milestones

The table below sets out the critical milestones that need to be achieved in the first five years, in order that the project timescales are met.

Table 9 – City Deal Milestones

	<i>At the beginning of the year</i>			<i>During the year</i>			<i>By year end</i>		
2014/15 (Year 1)	City Deal Political Approvals in place	CIL charging schedules in place	Work commences on Phase 1 - South Ribble Western Distributor (A582) Chain House Lane and Golden Way North	All road routes protected Work Commences on M6 Junction 32 Work Commences on Phase 2 - South Ribble Western Distributor (A582) Stanifield Roundabout and Golden Way South	Enterprise Zone Infrastructure and development underway	Development sites allocated in adopted Local Plans	Improvement Plans for PTPC and Local Centres produced for Broughton – Preston Hutton - Preston Bamber Bridge – Preston Leyland - Lostock Hall- Preston	First tranche of reserved matters for NW Preston development determined	South Ribble Leisure Facilities Plan produced Central Park Plan produced

<p>2015/16</p> <p>(Year 2)</p>	<p>CIL reviews launched</p>			<p>Land Assembled for Broughton Bypass</p>	<p>Start on major HCA sites at</p> <p>Cottam Hall</p> <p>Whittingham</p> <p>Works underway on Local Centre improvement in:</p> <p>Broughton</p> <p>Penwortham</p> <p>Tardy Gate</p> <p>Leyland</p> <p>Bamber Bridge</p>	<p>Work Commences on Broughton Bypass</p> <p>Samlesbury Enterprise Zone first letting</p>	<p>PTPC Improvement Plans underway for</p> <p>Longridge – Preston</p> <p>NW Preston – Cottam - Preston</p>	<p>Rail industry agreement in place for Cottam Parkway</p>	<p>Rail industry agreement for WCML / Ormskirk railway bridge works</p>
<p>2016/17</p> <p>(Year 3)</p>	<p>Major scheme business cases accepted by the LTB/LEP under DfT arrangements</p>			<p>Construction of EW Link road underway</p>	<p>Performance on finance model reviewed</p>		<p>Planning permission for Preston Western Distributor in place</p>	<p>All land assembled for road infrastructure</p>	

2017/18 (Year 4)	All South Ribble site master plans approved			Cuerden Investment Site first letting	Work commences on Preston Western distributor		A582 and Bee Lane railway bridge works complete		Work commences on Penwortham Bypass
2018/19 (Year 5)								5 Year Financial Performance Review	Review Programme for New Ribble Bridge

6. RISK

A detailed analysis of risks and sensitivities was undertaken prior to the City Deal agreement, with consideration given to a number of risks associated with cost estimation, cost over-run, quantity of resource, timing, planning, policy change and political change.

A risk workshop with local City Deal partners reviewed the risk log prepared during the City Deal negotiations and a “key risk” analysis setting out risks and their mitigation is set out below. This provides a summary of the key risks identified but it should be noted that each individual programme within the City Deal has its own detailed risk log.

The City Deal local authorities are confident that the mitigation measures identified in the risk analysis are sufficient. Specifically, LCC, as the only organisation with the capacity and financial standing to underpin the City Deal proposals, is satisfied that risks are appropriately mitigated against.

RISK TYPE		MITIGATION MEASURE
COST RISKS		
1.	Cost Estimation Risk	Mitigation
	<i>The risk that the cost estimates set out in the City Deal (CD) may be outside accepted tolerances.</i>	This risk has been mitigated by basing CD costs on “live” tender figures for the Heysham/M6 Link Road. This project, recently approved by Government, is recognised as complex and incorporates environmental and construction issues which require detailed engineering solutions. An optimism bias factor of 40% has been included, in line with DfT guidelines. This therefore significantly reduces the risk of the cost outturn being under-estimated.
2.	Cost Overrun Risk	Mitigation
	<i>(i) The risk that once land acquisition commences/compulsory purchase is concluded, unanticipated factors affecting land and compensation costs lead to an increase against estimates negatively impacting upon the infrastructure delivery fund (ii) The risk that once construction commences unanticipated abnormal factors and/or changes to design could lead to an increase against tendered prices.</i>	<i>(i) Partners will seek to be indemnified through relevant legal agreements against compensation claims. (ii) This risk will be managed through LCC’s robust capital cost control processes to ensure costs are maintained within approved budgets and tendered prices. Any under-utilised resources will not be released until all identified cost pressures have been addressed. Ultimately, if it is not possible to mitigate adverse cost pressures, LCC, as the delivery agent for the infrastructure schemes, will manage any cost pressures within its overall capital programme.</i>

RISK TYPE		MITIGATION MEASURE
RESOURCE RISK		
3.	Quantity of Resource Risk	Mitigation
	<p>(i) The risk that the level of resources available from the different funding sources may be less than set out in the CD proposal.</p> <p>(ii) The risk that there is a lack of skill and/or capacity to deliver the project, internally amongst the four partners.</p> <p>(iii) The risk that the Neighbourhood Planning regulations in relation to CIL destabilise the project.</p> <p>(iv) The risk that the outcome of the judicial review process overturns the decision to collect CIL monies.</p>	<p>(i) This risk has been mitigated by using prudent estimates of resources available, such as New Homes Bonus, CIL and Business Rates Retention. The financial values of HCA land receipts are based on the HCA's own assessments. Private sector contributions will be collected through robust and legally binding arrangements.</p> <p>(ii) Expert resources are prioritised to the project by each partner.</p> <p>(iii) Close collaboration and partnership working with the Parish and Town Councils and Neighbourhood forums are to be established early in the project.</p> <p>(iv) Procedures have been established to enter into s106 agreements for the equivalent sum to cover off this risk.</p>
TIMING RISKS		
4.	Phasing Shifts Risk	Mitigation
	<p>(i) The risk that the developments may not come forward in line with the timescales set out in the CD proposal.</p> <p>(ii) The risk that licences and consents from third parties aren't secured.</p>	<p>(i) This risk has been mitigated through phasing of income in line with the statutory position of timescales when income streams, particularly New Homes Bonus and Business Rates, are payable. Legal agreements to capture private sector contributions will also ensure that private sector contributions are phased in line with the CD Infrastructure Delivery Programme. In addition in recognition of the fact that the cash flow profile for the Infrastructure Delivery Programme is not even, Lancashire County Council will financially stand behind the CD to allow both the base case cash-flow and some degree of slippage to be effectively managed. In addition, the close monitoring of both incoming resources and expenditure will allow sufficient advance warning of issues for further mitigating action, such as adjustments to programme phasing, to be undertaken without destabilising the overall programme.</p> <p>(ii) Effective forward planning and early engagement with statutory bodies.</p>
PLANNING RISKS		
5.	Delay in Road Planning Risk	Mitigation

RISK TYPE	MITIGATION MEASURE
<p>(i) The risk that road schemes may be subject to both local and national planning processes thereby increasing delivery timescales.</p> <p>(ii) The risk that road schemes may be delayed through local planning processes.</p> <p>(iii) The risk that road schemes may be delayed due to inability to assemble land.</p> <p>(iv) The risk that the scheme may be delayed by Highway Act procedures.</p>	<p>(i) This risk is likely to be wholly mitigated through proposed amendments to the Planning Act which will remove the need for local major schemes, which connect into the Strategic Road Network, to use the Development Control Order Process.</p> <p>(ii) In addition, the road schemes are set out in the Central Lancashire Highways and Transport Masterplan, adopted in March 2013, and therefore have already been subject to extensive consultation.</p> <p>(iii) & (iv) This will be mitigated through early commencement of the order processes and land acquisitions.</p>
6. Planning Approval Risks	Mitigation
<p>(i) The risk that housing/employment sites set out in the CD proposals may not receive planning consent as they are brought forward by the private sector.</p> <p>(ii) The risk of planning appeals.</p> <p>(iii) The risk that sites don't get allocated because Masterplans are not in place.</p>	<p>(i), (ii) & (iii) This risk has been mitigated, as all housing and employment sites set out in the CD area are set within the Central Lancashire Core Strategy, adopted in summer 2012, and therefore have already been subject to extensive consultation. The CD local authorities welcome the scope and scale of development set out in the Core Strategy. Site Allocations, Masterplans and other development documents are being resourced and progressed to ensure that proposals are supported by an up-to-date development plan.</p>
COMMERCIAL RISKS	
7. Commercial Delivery Risk	Mitigation
<p>(i) The risk that the private sector may not come forward with investment proposals for housing and employment sites.</p> <p>(ii) The risk that landowners may not sell due to market viability issues.</p> <p>(iii) The risk that sites outside the agreed list of City Deal development sites come forward and undermine the City Deal Programme.</p>	<p>(i), (ii) & (iii) This risk has been mitigated, in part, through the proven private sector confidence and investment appetite in the CD area. House-builders and commercial developers are willing to invest heavily in schemes and associated infrastructure and to secure end users, subject to a clear strategy to provide the critical infrastructure set out in the CD.</p> <p>Ultimately, commercial delivery will be influenced by national and international economic conditions. Preston and South Ribble Councils will work towards the adoption of their respective LDF's to secure the allocation of the City Deal sites. This will provide a strong policy position against which to resist unallocated sites coming forward.</p>
MARKETING AND COMMUNICATION RISKS	
8. Consultation and marketing risk	Mitigation

RISK TYPE		MITIGATION MEASURE
<p>(i) The risk that the project is not communicated adequately to all stakeholders.</p> <p>(ii) The risk that the potential of City Deal is not marketed sufficiently to attract people to live and work in the area.</p> <p>(iii) The reputational risk to all partner authorities if the Deal fails to deliver the intentions and aspirations set out in the Agreement</p>		<p>(i) & (ii) Early communication and establishment of working forums with key stakeholder groups, supported by a robust marketing and communications plan put in place for each project.</p> <p>(iii) Robust partnership working in place supported by strong governance arrangements and an effective marketing and communications plan.</p>
POLICY RISKS		
9.	New Homes Bonus/CIL/NNDR Policy Change Risk	Mitigation
<p>The risk that Government may change its policy regarding the New Homes Bonus/CIL/NNDR thereby reducing the resources available to deliver the CD Delivery Infrastructure Programme.</p>		<p>This risk will be managed through negotiation between Government, the LEP and CD local authorities.</p>
POLITICAL RISKS		
10.	Political Administration Change Risk	Mitigation
<p>(i) The risk that local political administration changes may impact upon the CD proposals.</p> <p>(ii) The risk of being unable to secure partner agreement and co-operation throughout the life of the CD programme.</p>		<p>(i) & (ii) This risk has been mitigated by the respective Cabinets for each of the 3 CD local authorities endorsing the CD. City Deal governance arrangements provide the mechanism for managing this.</p>

7. COMMUNICATIONS AND MARKETING

A Communications and Marketing Strategy has been developed for the City Deal in order to:-

- ensure a consistent approach to all external communications activities relating to the City Deal
- effectively engage with appropriate stakeholder groups
- raise the profile of the City Deal area, and its impact on the Lancashire economy, on a local, regional and national level

The proposed approach and activities highlighted below have been identified by communications staff from Lancashire County Council, Preston City Council, South Ribble Borough Council and the Homes and Communities Agency (HCA). They are intended to establish the foundations for the successful communication of the implementation phase, and have been directly influenced by the schedule of work outlined in the Infrastructure Delivery Plan.

Approach

A partnership approach to communications activity during the lifetime of the City Deal project requires a close working relationship on communications between Lancashire County Council, Preston City Council and South Ribble Borough Council, with input from the Homes and Communities Agency, Lancashire Enterprise Partnership, government departments and other partners where appropriate, reflecting the arrangements for delivering the programme overall.

The activity listed within this plan will be led by the three councils with the support of the City Deal Project Team. This activity will be reviewed annually throughout the City Deal lifetime.

In keeping with best practice communications and value for money principles, the overall approach must have a clear focus on achieving measurable results. Detailed proactive planning will ensure objectives and targets are set and regularly measured against. Updates and reports against these objectives will be provided back to the City Deal Project Team, Programme Board, Executive and Stewardship Board.

Audiences

Communications will need to work on a number of levels, with key audience groups consisting of:

- Business and business groups - both existing and future.
- Residents and wider public

- Councillors
- Campaign groups
- Statutory groups
- Government – at local and central level
- Developers, house-builders and land owners
- Investors
- Partners, e.g. - Lancashire Enterprise Partnership, HCA, Highways Agency, other Councils, etc
- Media

Activity will broadly focus on the following key areas:

Engaging with the media	Engaging with the public	Engaging with stakeholders
Strong relationships with the media are important for cascading information to the varied audiences affected by the City Deal.	Effective engagement with communities. More localised engagement to take place with communities affected by individual elements of the City Deal.	Effective engagement with stakeholders will be important in ensuring there is continued recognition and support for the City Deal.

Key messages and benefits

In maintaining a dialogue with all groups, it is essential to remind them of the City Deal benefits – particularly at any difficult stages – and not allow them to lose sight of the positive end goals.

Messages include:

- The City Deal will deliver:
 - More than 20,000 net new private sector jobs, including 5,000 in the Lancashire Enterprise Zone;
 - Nearly £1 billion growth in Gross Value Added (GVA);
 - 17,420 new homes; and
 - £2.3 billion in leveraged commercial investment.

- The City Deal will fast track growth in the county and lead to new development opportunities.
- There is strong partnership working in Lancashire between the public and private sector, with joint aims and ambitions for the future.

Key Communication Activities

1. Coordinate a local launch event to take place in May 2014	Timings/Notes
<ul style="list-style-type: none"> a) Involve key stakeholders; improve understanding of City Deal aims and approach to implementation. b) Achieve significant media coverage; develop suitable supporting materials for media. 	To be delivered by May 2014
2. Create, manage and police the City Deal brand	Timings/Notes
<ul style="list-style-type: none"> a) Develop options for City Deal brand; ensure solution is agreed at Programme Board level and consistent with Cabinet Office position on branding. b) Develop tone of voice, logo, templates for communication materials etc to ensure effective implementation of the brand. 	Initial designs presented to Project Team in February 2014
3. Create and maintain the City Deal web presence	Timings/Notes
<ul style="list-style-type: none"> a) Establish City Deal web presence, including scope for significant expansion during the implementation phase. b) Establish online strategy including role of partners' websites and social media. 	Development starts April 2014 ongoing
4. Establish and build a stakeholder communications framework	Timings/Notes
<ul style="list-style-type: none"> a) Identify stakeholder groups in conjunction with project team. b) Identify any particular issues and concerns relevant to each group. 	April 2014

c) Map out specific key messages and appropriate methods of communication for each group.	May 2014, reviewed periodically
5. Identify list of schemes and key milestones in scope of City Deal	Timings/Notes
a) To include those that are directly funded by City Deal and a secondary list of those that should have an association with it.	Ongoing
b) The timeline will show dates for planned activity on site, planning applications etc as far as possible and serve as a communications tool in itself while also enabling effective scheduling of communications and other support other activities.	Ongoing
6. Identify and co-ordinate audience briefing sessions for specific audience groups	Timings/Notes
a) To include key groups including media, communities and key stakeholders.	Ongoing
b) Map out specific key messages appropriate for each group.	Ongoing
c) Identify any particular issues and concerns relevant to each group.	Ongoing
7. Develop media strategy and protocol	Timings/Notes
a) To include traditional media, local national and international press.	Implemented by end April 2014 and reviewed periodically
b) Trade publications.	
c) Social media channels.	
d) Online media.	
e) Agree timetable of pro-active releases.	
f) Manage re-active media calls.	
8. Develop audience engagement plan	Timings/Notes
a) To include policing the City Deal brand, ensuring correct and appropriate usage.	Annual plan developed by end April 2014
b) Develop a schedule of advertising opportunities including high profile publications such as The Times Business Insight.	
c) Develop a programme of audience specific events, appropriate to project milestones and delivery activity.	
d) Develop a range of promotional materials to be used to promote the City Deal to key audiences	
	Ongoing

8. MONITORING

All the City Deal partners and stakeholders agree that there is a need to monitor progress on the City Deal, in order to identify and deal with problems before they impact on the delivery of the Deal's objectives. The City Deal Stewardship Board is responsible for overseeing the monitoring throughout the lifetime of the City Deal. A detailed monitoring and output list will be presented annually to the Stewardship Board who will submit a "top-line" monitoring schedule to Government.

All outputs to be monitored are either existing outputs already monitored or are essential components already of the City Deal. Outputs will be reported on an annual basis, or more frequently as required.

The outputs capture direct City Deal impacts including housing and employment space planning, key stages of the Deal's Infrastructure delivery, and also tracks macro performance measures of the City Deal area.

Progress reports on the Infrastructure Delivery Plan including site activity updates, infrastructure delivery, financial position and communications activity will be presented to the City Deal Executive and Stewardship Board on a quarterly basis.

Progress reports on the Business and Disposal Plan will be presented to the Stewardship Board on a quarterly basis.

A City Deal Investor and Developer Forum will meet every three months to make sure that the private sector remains fully engaged in the City Deal throughout the lifetime of the City Deal.

A comprehensive list of monitoring outputs has been developed and those listed below are the top-line indicators as referenced above.

Housing

1. Total number of Housing units granted planning permission in Year 1 against planned.
2. Total number of Housing unit completions in Year 1 against planned.
(Completions defined as housing built ready for sale.)

Commercial Floorspace

3. Quantity of Commercial Floorspace granted planning permission in Year 1 against planned.
4. Quantity of new Commercial Floorspace completed in Year 1 (gross internal area in m²) against planned.

Finance

5. Public sector capital investment in Year 1 (gross, in £s) against planned.
6. Private sector capital investment in Year 1 (gross, in £s) against planned.

PART II - PRESTON, SOUTH RIBBLE AND LANCASHIRE CITY DEAL 2014-2015

This Part of the IDP sets out in more detail the activity planned in Year 1 – 2014 – 2015, with a particular focus on the planning and disposal HCA assets, development of the key housing and employment sites and the delivery of the highway and community infrastructure.

9. SITE OUTPUT AND ACTIVITY - YEAR 1 2014-15

This section of the IDP sets out proposed activity for Year 1 2014-2015 under 4 headings: disposal of HCA assets; Local Partner assets; housing sites; and employment sites.

9a. Disposal of HCA Assets – 2014-2015

The table below shows the proposed activity in 2014-15 in relation to the planning and disposal of sites currently under the ownership, and part-ownership of the HCA.

Table 10 – Planning and disposal of HCA Assets 2014 - 15

Site Name	YEAR 1 – 2014/15			
	Q1	Q2	Q3	Q4
North West Preston (West of A6)				
Cottam Hall	Site marketing commenced – Phase 2.	First Housing Completion – Phase 1	Preferred Developer Selected – Phase 2	Site marketing commenced – Phase 3. Conditional Legal Agreement – Phase 2 HCA receipt paid in to Infrastructure delivery Fund

Cottam Brickworks		Conditional Agreement.	Legal		
Land at Eastway, Broughton	Section 106 Signed/Planning Consent Issued				Site Marketing Commenced
North East Preston (East of A6)					
Preston East Employment Area		Adoption in DPD.			
Whittingham Hospital	Outline planning application approved.	Reserved Matters Application approved – Taylor Wimpey Phase 1	Site Marketing Commenced – Phase 2	Start on site – Phase 1	Preferred Developer Selected – Phase 2
Penwortham and Lostock Hall					
'Pickering's Farm' (Central Lancashire Village)					Pre-application work commences

Lostock Hall Gas Works		Reserved matters application submitted	Reserved matters application approved Commence design/development of the section of the link road between the Cawsey and Carrwood Road	
Bamber Bridge				
Hospital Inn Crossing Site	First Housing Completion HCA receipt paid in to Infrastructure delivery Fund			HCA receipt paid in to Infrastructure delivery Fund
Leyland and Cuerden				
Croston Road South, Farington		Preferred developer selected.	Conditional legal agreement.	
Croston Road North, Farington			Outline planning application approved.	Section 106 Signed/Planning Consent Issued
Altcar Lane, Leyland			Masterplan submitted to SRBC	Masterplan approved by planning committee

9b. Local Partner Assets

As referred to in Section I, the City Deal Stewardship Board will oversee the planning and disposal of local partner assets in line with the City Deal economic and housing growth strategy. Assets include Bluebell Way, Preston Central Assets, Cuerden and part of the Lancashire Business Park. A description of each of these sites is provided in Section I. The table below shows the proposed activity in 2014-15 in relation to the planning and disposal of local partner assets.

Table 11 - Planning and Disposal of Local Partner Assets 2014-15

Site Name	YEAR 1			
	Q1	Q2	Q3	Q4
North East Preston				
Blue Bell Way			Development prepared	brief
Preston City Centre				
Preston Central Assets	Transfer of ownership of Preston Bus station complete			
Leyland and Cuerden				
Cuerden				Masterplan Adopted
Lancashire Business Park				

9c. Housing Sites

The list of housing sites that has been agreed as part of the City Deal is outlined in Part I of this Plan. The planning and development of those sites will be delivered over a ten-year timeframe (2014/15 to 2023/24 inclusive). It is the intention, that as far as possible, the Parties work together to bring forward serviced sites i.e. sites with supporting infrastructure funded and delivered at the earliest opportunity to facilitate these developments and as far as practicable, to service the bulk of housing development occurring on sites, and in particular the larger housing sites included below, several of which will require substantial road infrastructure as detailed in Section 5. The table below shows the sites where activity is planned in 2014-15, together with the nature of that activity.

Table 12 – Housing Activity 2014 – 15

Site Area and Site Name	YEAR 1 2014-15			
	Q1	Q2	Q3	Q4
North West Preston (West of A6)				
Cottam Hall		Cottam Hall Land Transaction completed		
North West Preston (general)	Publication Draft Masterplan DPD submitted to Planning Inspectorate.		Public Examination for NW Preston Masterplan DPD	
Haydock Grange	Reserved Matters application determined			
Lightfoot Lane	Reserved Matters application likely submitted		Reserved Matters application determined	
North East Preston (East of A6)				
North of Eastway	Outline application determined.		Reserved Matters applications submitted	

Site Area and Site Name	YEAR 1 2014-15			
	Q1	Q2	Q3	Q4
Lime Chase				Development completed
Former Whittingham Hospital	<p>Planning application determined</p> <p>First developer to submit RM for Phase 1. HCA will then procure development partners to deliver remaining units.</p>			
Whittingham Road (north)	Outline permission for 200 dwellings granted on appeal.	Further application on adjoining land to the north for 190 dwellings likely.		
Whittingham Road (south)	Appeal decision on site for 80 units imminent.			
Preston City Centre				
Preston City Centre (General)		City Centre Plan – Publication Draft		City Centre Plan – submitted
Penwortham and Lostock Hall				
Pickerings Farm		Pre-application masterplan negotiations commenced between landowners and SRBC		
Leyland and Cuerden				

Site Area and Site Name	YEAR 1 2014-15			
	Q1	Q2	Q3	Q4
Moss Side Test Track	Consideration of expressions of interest from potential developer partners	Selection of developer partner		Commence Masterplanning
Altcar Lane	Commence preparation of masterplan		Consultation on masterplan	Adoption of Masterplan for DM purposes
Heatherleigh and Moss Lane	Submission of outline planning application for northern section of northern site. Marketing of southern section of southern site. (land in HCA ownership)	Submission of reserved matters application for northern section of southern site and southern section of northern site.	Determination of submitted applications	Commencement on southern section of northern part of the site.
Wheelton Lane (Former Farington Business Park)	Development under construction			First allocation of houses completed
Bamber Bridge				
Wesley Street Mill	Completion of demolition	Submission of reserved matters application	Determination of reserved matters application	
Hospital Inn Railway Crossing, Brindle Road	Development under construction			
Land off Brindle Road	Commencement of masterplanning		Consultation of masterplan	Adoption of masterplan
School Lane (former Arla food premises)	Development commenced			

9d. Employment Sites

The list of employment sites that has been agreed as part of the City Deal is outlined in Section I. The planning and development of those sites will be delivered over a ten-year timeframe (2014/15 to 2023/24 inclusive). The table below shows the sites where activity is planned in 2014-15, together with the nature of that activity.

Table 13 Employment Site Activity 2014-15

Site Area and Site Name	YEAR 1 2014-15			
	Q1	Q2	Q3	Q4
North West Preston				
North West Preston Employment Area				Preston City Council formal adoption of Local Plan
North East Preston				
North East Preston Employment Area				Preston City Council formal adoption of Local Plan Development brief produced for Preston East
Whittingham Hospital	Whittingham Hospital - outline planning permission renewed			
Preston City Centre				

Preston City Centre Employment Area			Collaboration Agreement signed off	Preston City Council formal adoption of Local Plan
University Technical College		Preliminary decision expected on University Technical College		
Winckley Square	Winckley Square Townscape Heritage Initiative Stage 2 bid to HLF	THI Scheme commences		Winckley Square Gardens Stage 2 Bid to HLF Cannon Street public realm improvements completed
Fishergate Central		Fishergate Central Complete		
Penwortham and Lostock Hall				
Cop Lane Superstore	Planning application submitted		Planning application determined	
Leyland and Cuerden				
Cuerden	Consultation on masterplan	Adoption of masterplan		
Moss Side Test Track	Moss Side Test Track - Consideration of expressions of interest from potential developer partners	Moss side Test Track - Selection of developer partner		Moss Side Test Track - Commencement of masterplanning

Samlesbury Zone	Enterprise	LIF funding secured	Site clearance commenced		
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10. HIGHWAY INFRASTRUCTURE DELIVERY – YEAR 1 2014-15

10a. MAJOR SCHEMES

1. Preston Western Distributor including the East West Link Road

- Preferred route consulted on and route protected
- Major Scheme Business Case commenced
- Topographical and environmental surveys carried out
- Detailed design underway

Over the period 2014/2015 work will develop and conclude on a preferred route alignment and junction locations. This activity will ensure the alignment allows for the prospect for a new road bridge over the River Ribble, a new Cottam Parkway Railway station and connections to Cottam Hall and North West Preston developments. Following public consultation early in Q1 (April-June) a route will be protected.

Preparation of a major scheme business case will begin in Q1 (April-June) as part of an application for funding support from the Local Transport Body. A significant activity in support of this will be the development of a detailed transport model during 2014/15 which will support the development of all highway schemes through design, planning, land assembly and major scheme funding stages. Road side interviews will be carried out during Q1 (April-June) across the road network in Preston and South Ribble.

Access to land along and potentially affected by the route will be sought in Q1 to commence topographical surveys and environmental surveys. Completion of the topographic surveys will enable detailed engineering design to start, initially on the highway element and then on the associated structures, such as those required to bridge rail and canal crossings and M55. The stakeholders associated with the structures will be closely engaged to develop the structures.

East West Link Road

- Preferred route consulted on and route protected
- Topographical and environmental surveys carried out
- Detailed design underway

- Land Assembly by agreement/funding arrangements agreed

Building on the outputs of the North West Preston Masterplan exercise, work will run in parallel with the Preston Western Distributor to conclude and consult on a preferred route alignment and junction locations for the East-West Link Road and protect a route in Q1 (April-June). Access to land along and potentially affected by the route will be sought in Q1 to commence topographical surveys and environmental surveys. Completion of the topographic surveys will enable detailed engineering design to begin.

Negotiations will continue during 2014/15 with landowners and developers with a view to agreeing land acquisition and funding for the Link Road.

2. South Ribble Western Distributor Corridor and associated Major Development Site Infrastructure

- Junction capacity improvements to Chain House Lane crossroads and Stanifield Lane roundabout (Works programme attached at appendix 1 and 2)
- Road dualling works to Golden Way north of Broad Oak roundabout to Ribble Bridge (Flyover) (works programme attached at appendix 3)
- Road dualling and roundabout improvements to Golden Way South (Cop Lane to Broad Oak roundabout) (works programme attached at appendix 4)
- Preferred route of dualling consulted on and route protected
- Topographical and environmental surveys carried out
- Detailed design underway

The capacity improvements to the corridor will be undertaken in stages with localised schemes being delivered as individual packages. During 2014/15 four schemes will be delivered.

Works will begin in Q1 (April-June) with the improvement to the junction of Chain House Lane and the A582. The works to this existing traffic signal controlled junction will widen the highway and increase the number of lanes. This junction is the most congested on the A582 corridor and the capacity will be increased to relieve current congestion and provide for full dualling of the A582 in future years.

Also due to commence in Q1 (April-June) is the dualling of the northern section of Golden Way (north of Cop Lane) and including a reconfiguration of Oaks Wood Roundabout and the lane layouts on the approach to the Ribble Bridge (Flyover). This scheme will

relieve congestion on this significant artery into Preston. As an indication of its significance the scheme has received £2.1m funding from the Department for Transport's Local Pinch Point programme (which requires physical works completion by March 2015).

Beginning in Q3 (October-December), two further sections of improvements along the A582 corridor will be completed in 2014/15, with the signalisation of the Stanifield Lane Roundabout and the dualling of the southern section of Golden Way (south of Cop Lane) to Broad Oak Roundabout. Both of these schemes will provide congestion improvement and make provision for the full dualling of A582 in future years.

Access to land along and potentially affected by the dualling proposals for A582 will be sought in Q3 (October-December) to commence topographical surveys and environmental surveys. Completion of the topographic surveys will enable detailed engineering design to start in 2015/16.

3. Broughton Bypass

- Land Assembly by agreement / compulsory purchase order and associated side roads orders made
- Major Scheme Business Case begun
- Planning Conditions discharged
- Construction contract drawn up

During 2014/15 work will continue to assemble land and property required for construction of the full Bypass. Negotiations will progress to acquire land and property by agreement and procedures will commence to purchase by compulsory means if agreement is not possible, with a compulsory purchase and associated side roads orders made in Q1 (April-June). The programme provides for a public inquiry to be held in Q4 (January-March) as part of the Secretary of State's determination and, if successful confirmation, of those orders. Parallel activities during 2014/15 will involve preparation of a major scheme business case as part of an application for funding from the Local Transport Body (in the event that full funding is not forthcoming from public and developer contributions as presently secured), discharging planning conditions, including the preparation and submission for approval of environmental and other schemes and programmes, and drawing up a contract for the construction of the full Bypass.

Negotiations will continue during 2014/15 with landowners and developers with a view to agreeing land acquisition and funding for the Spine Road.

4. Penwortham Bypass

- Preferred route consulted on and route protected
- Major Scheme Business Case commenced
- Topographical and environmental surveys carried out
- Detailed design underway

During 2014/2015 initial work will develop and conclude on a preferred route alignment and junction locations. This activity will ensure the alignment allows for the prospect for a new road bridge over the River Ribble, that it complements improvements to A582, and will allow improvements to the existing A59 public transport corridor, including the prospect for park and ride to serve this corridor. Following public consultation Q2 (July -Sept) a route will be protected.

Preparation of a major scheme business case will begin in Q2 (July -Sept) in readiness for an application for funding under Local Transport Body/Single Local Growth Fund procedures.

Access to land along and potentially affected by the route will be sought in Q1 to commence topographical surveys and environmental surveys. Completion of the topographic surveys will enable detailed engineering design to start in Q3 (October-December).

10b. ASSOCIATED SCHEMES – Year 1 2014-15

Public Transport Corridors and Local Centres

New highway infrastructure and enhancement of existing highway infrastructure will be complemented by improvements to identified priority transport corridors and local centres across the City Deal area. Assuming that the new road infrastructure will provide a level of traffic relief to these corridors and local centres, improvements could take many forms, including improved junction arrangements along existing corridors, or enhanced public transport, cycling and walking provision and public realm improvements. The ability to redesign these corridors, and a number of important district and local service centres spread across the City Deal, will depend on transport modelling information, community engagement, and the delivery of the new road infrastructure. As such, the timing of improvements to many of these priority corridors/areas of public realm will be dictated by the delivery of road infrastructure.

During the first two years of the City Deal, Improvement Plans will be prepared in close consultation with local communities and other stakeholders for each of the corridors, incorporating town, district and local centres along their routes.

During 2014/15, local engagement will be undertaken and Improvement Plans will be published for the following:

- Broughton – Fulwood – City Centre (including Broughton village centre)
- Hutton – Higher Penwortham – City Centre (including Penwortham district centre)
- Bamber Bridge – City Centre (including Bamber Bridge district centre)
- Moss Side - Leyland – Cuerden – Lostock Hall – Lower Penwortham – City Centre (including Tardy Gate district centre)

During 2014/15, work will also continue on improvements that have been identified already through a series of route management studies, and can be implemented along the Chorley to Preston Corridor and Warton to Samlesbury Enterprise Zone corridor.

Enterprise Zone

Work will start in Q1 (April-June) to construct a new access from the A59 to serve the Enterprise Zone, subject to agreements being in place to begin development of phase 1 of the Samlesbury Enterprise Zone,.

Preston Bus Station/Interchange Facilities

Preston Bus Station is a public transport hub of regional significance. It not only provides a city centre focus for an extensive local bus network within the City Deal area but also provides inter-urban links to other key towns and cities including Blackburn, Blackpool, Lancaster, Southport, Liverpool and Bolton. It is also a key facility in the long distance coach networks with around 80 coach arrivals and departures each weekday.

With the listing of Preston Bus Station, options for its future use and utilisation as a bus station and car park will be reviewed in 2014/15, beginning with an engineering study to understand its structural integrity. Options will be drawn up as to how the bus station and other potential public transport interchange facilities can best serve the central retail area and rail station and future plans for reconfiguring the central area and university and business expansion.

Fishergate Central

The current works, entailing new surfacing and street furniture as part of a shared space public realm stretching from Winckley Street to Preston railway station will be completed in Q2 (July-September). Options will be drawn up to determine the feasibility and cost of further phases of public realm works eastwards along Fishergate, Lancaster Road and Church Street.

10c. INFRASTRUCTURE DELIVERY MILESTONES 2014-15

The table below shows the key infrastructure delivery milestones in respect of the major highway schemes listed above and the public transport and public realm corridor work to be undertaken in 2014-15.

Table 18 – Infrastructure Delivery Milestones 2014-15

Area and Scheme Name	YEAR 1			
	Q1	Q2	Q3	Q4
North West Preston				
Preston Western Distributor	Preferred route consulted on and route protected Major Scheme Business Case commenced Topographical and environmental surveys carried out	Detailed design underway		
East West Link Road	Preferred route consulted on and route protected		Topographical and environmental surveys carried out Detailed design underway	Land Assembly by agreement/funding arrangements agreed
Cottam Parkway railway station				
Priority Corridor Improvements				
North East Preston				
Broughton Bypass	Land Assembly by agreement / compulsory		Construction contract drawn up	Planning Conditions discharged

		purchase order and associated side roads orders made Major Scheme Business Case begun			
Priority Improvements	Corridor		Preparatory work commences on the Broughton – Preston Improvement Plan		Broughton – Fulwood – City Centre Improvement Plan published
Preston City Centre					
Preston Bus Station		Design option underway		Future use of Preston Bus Station and complementary central area public transport facilities agreed	
Fishergate Central			Phase 1 (Winckley St to Railway Station) completed		Options for additional phase(s) agreed and consulted on
Priority Improvements	Corridor	New Hall Lane – options development and scheme identification	New Hall Lane – options development and scheme identification	New Hall Lane – Stakeholder consultation	New Hall Lane – public consultation
Penwortham and Lostock Hall					
Penwortham Bypass			Preferred route consulted on and route protected Major Scheme Business Case commenced	Topographical and environmental surveys carried out Detailed design underway	
A582 South Ribble Western Distributor		Junction capacity improvement to Chain House Lane crossroads started Road dualling works to northern Golden Way	Preferred scope of dualling determined and consulted on Topographical and environmental surveys carried out	Junction capacity improvements to Stanifield Lane roundabout started Road dualling works to southern Golden Way (south of Cop Lane) started	

		(north of Cop Lane) started		Detailed dualling design underway	
Priority Improvements	Corridor		Preparatory work commences on the Leyland – Preston Improvement Plan and the Hutton –Preston improvement plan		Hutton – Higher Penwortham – City Centre Improvement Plan published
Leyland and Cuerden					
Priority Improvements	Corridor		Preparatory work commences on the Leyland – Preston Improvement Plan		Moss Side – Leyland – Cuerden – Lostock Hall – Lower Penwortham – City Centre Improvement Plan published
Bamber Bridge					
Priority Improvements	Corridor	Station Rd/Wigan Rd/Lostock Lane junction - Works underway identified under Chorley-Preston Corridor Route Management Study			Bamber Bridge – City Centre Improvement Plan published
Enterprise Zone					
Access to Enterprise Zone		A59 new access road to Enterprise Zone started			
Priority Improvements	Corridor	Works underway identified under Warton-Samlesbury Corridor Route Management Study			

11. COMMUNITY INFRASTRUCTURE – Year 1 2014-15

As outlined in Section I, there are a number of ways that the City Deal can contribute to the delivery of the Marmot objectives in Preston, South Ribble and Lancashire. In order to maximise the impact on quality of life of the planned schemes, during 2014/15 rapid health and wellbeing impact assessments will be undertaken of each of the scheme masterplans developed during the year. A health and wellbeing impact assessment has already been undertaken on the North West Preston Masterplan which made recommendations about how the scheme can be delivered to maximise wellbeing.

Where it is sensible and practicable to do so, investment in local community infrastructure will correspond to development activity in the local area i.e. the occupation of housing or employment sites or the opening and use of new highway infrastructure. Based on that activity then, for 2014/15 there is no significant community infrastructure programmed. However it is clear at this stage that a number of principles will guide the development of community infrastructure within the City Deal to maximise quality of life in the areas impacted by City Deal developments. These principles are:

Co-location – Where possible services such as schools, primary health care and community centres will be co-located on community campuses and in integrated buildings. This will both maximise the utility of any new buildings providing better value, but it will also provide a focus for different groups within communities to interact and connect, thereby building social capital.

Community involvement – As far as possible communities and employees will have the opportunity to be involved in the whole process of development of community infrastructure; from conception through planning and design to delivery of services.

Community assets approaches – Community infrastructure will be designed to facilitate the development and use of community assets. These are the skills, passions and capacities that local people and the workforce have that can be deployed to improve the community. Community infrastructure services will be encouraged to use the assets of the community in their service delivery.

Communal space – Where possible community infrastructure development will be designed to provide communal space and focal points that encourage local people and/or employees of all ages to connect with each other. These spaces will include seating suitable for people of all ages and familiar landmarks that will make the neighbourhood age and dementia friendly.

Leisure, Parks and Open Green space and the natural environment – Community infrastructure developments will include leisure and open green space for quality of life and wellbeing. With it will come the potential for high levels of bio diversity to ensure

local people and employees have the necessary access to a diverse natural environment that is known to be required for good wellbeing

Community safety – Community infrastructure will be designed to maximise perceptions of safety and security of local people and the workforce

During 2014/15 City Deal partners will be working closely with education, health and social care, and other key providers to determine where needs or opportunities exist to provide community infrastructure. Engagement with local communities to shape these priorities will be an important part of this activity, as will the opportunity to align spending priorities between the City Deal monies, other service providers and parish councils. Parish Councils in particular will manage increasingly larger amounts of money through the Community Infrastructure Levy arrangements as new housing is delivered which is likely to be put to community infrastructure.

The Locality Health and Wellbeing partnerships in Preston and South Ribble include partners from across the tiers of local government, the NHS and the third and commercial sectors. Maximising the potential impact of City Deal on community wellbeing is a priority for both partnerships. These partnerships will provide a mechanism for partnership discussions on community infrastructure for wellbeing during 2014/15. They will receive and consider the results of Health Impact Assessments on City Deal schemes and will oversee the implementation of Health Impact Assessment recommendations.

12. FINANCE PLAN – YEAR 1 2014-15

The planned City Deal expenditure, and anticipated funding available for this expenditure, is shown below. The first two pie charts show a summary of the total expenditure and resources (funding) in 2014/15. Tables 16 and 17 show a breakdown of this expenditure and resource by quarter and give a greater amount of detail of the City Deal programmes and resources in 2014/15.

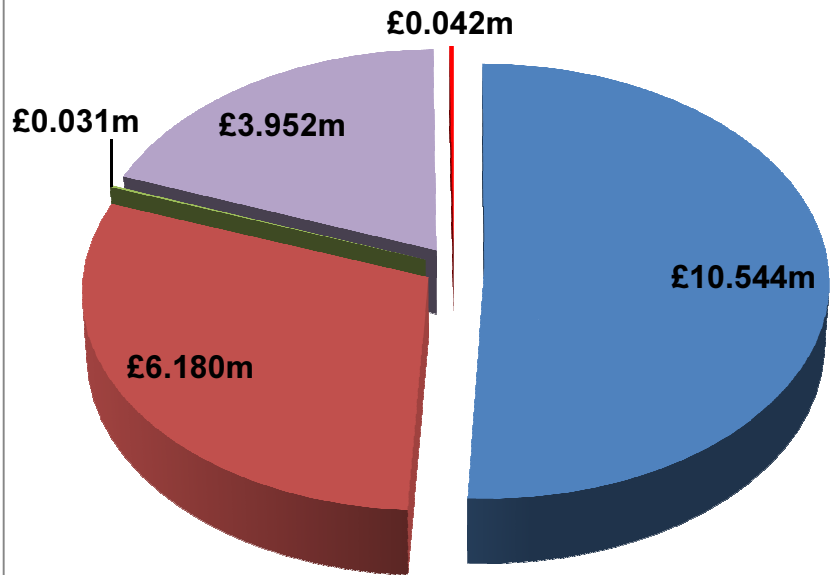
The A582 South Ribble Western Distributor/ B5253 Flensburg Way, and Broughton congestion and motorway improvements, form the greatest proportions of City Deal works and expenditure in 2014/15. This expenditure is forecast to occur evenly during 2014/15. These works are to be carried out by the County Council's direct works organisation. The City Deal Project Board and LCC will have a great deal of control over the timing of infrastructure works, and detailed costing exercises of these works has been undertaken, therefore there is a high level of certainty that the expenditure will take place as forecast below.

The largest proportion of funding in 2014/15 is expected to be provided by central government (50.8%) with significant contributions also anticipated from developers (29.8%) and Lancashire County Council (19.0%). The District Council contributions to the City Deal fund are heavily dependent on the City Deal residential and commercial development taking place. Contributions from these City Deal partners will therefore increase in future City Deal years, once a greater number of residential and commercial developments are underway.

Summary of total resources and expenditure in 2014/15

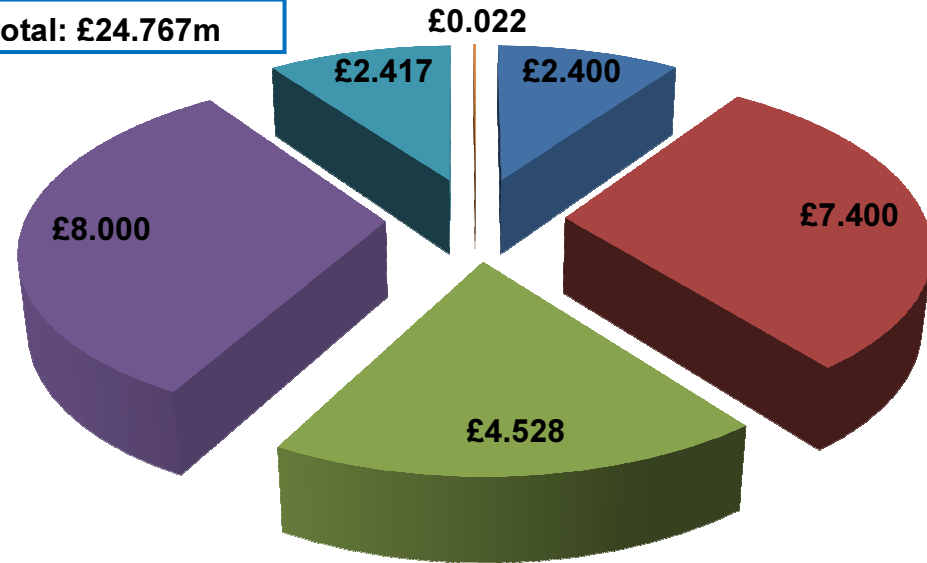
2014/15 Resources Total

Total: £20.750m



2014/15 Expenditure Total

Total: £24.767m



- Central Government
- Developer Contributions (less Parish Council share)
- Preston City Council
- Lancashire County Council
- South Ribble Borough Council

- Fishergate Central Gateway
- Broughton Congestion and Motorway Improvements
- Other Preston Transport Programmes
- A582 South Ribble Western Distributor/ B2523 Flensburg Way
- Other South Ribble Transport Programmes
- Capital Financing Cost

Table 19

Expenditure Breakdown 2014/15

	Total	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	£m	£m	£m	£m	£m
Preston Transport Programmes					
East-West Link Road	0.100	0.025	0.025	0.025	0.025
Preston Western Distributor	1.000	0.250	0.250	0.250	0.250
Broughton*	7.400	1.850	1.850	1.850	1.850
Preston Bus Station	2.000	0.500	0.500	0.500	0.500
Fishergate Central Gateway	2.400	2.400			
Public Transport & Public Realm Corridors	0.625	0.156	0.156	0.156	0.156
Community Provision - Preston City Council	0.803	0.201	0.201	0.201	0.201
South Ribble Transport Programmes					
Moss Side Test Track Road Infrastructure	0.050	0.013	0.013	0.013	0.013
Land Between Heatherleigh & Moss Lane Spine Road	0.200	0.050	0.050	0.050	0.050
Cuerden Strategic Site Road Infrastructure	0.050	0.013	0.013	0.013	0.013
A582 South Ribble Western Distributor/ B2523 Flensburg Way	8.000	2.000	2.000	2.000	2.000
Penwortham Bypass	0.250	0.063	0.063	0.063	0.063
New Ribble Bridge - Preliminary Works & Route Protection	0.750	0.188	0.188	0.188	0.188
Public Transport & Public Realm Corridors	0.625	0.156	0.156	0.156	0.156
Community Provision - South Ribble Borough Council	0.492	0.123	0.123	0.123	0.123
Capital Financing Cost	0.022				0.022
Expenditure Total	24.767	7.986	5.586	5.586	5.609

*Includes congestion relief, and M55 and M6 junction improvements

Table 20
Resources Breakdown 2014/15

	Total	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	£m	£m	£m	£m	£m
Central Government					
Transport Funding	8.709	8.709			
HCA - Locally Retained Landhold Receipts	1.835	0.239	0.101	0.101	1.396
Developer Contributions (less Parish Council share)	6.180	4.900	0.427	0.427	0.427
Lancashire County Council					
Capital Programme & Grants	3.130	3.130			
Capital Receipts	0.800	0.200	0.200	0.200	0.200
Revenue Contribution - Capital Financing Cost	0.022				0.022
Preston City Council					
Business Rates Retention	0.031				0.031
South Ribble Borough Council					
Business Rates Retention	0.042				0.042
Resources Total	20.750	17.178	0.727	0.727	2.118

The level of certainty around the amount and timing of resources differs between each funding stream. The funding streams with the greatest level of certainty are central government transport funding, and Lancashire County Council capital programme and grants. The HCA land receipts, Lancashire County Council capital receipts, and South Ribble Borough Council land receipts, are reliant on the sale of assets and therefore there is a greater level of uncertainty around the amounts and timing of receipt of these resources. Developer contributions are dependent on development commencing on City Deal sites, whilst there is some certainty around the contribution amounts (due to the Community Infrastructure Levy charging schedule) the timing of contributions being made is less certain as this is dependent on development commencing. Business rates contributed to the City Deal fund by District Councils are dependent on commercial development taking place, and importantly on an increase in collected business rate overall in each district council area.

13. COMMUNICATIONS AND MARKETING – YEAR 1 2014-15

The following action plan directly supports the Infrastructure Delivery Plan, and proposed expenditure for each element will be proposed to the project team before work commences.

As a live document this Plan will be updated in line with the development of the infrastructure delivery plan. A separate project specific communications action plan will be developed to support each key project outlined below in line with the timescales outlined in the infrastructure delivery plan. The Communications Action Plan below outlines the basic communications activity to be undertaken for each project.

Projects	Lead	Timings/Notes
All Key Projects and Deliverables set out in Sections 8, 9 and 10 of the Infrastructure Delivery Plan <ul style="list-style-type: none"> - Disposal of HCA Assets - Local Partner Assets - Housing Sites - Key Employment Sites - Highway Infrastructure - Community Infrastructure 	TBA	As per the project milestones set out in the Infrastructure Delivery Plan
Communications activity : Stakeholder engagement <ul style="list-style-type: none"> • Briefing sessions for specific audiences/stakeholder groups • Map out specific issues/priorities for each group Media relations <ul style="list-style-type: none"> • Including proactive and reactive media management • Using traditional media, social media and online (local, national and international) Community engagement <ul style="list-style-type: none"> • Community briefing sessions appropriate to delivery plan timetable • Councilor communications using relevant and appropriate channels E-communications <ul style="list-style-type: none"> • Develop and keep up to date City Deal online presence (including partner websites) • Develop social media plan in line with delivery plan timetable 		

CONCLUSION

The Preston, South Ribble and Lancashire City Deal is an ambitious programme, designed to build on and improve the area's long term economic potential and secure a more prosperous future for people living and working in the area. This Infrastructure Delivery Plan represents an important first step in setting out a delivery programme which captures public and private sector investment in strategic infrastructure, to encourage the growth of new and existing businesses, to bring forward new homes and improve the health and well-being of communities. The proposals set out in the Plan demonstrate the commitment between Central Government, the LEP, the HCA, Lancashire County Council, Preston City Council, South Ribble Borough Council and the private sector to work together to deliver the City Deal. This ongoing commitment will be communicated each year, by providing an updated version of this Plan.

APPENDIX 1

Works programme for Chain House Lane Junction Improvement

Table 21

	2014												2015											
	Quarter 4			Quarter 1			Quarter 2			Quarter 3			Quarter 4											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar									
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
Chain House Lane																								
Scoping (client, env, strategic dev, signals, cycling, safety eng, Drainage)	█																							
Programme to client (and estimate if possible)	█																							
Highway coord/Advance TMA notices	█																							
Initial F10 notice	█																							
Prelim design (incl orders for adv works, site visits)	█	█																						
Initial Consultation (incl Search Team)	█	█	█																					
Stats Engagement (C4, S85, S58)	█	█	█	█																				
Specialist designs (signals, elec, geotech, landscape)	█	█	█	█																				
Preparation of TRO if nec (authority, advert, forward plan, reports)		█	█	█	█																			
TRO Decision Process				█	█	█																		
Preparation of TTROs if necessary		█																						
Advance environmental work/tree cutting etc			█																					
Detailed design (incl TMRA etc)		█	█	█	█																			
LCC/EA consent for drainage (culverts, discharge etc)		█	█	█	█																			
Submit scheme for RSA2 and consult Cycling Rep		█																						
Prepare scheme documents (incl take off)				█	█																			
Revise programme and estimate				█	█																			
ENWL electrical order process				█	█																			
Procurement					█	█																		
Mobilisation (incl pre-start meeting)					█	█	█																	
Final F10 notice					█	█																		
Pre-start courtesy notices					█	█																		
Confirmation TMA Notice					█	█																		
Final programme and estimate					█	█																		
Construction (all processes, erection notices, snagging etc)						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
Post completion (RSA3, final account, defects, appraisal)																█	█	█	█	█	█	█	█	
Handover and close down																								

APPENDIX 2

Works Programme for Signalisation of Stanifield Lane Roundabout

Table 22

	2014												2015							
	Quarter 4			Quarter 1			Quarter 2			Quarter 3			Quarter 4							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar					
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
Stanifield Roundabout																				
Scoping (client, env, strategic dev, signals, cycling, safety eng, Drainage)	█	█	█																	
Programme to client (and estimate if possible)	█																			
Highway coord/Advance TMA notices	█																			
Initial F10 notice	█																			
Prelim design (incl orders for adv works, site visits)			█	█	█															
Initial Consultation (incl Search Team)			█	█	█	█	█													
Stats Engagement (C4, S85, S58)	█				█	█	█	█												
Specialist designs (signals, elec, geotech, landscape)				█	█	█	█	█												
Preparation of TRO if nec (authority, advert, forward plan, reports)				█	█	█	█	█												
TRO Decision Process						█	█	█												
Preparation of TTRDs if necessary				█	█															
Advance environmental work/tree cutting etc					█	█	█	█												
Detailed design (incl TMRA etc)				█	█	█	█	█												
LCC/EA consent for drainage (culverts, discharge etc)					█	█	█	█	█											
Submit scheme for RSA2 and consult Cycling Rep						█	█	█												
Prepare scheme documents (incl take off)							█	█												
Revise programme and estimate								█	█											
ENWL electrical order process									█	█										
Procurement										█	█									
Mobilisation (incl pre-start meeting)											█	█								
Final F10 notice												█	█							
Pre-start courtesy notices													█	█						
Confirmation TMA Notice														█	█					
Final programme and estimate															█	█				
Construction (all processes, erection notices, snagging etc)																█	█	█	█	█
Post completion (RSA3, final account, defects, appraisal)																			█	█
Handover and close down																				

APPENDIX 3

Works Programme for Golden Way (North of Cop Lane) Dualling

Table 23

	2014												2015							
	Quarter 4			Quarter 1			Quarter 2			Quarter 3			Quarter 4							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar					
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
Golden Way Cop Lane to Ribble Bridge																				
Scoping (client, env, strategic dev, signals, cycling, safety eng, Drainage)	█																			
Programme to client (and estimate if possible)	█																			
Highway coord/Advance TMA notices	█																			
Initial F10 notice	█																			
Prelim design (incl orders for adv works, site visits)	█	█																		
Initial Consultation (incl Search Team)	█	█	█																	
Stats Engagement (C4, S85, S58)	█	█	█	█																
Specialist designs (signals, elec, geotech, landscape)		█	█	█	█															
Preparation of TR0 if nec (authority, advert, forward plan, reports)		█	█	█	█															
TR0 Decision Process				█	█	█														
Preparation of TTROs if necessary		█																		
Advance environmental work/tree cutting etc		█	█																	
Detailed design (incl TMRA etc)		█	█	█	█															
LCC/EA consent for drainage (culverts, discharge etc)		█	█	█	█															
Submit scheme for RSA2 and consult Cycling Rep		█																		
Prepare scheme documents (incl take off)					█	█														
Revise programme and estimate					█	█														
ENWL electrical order process					█	█														
Procurement					█	█	█													
Mobilisation (incl pre-start meeting)					█	█	█	█												
Final F10 notice					█	█	█	█												
Pre-start courtesy notices					█	█	█	█												
Confirmation TMA Notice					█	█	█	█												
Final programme and estimate					█	█	█	█												
Construction (all processes, erection notices, snagging etc)								█	█	█	█	█	█	█	█	█				
Post completion (RSA3, final account, defects, appraisal)																	█	█		
Handover and close down																				

APPENDIX 4

Works Programme for Golden Way (south of Cop Lane) Dualling

Table 24

	2014																2015							
	Quarter 4				Quarter 1				Quarter 2				Quarter 3				Quarter 4							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar									
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
Golden Way Cop Lane to Broad Oak Roundabout																								
Scoping (client, env, strategic dev, signals, cycling, safety eng, Drainage)	█	█	█																					
Programme to client (and estimate if possible)	█																							
Highway coord/Advance TMA notices	█																							
Initial F10 notice	█																							
Prelim design (incl orders for adv works, site visits)				█	█																			
Initial Consultation (incl Search Team)				█	█	█																		
Stats Engagement (C4, S85, S58)	█				█	█	█	█																
Specialist designs (signals, elec, geotech, landscape)					█	█	█	█																
Preparation of TRD if nec (authority, advert, forward plan, reports)					█	█	█	█																
TRD Decision Process					█	█	█	█																
Preparation of TTROs if necessary					█	█	█	█																
Advance environmental work/tree cutting etc					█	█	█	█																
Detailed design (incl TMRA etc)					█	█	█	█																
LCC/EA consent for drainage (culverts, discharge etc)					█	█	█	█																
Submit scheme for RSA2 and consult Cycling Rep					█	█	█	█																
Prepare scheme documents (incl take off)					█	█	█	█																
Revise programme and estimate					█	█	█	█																
ENWL electrical order process					█	█	█	█																
Procurement					█	█	█	█																
Mobilisation (incl pre-start meeting)					█	█	█	█																
Final F10 notice					█	█	█	█																
Pre-start courtesy notices					█	█	█	█																
Confirmation TMA Notice					█	█	█	█																
Final programme and estimate					█	█	█	█																
Construction (all processes, erection notices, snagging etc)									█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Post completion (RSA3, final account, defects, appraisal)																								█
Handover and close down																								

Glossary

Homes and Communities Agency (HCA)

The national housing and regeneration delivery agency for England

Community Infrastructure Levy (CIL)

The community infrastructure levy is a new levy that local authorities in England and Wales can choose to charge on new developments in their area. The levy is designed to be fairer, faster and more transparent than the previous system of agreeing planning obligations between local councils and developers under section 106 of the Town and Country Planning Act 1990.

Department for Transport (DfT)

The Government department responsible for the English transport network and a limited number of transport matters in Scotland, Wales and Northern Ireland that have not been devolved. The department is run by the Secretary of State for Transport.

New Homes Bonus (NHB)

The New Homes Bonus is a grant paid by central government to local councils for increasing the number of homes and their use.

Business Rates (NNDR)

Business rates are taxes to help pay for local services. They're charged on most non-domestic properties (including commercial).

Accountable body

An organisation with financial services, financial rules and regulations that are being used to manage specific funding.

Appendix 'B'

STEWARDSHIP BOARD TERMS OF REFERENCE

(As agreed at the Preston, South Ribble and Lancashire City Deal Stewardship Board Workshop held on 04/12/13).

Glossary of Terms

"City Deal Partners"	The Lancashire Enterprise Partnership, Lancashire County Council, Preston City Council and South Ribble Borough Council.
"CLG"	Department for Communities and Local Government
"HCA"	Homes and Communities Agency

Composition

1. The Stewardship Board shall comprise the following Members:
 - i) The North West Executive Director of the HCA (or their nominee);
 - ii) The Chief Executive of Lancashire County Council (or their nominee);
 - iii) The Chief Executive of South Ribble Borough Council (or their nominee);
 - iv) The Chief Executive of Preston City Council (or their nominee); and
 - v) The Lancashire Enterprise Partnership's Champion for Strategic Development (or their nominee).
2. The Stewardship Board shall have the power to appoint up to 2 additional Members.

Chair

3. The North West Executive Director of the HCA (or their nominee) shall serve as Chair of the Stewardship Board ("the Chair").
4. The Chair shall not have a casting vote.

Quorum

5. The quorum for Stewardship Board meetings shall be 5. No meeting shall be quorate unless each and every Member set out in 1 above is present.
6. If within fifteen minutes from the time appointed for the holding of a City Deal Executive meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks and if at that meeting a quorum is not present within fifteen minutes from the time appointed for holding the meeting the Members present shall be a quorum.

Secretary

7. Lancashire County Council's County Secretary and Solicitor (or their nominee) shall serve as the Secretary to the Stewardship Board.

Meetings

8. The Stewardship Board shall meet according to operational need.
9. Meetings shall take place at venues provided by each of the City Deal Partners and the HCA, on a rotational basis where possible.
10. An Agenda and all necessary accompanying papers shall, wherever possible, be despatched 7 days prior to each meeting.
11. The Secretary shall produce minutes of all meetings of the Stewardship Board.

Decisions in Writing

12. A resolution in writing signed by all of the members of the Stewardship Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Stewardship Board.

Duties and Responsibilities

13. The Stewardship Board has the responsibility for guiding the disposal of the assets listed in the City Deal document, in accordance with wider City Deal economic and housing growth objectives.
14. The Stewardship Board shall:
 - i) in each year, receive an annual 'City Deal Infrastructure Delivery Plan' from the City Deal Executive and utilise its content to inform the development of an annual 'City Deal Business and Disposal Plan';
 - ii) in each year, approve an annual 'City Deal Business and Disposal Plan' for submission to the HCA's National Board. As soon as the Plan is approved by the HCA it shall be submitted to the City Deal Executive for their consideration and, if thought fit, approval;
 - iii) at any time, recommend to the HCA and City Deal Executive, in turn, any amendments or additions to the annual City Deal Business and Disposal Plan;
 - iv) approve a 'Monitoring Schedule' for submission to the CLG;
 - v) at any time, recommend to the CLG any amendments or additions to the Monitoring Schedule;
 - vi) receive Monitoring Schedule progress updates on an annual basis;
 - vii) receive regular financial updates in relation to the City Deal Infrastructure Delivery Fund;
 - viii) receive regular reports on the Infrastructure Delivery Plan;
 - ix) make recommendations as it sees fit, on any matter within its remit, to the City Deal Executive, HCA, City Deal Partners, and/or CLG, including:

- x) provide DCLG with an annual delivery report (see Monitoring)

Governance Relationships

15. The HCA and City Deal Executive, acting unanimously, shall be responsible for agreeing and, if necessary, amending the Terms of Reference of the Stewardship Board.
16. The Stewardship Board shall review its Terms of Reference from time to time as and when necessary.
17. These Terms of Reference shall be read in conjunction with the City Deal Stewardship Board Agreement "Agreement" and Memorandum of Understanding "Memorandum". If any provisions of the Agreement or Memorandum conflict with any provisions of these Terms of Reference, these Terms of Reference shall prevail.
18. The Secretary shall maintain an official record of all Stewardship Board proceedings and a library of formal Stewardship Board documents.

DRAFT

Appendix 'C' – Stewardship Board Assets

Homes and Community Agency Assets:

Cottam Hall
Eastway
Preston East Employment Area
Cottam Brickworks
Pickerings Farm
Croston Road South
Croston Road North
Altcar Lane
Brindle Road
Walton Park Link Road (Cross Borough Link Road)
Whittingham Hospital

Local Partner Assets:

Bluebell Way

Serviced site in ownership of the County Council earmarked for employment use and adjacent to HCA and private sector development sites in North East Preston.

Cuerden (part of)

Green field land in ownership of the County Council at intersection of M65/M61/M6. Site identified in Core Strategy as key employment site and extensive development on part of the site likely to come forward in 2016 and beyond. Dependent upon the development route this could generate a receipt for inclusion in City Deal.

Lancashire Business Park LBP (part of)

LBP is in the ownership of the County Council with recently completed 320,000 square feet of new industrial space completed in autumn 2013. The part of the site to be included in the local partner asset list is earmarked for redevelopment in 2016 and beyond. Dependent upon the development route this could generate a receipt for inclusion in the Preston, South Ribble and Lancashire City Deal.

Preston Central Assets

As the commercial and administrative centre of Lancashire and the City Deal area a buoyant Preston City Centre is vital. Preston City Council has a significant land holding in the centre of Preston and the delivery of a mixed leisure and commercial development scheme in this area is a priority for the local PCD partners. The

Stewardship Board will consider development proposals and provide strategic direction to ensure that the delivery is in line with the housing and economic growth objectives of the City Deal. Commercial appraisals suggest, subject to development mechanisms, that capital receipts from asset sales will be required to offset development costs and assist with viability. The Stewardship Board will review and endorse development mechanisms as proposals come forward.

Appendix 'D'

HEADS OF TERMS Preston, South Ribble and Lancashire City Deal

Between

- (1) **Lancashire County Council** of PO Box 78 County Hall Preston PR1 8RJ ("the County Council") and
- (2) **Preston City Council** of Town Hall, Lancaster Road, Preston PR12RL; and
- (3) **South Ribble Borough Council** of Civic Centre, West Paddock, Leyland, PR25 1DH

Background

1. The Preston, South Ribble and Lancashire City Deal agreement with the Government was signed on 13th September 2013. It builds on the strong economic performance of the area over the last ten years and will help to ensure that the City Deal area continues to grow by addressing strategic transport infrastructure and development challenges to deliver new jobs and housing across the City Deal area.
2. The City Deal provides for
 - More than 20,000 net new private sector jobs, including 5,000 in the Lancashire Enterprise Zone;
 - Nearly £1 billion growth Gross Value Added;
 - 17,420 new homes; and
 - £2.3 billion in leveraged commercial investment.
3. The Parties have given a joint commitment to ensure full implementation of the City Deal proposed by the Parties and the Lancashire Enterprise Partnership.
4. These Heads of Terms set out the principal terms and conditions on and subject to which the Parties intend to enter into a detailed legally binding agreement ("the Formal Agreement")

Definitions

- 1 In these Heads of Terms

- 1.1 "Parties" shall mean together Lancashire County Council, Preston City Council and South Ribble Borough Council;
- 1.2 "The District Councils" shall mean Preston City Council and South Ribble Borough Council
- 1.3 "City Deal Agreement" means the agreement signed by the District Councils, the County Council, the Lancashire Enterprise Partnership and the Government on 13th September 2013.
- 1.3 "City Deal Fund" means the monies held by the County Council (as accountable body for the Lancashire Enterprise Partnership) to utilise towards expenditure identified in the Infrastructure Delivery Plan and in furtherance of the City Deal Agreement.
- 1.4 "Legal Challenge" means the judicial review applications made by Fox Strategic Land and Property Limited against Chorley Borough Council, Preston City Council and South Ribble Borough Council
- 1.5 "S.106 Agreement" means an agreement made under section 106 of the Town and Country Planning Act 1990.
- 1.6 "Operational Financial Arrangements" – see schedule 1
- 1.7 "Monitoring Information" – see schedule 3
- 1.8 "City Deal Monitoring Group" means officers from the Districts Councils, County Council and Homes and Communities Agency with responsibility for preparing and submitting the annual monitoring framework to the City Deal Stewardship Board
- 1.9 "City Deal Stewardship Board" means board consisting of representatives from the Homes and Communities Agency, the Lancashire Enterprise Partnership, the County Council and the District Councils with responsibility for guiding the disposal of the assets listed in the City Deal Agreement, in accordance with wider City Deal economic and housing growth objectives.

Key Terms

2. Financial Arrangements

- 2.1 The District Councils agree to make payments to the Infrastructure Delivery Fund of New Homes Bonus, Community Infrastructure Levy and Business Rates in accordance with the principles and timescales detailed in the

Operational Financial Arrangements set out in Schedule 1. For the purposes of Community Infrastructure Levy payments the itemised list of residential and commercial sites referenced within Schedule 1 is set out in Schedule 2.

- 2.2 The District Councils agree to make such payments of Community Infrastructure Levy as are properly due and payable to the Parish/Town Councils in accordance with the principles detailed in the Operational Financial Arrangements set out in Schedule 1.
- 2.3 The County Council agree to pay financial assistance to the District Councils for community provision (for the avoidance of doubt this does not include community infrastructure referred to in the IDP) in accordance with the provisions of the Operational Financial Arrangements set out in Schedule 1.
- 2.4 In the event of a government policy change which the Parties considers may have a material adverse effect on the viability of the Infrastructure Delivery Plan all parties will work together in good faith with Government to review the City Deal Agreement.

3. Planning

- 3.1 Until the outcome of the Legal Challenge is known in respect of any planning consent to which an applicant will be obliged to pay Community Infrastructure Levy and which, under the requirements of Schedule 1 will be payable to the City Deal Fund, the relevant District Council will use best endeavours to enter into a legally binding agreement with the applicant (whether by way of a S.106 Agreement or otherwise) to secure any Community Infrastructure Levy contribution due. Should the Legal Challenge be successful the District Councils will use best endeavours to secure appropriate contributions for infrastructure under S.106 obligations until a revised Community Infrastructure Levy charge is in place.
- 3.2 Unless otherwise agreed in writing, in respect of any S.106 Agreement which provides for a financial contribution for a County Council function the District Council may include the County Council as a party to such S.106 Agreement.

4. Monitoring

- 4.1 All Parties will maintain the relevant records identified in the Monitoring Information shown in Schedule 3 and provide those to the County Council, for onward provision to the City Deal Stewardship Board, on an annual basis or such other frequency as is reasonably requested by the County Council.

Submission dates for each category of information will be agreed by the City Deal Monitoring Group.

- 4.2 Notwithstanding paragraph 4.1 above the Parties will provide to the County Council such other additional reasonable information as requested by the City Deal Stewardship Board in a timely fashion in order to ensure the efficient implementation of the City Deal and/or accountability to the City Deal Stewardship Board.

5. General

- 5.1 The Parties intend that these Heads of Terms will be superseded by the Formal Agreement but agree that pending such agreement they regard these Heads of Terms as a true and accurate record of the key terms and conditions of their intended arrangement and as such regard them as legally binding.
- 5.2 The Parties agree to act in good faith to deliver the housing and economic growth objectives of the City Deal Agreement.
- 5.3 The flow of funds from the Parties under this agreement are solely for the purpose of implementing the programmes set out in the Infrastructure Delivery Plan (IDP) at appendix A. It is acknowledged that the IDP will be reviewed and rolled forwards annually.
- 5.4 The Parties will agree to participate (along with relevant government departments and agencies) in at least two formal reviews of the City Deal Agreement, including a review of the operation of the Infrastructure Delivery Fund, Operational Financial Arrangements and the annual Infrastructure Delivery Plan ("the Arrangements"). Such reviews are anticipated to take place at financial year end 2018/19 and 2023/24 and the Parties acknowledge that they may result in the need to consider certain variations to the Arrangements in order to ensure delivery of the housing and economic growth objectives of the City Deal.

IN WITNESS whereof the parties have executed these Heads of Terms on the dated stated on the first page.

The Common Seal of
LANCASHIRE COUNTY COUNCIL
was hereunto affixed in the presence of

The Common Seal of
PRESTON CITY COUNCIL
was hereunto affixed in the presence of

The Common Seal of
SOUTH RIBBLE BOROUGH COUNCIL
was hereunto affixed in the presence of

SCHEDULE 1

OPERATIONAL FINANCIAL ARRANGEMENTS

1. Infrastructure Delivery Fund

- 1.1 The Parties agreed that Lancashire County Council, as the accountable body for the City Deal, will establish an Infrastructure Delivery Fund to ensure governance and financial control of the complex funding streams. This document sets out the operational principles for the flow of funds between the three councils.

2. New Homes Bonus (NHB) – The District Councils' share

- 2.1 Received in 12 equal monthly instalments from central government starting each April based on the annual change in effective housing stock in the 12 month period to the preceding October each year. NHB is received for 6 years by the local authority starting in the year following each October change (increase only) in effective housing stock; the recurring amount will be transferred to the Infrastructure Delivery Fund each year for the full 6 years or until the end of the 10 year City Deal period, whichever is earlier. As soon as practically possible, but within 30 days of receipt of NHB, the District Councils shall transfer the relevant amount to the Infrastructure Delivery Fund. The number of years NHB is contributed by District Councils to the Infrastructure Delivery Fund will be extended in the event of a "run on" of the deal. This is covered in more detail in the section 9 below.
- 2.2 The NHB calculator, published before April each year, will be used to calculate the amount of NHB each District Council shall transfer to the Infrastructure Delivery Fund. A baseline number of dwellings will be set for each district at April 2014. In order to set this baseline the District Councils will gather housing data as at 01 April 2014 in order to set the baseline of effective housing stock. It will also require District Councils doing this at 31 March 2024 for the final calculation of NHB contributions to give 10 years' worth of housing growth. A cash ceiling will be set to ensure payments of NHB are limited to those created by City Deal.

- 2.3 The first contributions of NHB to the Infrastructure Delivery Fund will be made between April 2015 and March 2016, for housing growth between April 2014 and October 2014. If housing growth is as projected when the deal was signed, the final contributions will be made between April 2025 and March 2026 for housing growth between October 2023 and March 2024, in order to account for 10 years' worth of housing growth.
- 2.4 The cash ceilings for each District Council are shown in the table below.

District Council	Cash Limit
Preston City Council	£28.051m
South Ribble Borough Council	£25.409m
Total	£53.460m

- 2.5 Any additional payments of NHB received for affordable homes will also be contributed to the Infrastructure Delivery Fund and be subject to the cash ceiling.
- 2.6 If any major changes to the NHB scheme are made by central government, the arrangements contained in this document will require review by the Parties.
- 2.7 The effect of movements in the number of long-term empty properties will be removed when calculating the NHB due to be contributed by District Councils to the Infrastructure Delivery Fund.

3 Financial assistance to District Councils for community provision

- 3.1 Financial Assistance will be provided to District Councils for community provision and to mitigate significant financial risks for the two District Councils that could impact on the deliverability of the City Deal in the longer term if not addressed.
- 3.2 The amounts transferred to District Councils has been calculated and agreed with the District Councils. These transfers will take place annually at the end of September in ten equal annual instalments in City Deal years one to ten.
- 3.3 The table below sets out the aggregate amounts payable to the districts:-

Year	Preston	South Ribble	County Council Financial Assistance to be shared between two District Councils

Annual payment	£803,100	£492,200	£1,295,300
Total	£8,031,000	£4,922,000	£12,953,000

4 Community Infrastructure Levy (CIL)

- 4.1 The CIL will be paid to the charging authority by developers. Preston City Council members approved their charging schedule and instalments policy in August 2013. Depending on the total CIL liability, developers will pay in instalments. The final instalment is no longer than 720 days from the date development commenced, regardless of the total liability, and in all cases at least 50% of the liability is due within one year of development commencing. South Ribble Borough Council does not yet have an equivalent instalments policy, though this is a possibility in the future. The districts will contribute CIL to the Infrastructure Delivery Fund, as soon as practically possible within 30 days of receipt.
- 4.2 Preston City Council and South Ribble Borough Council will contribute 100% of CIL collected (net of parish/town council payments) on the identified sites to the Infrastructure Delivery Fund, to contribute towards transport infrastructure, community infrastructure and "public realm" expenditure identified within the Infrastructure Delivery Plan. The Parties will use their best endeavours to encourage parish/town councils to contribute to their share of any CIL payments to the Infrastructure Delivery Fund.
- 4.3 As there is an itemised list of City Deal residential and commercial developments in the City Deal model, the CIL referred to in 4.2 above (net of parish/town council payments) for these specified sites will be contributed to the Infrastructure Delivery Fund when they are received by District Councils from developers.
- 4.4 Identified residential developments in the City Deal model are those taken from district council Local Plans as at November 2013 outlined in Schedule 2. The arrangements for the CIL on additional housing are set out in paragraph 8.1 of this document. With the exception of CIL on "other retail development in major residential sites" covered in paragraph 4.6 of this document, commercial development for which CIL will be contributed to the Infrastructure Delivery Fund is identified in the final City Deal model, which formed part of the signed Deal Document.
- 4.5 The planning teams at each of the District Councils will be responsible for identifying when CIL received is for development included in the City Deal and for making arrangements for this CIL to be contributed to the Infrastructure Delivery Fund. There are currently discussions ongoing relating to an officer being employed to co-ordinate developer

contributions to the City Deal. This post may be funded through CIL contributions as CIL regulations state that 5% of CIL raised can be used for administration. In the event of an officer being employed between the three local authority partners to co-ordinate developer contributions, a separate agreement regarding the funding of this post will be required.

- 4.6 The City Deal financial model includes a provision for CIL on other retail development in major residential sites. The major residential sites in each district are laid out below.
- 4.7 Preston – North West Preston (inc. Cottam Hall and Eastway); Whittingham (including the hospital site and Whittingham Lane); and Preston City Centre.
- 4.8 South Ribble – Pickerings Farm; Vernon Carus; Gasworks; Moss Side Test Track; Moss Lane/Heatherleigh; Altcar Lane; Grasmere Avenue; Wheelton Lane; Wesley Street; Brindle Road; Group One; and Arla, School Lane.
- 4.9 Payments of CIL to the parish/town councils will be either 15% or 25%, with the higher percentage used if the parish council has an approved neighbourhood plan in place. There is a £100 cap per council tax dwelling for the Parish portion of CIL, unless there is an approved neighbourhood plan, in which case there is no cap. Instalment arrangements can be agreed by District Councils with the parish councils. In the absence of such an arrangement, the charging authority (district council) will be required to pass on payments within 28 days of the end of each six month period in the financial year.
- 4.10 As it is the responsibility of the charging authorities (District Councils) to pay the parish councils their share of CIL, the payments of CIL to parish councils will be made by the district council themselves in line with their instalment policy. In order to report the amount of City Deal CIL transferred to parish councils in City Deal finance reports, the amounts transferred must be recorded by District Councils.
- 4.11 Any changes to the CIL scheme will require the review of these arrangements by the parties.

5 Other Developer Contributions

- 5.1 The City Deal model includes other developer contributions payable towards Infrastructure Delivery Plan deliverables, referred to as "CIL plus", and section 106 and 278 agreements. It is envisaged that all these contributions will be made through section 106 (s106) and 278 (s278) agreements. Normal procedures that apply to these contributions will continue; the amounts received by the county council for City Deal infrastructure will be recorded within the Infrastructure Delivery Fund. District Councils will transfer contributions received from developers to the

Infrastructure Delivery Fund as soon as practically possible but within 30 days of receipt.

- 5.2 Other developer contributions related to infrastructure works included within the City Deal will continue to be contributed to the Infrastructure Delivery Fund until all relevant amounts have been received. These contributions are not constrained by the length of the City Deal period.

6 Business Rate Retention at Strategic City Deal Locations

- 6.1 The business rate growth will be determined by setting a baseline for each district council in each year. The baseline will be adjusted based on the inflationary increase in each year and allowing for any other central government adjustments to business rates. The business rates included in the financial model for each district will then be added to each baseline to create ceilings. The district proportion of business rates collected above the baseline up to the ceiling will then be payable by the District Councils to the Infrastructure Delivery Fund.
- 6.2 The basis of setting the baseline is yet to be agreed by the parties. As 2013/14 is the first year of the current localised business rate scheme, presently not all implications of central government business rate announcements and the scheme itself are known. Local authorities are awaiting further guidance from central government regarding the mechanisms and methodology of how the business rates system operates. Specifically, local authorities are awaiting the National Non-Domestic Rates return form (NNDR3) for 2013/14 from central government. Further work will be undertaken by the parties on the method of setting the business rates baseline once the implications of announcements and the scheme are fully understood, including its financial impact on Districts within the overall Formula Grant system, and when agreed by the Parties will be recorded as a variation in this Agreement.
- 6.3 The baseline must be changed if business rates are reset by central government. The ceiling for business rates will be set each year and will not be a cumulative 10 year ceiling. Therefore, District Councils will benefit from accelerated growth or windfall growth over and above the ceiling each year. This creates a further incentive to encourage growth.
- 6.4 The process of contributions being made to the Infrastructure Delivery Fund shall mirror precept payments to the county council.
- 6.5 The table below demonstrates how the business rate contributions will work (with example baseline figures only).

Year	Baseline (£) example figures only. Baseline still to be agreed.	Modelled growth (£)	Ceiling (£)
Year 1 (14/15)	26,303,169	31,000	26,334,169
Year 2 (15/16)	26,500,000	263,000	26,763,000
Year 3 (16/17)	26,976,000	500,000	27,476,000
Year 4 (17/18)	27,200,000	670,000	27,870,000
Year 5 (18/19)	27,708,000	692,000	28,400,000
...Continues to year 10.			

- 6.6 If a significant unforeseen change to the valuation list occurs, such as a major appeal, the business rate contribution to the Infrastructure Delivery Fund in that year shall be reviewed by the parties. Payments by District Councils in respect of business rate contributions will be made for the period of the City Deal agreement. The City Deal agreement presented to government considered the contribution of business rates for a 10-year period.

7 City Deal Capital Expenditure made by District Councils

- 7.1 Project spending by District Councils will be drawn down against actual spending in the same way as the county council's capital spending. Within the overall deal governance arrangements the annual Infrastructure Delivery Plan includes spending proposed by all the Parties, such as green and community infrastructure works. The transfer of funds to the Parties will be made from the Infrastructure Delivery Fund by Lancashire County Council in line with the actual local partner spend on the expenditure agreed in the Infrastructure Delivery Plan.

8 Additional Housing

- 8.1 The City Deal agreement with Government included delivery of 2,000 additional homes over the life-time of the Deal. However the sites for these additional houses are yet to be identified and allocated in the relevant statutory development plans. It will be the role of the Parties to consider and agree an appropriate distribution for these additional 2,000 homes as part of the development planning process. Once agreed these sites will be added to the itemised site list under Schedule 2 and CIL will be contributed to the Infrastructure Delivery Fund on this additional housing.

9 Run On of the City Deal

- 9.1 The Parties understand that the pace of housing and economic growth set out in the Deal may be influenced by external factors out of the control of the local authorities. A change in pace of delivery will impact on the flow of funds into the Infrastructure Delivery Fund, and this needs to be reflected in these operational agreements to ensure there is not a "guillotine" effect at the end of the 10-year deal period in the event of a delay on the flow of funds into the Infrastructure Delivery Fund. In the event of such delay, the Parties agree to extend the period of time over which contributions are made to the fund, by a further 5 years (i.e. 15 years) and for a period in excess of this by agreement of the Parties.
- 9.2 If the pace of residential development is slower than currently envisaged, the number of years over which NHB is contributed by District Councils to the Infrastructure Delivery Fund will be extended. Subject to 9.1 above, such extension shall continue for such period as is necessary to ensure that:

In respect of Preston City Council

- 1 All NHB contributions in respect of the housing sites detailed in Schedule 2, with the exception of the re-use of empty homes, have been paid into the Infrastructure Delivery Fund and
- 2 In the event that the contributions in 1 above represent less than 8,457 houses (as adjusted in accordance with paragraph 8.1 above) (together the "PCC houses"), further NHB contributions have been made in respect of additional housing sites within the City Deal area which, when taken together with those contributions in 1 above, represent NHB contributions from the PCC houses, have been paid into the Infrastructure Delivery Fund.

These payments will cease once contributions have been received from the PCC houses or the relevant cash ceiling identified in paragraph 2.4 above has been reached whichever is the earlier.

In respect of South Ribble Borough Council

- 1 All NHB contributions in respect of the housing sites detailed in Schedule 2 have been paid into the Infrastructure Delivery Fund, with acknowledgement that only 50% of NHB received for sites east of the railway line in South Ribble will be contributed to the Infrastructure Delivery Fund and
- 2 In the event that the contributions in 1 above represent less than 6,905 houses (as adjusted in accordance with paragraph 8.1 above) (together the "SRBC houses"), further NHB contributions have been made in respect of additional housing sites within the city deal area which, when taken together with those

contributions in 1 above, represent NHB contributions from the SRBC houses, have been paid into the Infrastructure Delivery Fund.

These payments will cease once contributions have been received from the SRBC houses or the relevant cash ceiling identified in paragraph 2.4 above has been reached whichever is the earlier

- 9.3 Subject to 9.1 above if the agreed proportions of CIL have not been contributed to the Infrastructure Delivery Fund on all identified residential sites, including any additional housing arising as a consequence of paragraph 8.1, and commercial development at the end of the 10-year deal period, the period in which this CIL is contributed to the Infrastructure Delivery Fund will be extended. This provision is not dependent on an Infrastructure Delivery Fund deficit at the end of the 10-year period.
- 9.4 If the pace of commercial development is slower than currently envisaged, this may have an effect on the business rates contributed to the Infrastructure Delivery Fund. In the event of the amount of business rates contributed to the Infrastructure Delivery Fund being lower than envisaged in the City Deal Document, the Parties will act reasonably and review (at or around the end of the financial year 2023/24) the business rates arrangements to determine whether the current arrangements for locally retained business rate contributions would work over a longer period.

10 Infrastructure Delivery Fund – Balance at the end of the Deal

- 10.1 Provided that the District Councils have paid to the Infrastructure Delivery Fund all relevant contributions as are detailed in this document (whether during or after the 10 year period) and further provided that the District Councils have adhered to any variations in the arrangements agreed by virtue of a review or otherwise then any deficit on the Infrastructure Delivery Fund will be the responsibility of Lancashire County Council as the accountable body to resolve with the relevant government departments.
- 10.2 A surplus on the Infrastructure Delivery Fund on completion of the agreement will be set aside for the building of a bridge over the River Ribble.

11 Local Government Finance System

- 11.1 Any substantive changes in the Local Government Finance system will trigger a review amongst the Parties.

12 Minimum Revenue Provision

- 12.1 There will be an annual review to determine whether Minimum Revenue Provision should be charged by the County Council on any net cumulative deficit on the fund.

SCHEDULE 2

ITEMISED SITE LIST

[Preston and South Ribble Housing per Local Plans*](#)

District	Strategic	Site	Total in Planning
Preston	NE Preston	Whittingham Hospital	650
Preston	NE Preston	North of Eastway	300
Preston	NE Preston	Eastway	140
Preston	NE Preston	Sharoe Green Hospital	102
Preston	NE Preston	Whittingham Road (Ridings Depot)	90
Preston	NE Preston	NW Preston (Lime Chase)	70
Preston	NE Preston	Whittingham Lane	64
Preston	NE Preston	Fire & Rescue HQ, Garstang Road	40
Preston	NE Preston	NW Water Depot, Longridge Road	35
Preston	NE Preston	Eastway Nurseries, Eastway	24
Preston	NE Preston	NW Preston (rear of RC primary school)	22
Preston	NE Preston	Brookfield Arms, Croasdale Avenue	15
Preston	NE Preston	DJ Ryan Depot, Inglewhite Rd	10
Preston	NE Preston	2 Black Bull Lane, Cadley	8
Preston	NE Preston	Booker Cash & Carry, Holme Slack Lane	6
Preston	NW Preston	NW Preston	1,509
Preston	NW Preston	Cottam Hall	1,094
Preston	NW Preston	NW Preston (Haydock Grange)	450
Preston	NW Preston	NW Preston (Hoyles Lane)	350
Preston	NW Preston	NW Preston (Maxy House Farm)	350
Preston	NW Preston	NW Preston (Lightfoot Lane)	330
Preston	NW Preston	Cottam Brickworks	206
Preston	NW Preston	NW Preston (Lightfoot Green Lane)	125
Preston	NW Preston	Tulketh Mill, Balcarres Road	51
Preston	NW Preston	Tulketh Sports College, Tag Lane	30
Preston	NW Preston	Land North of Tom Benson Way	30
Preston	NW Preston	Howarth Road, Tulketh	15
Preston	Preston City	City Centre Allocations Allowance	530
Preston	Preston City	Argyll Road Depot	300
Preston	Preston City	Tetrad, New Hall Lane	114
Preston	Preston City	Jubilee Trading Estate, Fylde Rd	64
Preston	Preston City	Parker Street	50
Preston	Preston City	Skeffington Rd / Castelon Rd	38
Preston	Preston City	Lancashire House, Winckley Sq	35
Preston	Preston City	Stagecoach Bus Depot, Selbourne St	32
Preston	Preston City	Park Campus, Moor Park	32
Preston	Preston City	Deepdale Mill	28
Preston	Preston City	Shelley Rd / Wetherall St	27
Preston	Preston City	Spar Dist'n Depot, Blackpool Road	23
Preston	Preston City	Goldenhill School, Cromwell Rd	20
Preston	Preston City	Bodmin St / Taunton St / Frome St	20
Preston	Preston City	6-16 Marsh Lane	20
Preston	Preston City	City Centre Extant Planning Permissions	16
Preston	Preston City	Meadow House, Meadow Street	14
Preston	Preston City	Brethrens Meeting Rm, Egerton Rd	12
Preston	Preston City	69 Bow Lane	6
Preston	Preston City	Derby Inn, 212 Ribbleton Lane	5

Preston	Preston City	Land off Elizabeth Street	5
Preston	Preston City	Stephensons Arms, 21-23 East Street	5
Preston	Not area	Re-use of empty homes	975
Preston	Not area	Extant Planning Permissions (Small Sites)	92
South Ribble	Cuerden &	Moss Side TT	750
South Ribble	Cuerden &	Wheulton Lane	471
South Ribble	Cuerden & Moss Side	Altcar Lane	430
South Ribble	Cuerden &	Moss Lane / H'leigh (South)	350
South Ribble	Cuerden &	Moss Lane / H'leigh (North)	250
South Ribble	Cuerden &	Grasmere Ave	160
South Ribble	Cuerden &	Former Prestolite Premises, Cleveland Rd	82
South Ribble	Cuerden &	Roadferry Depot, Carr Lane	80
South Ribble	Cuerden &	Land south of Centurion Way	68
South Ribble	Cuerden &	Rear of Dunkirk Mill	47
South Ribble	Cuerden &	Dunkirk Mill, Dunkirk Lane	35
South Ribble	Cuerden &	Fishwick's Depot, Hewitt St	19
South Ribble	Leyland East	Land off Brindle Road	250
South Ribble	Leyland East	Group One	211
South Ribble	Leyland East	Arla , School Lane	209
South Ribble	Leyland East	Wesley Street Mill	195
South Ribble	Leyland East	Coupe Foundry, Kittlingbourne Brow	80
South Ribble	Leyland East	Land off Browndedge Rd, Bamber Bridge	60
South Ribble	Leyland East	Railway Crossing, Brindle Road	42
South Ribble	Leyland East	LCC Offices, Brindle Road	22
South Ribble	Penwortham	Pickerings Farm	1,350
South Ribble	Penwortham	Vernon Carus	475
South Ribble	Penwortham	Lostock Hall Gasworks	350
South Ribble	Penwortham	Land off School Lane, Longton	83
South Ribble	Penwortham	Wateringpool Lane, Lostock Hall	80
South Ribble	Penwortham	South of Longton Hall, Chapel Ln	80
South Ribble	Penwortham	Land off the Cawsey, Pen'ham	75
South Ribble	Penwortham	Liverpool Rd / Jubilee Rd	72
South Ribble	Penwortham	Land at Longton Hall, Chapel Lane	48
South Ribble	Penwortham	Land off Liverpool Road, Hutton	45
South Ribble	Penwortham	Lostock Hall Primary, Avondale Drive	30
South Ribble	Penwortham	Land off Long Moss Lane	27
South Ribble	Penwortham	Gas Holders, Lostock Hall	25
South Ribble	Penwortham	Land off Claytongate Drive	15
South Ribble	Penwortham	Rear of Chapel Meadow, Longton	10
South Ribble	Not area	Small sites with planning permission	170
South Ribble	Not area	Small Sites identified from the SHLAA	121
South Ribble	Not area	Large sites under construction (≥0.4ha) not	38
Total Preston Housing			8,579
Total South Ribble Housing			6,905

* The housing list is taken from the Preston Local Plan 2012-2026 Publication Version (July 2013), and South Ribble Site Allocations and Development Management Policies Development Plan Document (Partial Version - November 2013). The housing numbers above differ from the numbers included in the Deal Document as local Plans have been updated since the housing numbers were prepared for the Deal documents. |

City Deal Commercial Development Sites for CIL Purposes	
District	Development
Preston	Horrockses Quarter
Preston	Cottam Hall convenience retail
Preston	Convenience retail and other retail on residential development sites
South Ribble	Cuerden
South Ribble	Convenience retail and other retail on residential development sites

SCHEDULE 3

MONITORING ARRANGEMENTS

Preston, South Ribble & Lancashire City Deal

Revised list of outputs

Housing

1. Total number of Housing units submitted for planning from identified and agreed Housing Sites in Year 1 against planned.
(Housing Sites defined as being those in adopted Local Plans and as agreed in the City Deal.)
Data owner = PCC / SRBC
2. Total number of Housing units granted planning permission in Year 1 against planned.
Data owner = PCC / SRBC
3. Number of City Deal Housing Sites at which construction is actively taking place.
Data owner = PCC / SRBC
4. Total number of Housing unit completions in Year 1 against planned.
(Completions defined as housing built ready for sale.)
Data owner = PCC / SRBC

Commercial Floorspace

5. Quantity of Commercial Floorspace from identified and agreed Employment Sites submitted for planning in Year 1 against planned.
(Employment Sites defined as being those in adopted Local Plans and as agreed in the City Deal.)
Data owner = PCC / SRBC
6. Quantity of Commercial Floorspace granted planning permission in Year 1 against planned.
Data owner = PCC / SRBC
7. Quantity of new Commercial Floorspace completed in Year 1 (gross internal area in m²) against planned.
Data owner = PCC / SRBC
8. Retail Vacancy Rate in city and town centres.
(i.e. Preston City Centre & Leyland Town Centre)
(Commercial Floorspace taken to represent all uses in Classes A, B, C1 and D [i.e. all uses other than residential.]
Data owner = LCC

Finance

9. Public sector capital investment in Year 1 (gross, in £s) against planned.
Data owner = LCC
10. Private sector capital investment in Year 1 (gross, in £s) against planned.
Data owner = LCC
11. Number of HCA sites submitted for planning permission from those identified through City Deal, in Year 1 against planned.

Data owner = HCA

12. Number of HCA sites, from those identified through City Deal, granted planning consent in Year 1 against planned.

Data owner = HCA

13. Total number of housing completions and new floorspace completed on HCA sites.

Data owner = HCA

(HCA sites those as set out in the City Deal agreement and subject to work of the Stewardship Board.)

Critical Infrastructure

14. Broughton Bypass

- a. Design status
- b. Commencement of WEBTAG appraisal
- c. Commencement of land assembly
- d. Submission of planning permission
- e. Planning permission consented
- f. Physical work commencement
- g. Completion and open for use

Data owner = LCC

15. Penwortham Bypass

- a. Design status
- b. Commencement of WEBTAG appraisal
- c. Commencement of land assembly
- d. Submission of planning permission
- e. Planning permission consented
- f. Physical work commencement
- g. Completion and open for use

Data owner = LCC

16. Preston Western Distributor

- a. Design status
- b. Commencement of WEBTAG appraisal
- c. Commencement of land assembly
- d. Submission of planning permission
- e. Planning permission consented
- f. Physical work commencement
- g. Completion and open for use

Data owner = LCC

17. South Ribble Western Distributor

- a. Design status
- b. Commencement of WEBTAG appraisal
- c. Commencement of land assembly
- d. Submission of planning permission
- e. Planning permission consented
- f. Physical work commencement
- g. Completion and open for use

(Reporting to be against forecast completion Years for each subset [i.e. a-g].)

Data owner = LCC

Sustainable Transport Infrastructure

18. Sustainable Transport Infrastructure completions in Year 1 against planned.
(Sustainable Transport Infrastructure to include Preston Bus Station, Rail Infrastructure including Cottam Parkway, Public Transport Corridors, and any other discretely identified pieces of Sustainable Transport Infrastructure with value >£100k completed on housing or employment sites specifically identified through City Deal.)

Data owner = LCC

Community Infrastructure

19. Community infrastructure completions in Year 1 against planned.
(Community Infrastructure defined as meaning new schools, new health facilities, public realm, public transport, green infrastructure and leisure.)
(Reporting will be against discretely identified pieces of Community Infrastructure with value >£100k completed on housing or employment sites specifically identified through City Deal.)

Data owner = LCC, PCC, SRBC

Employment

20. Jobs created through City Deal.

Data owner = LCC

Core Data Set (*LCC to collate all data 21-27*)

- 21. Resident Population.
- 22. Number of Businesses.
- 23. Employment Rate.
- 24. Employment Density.
- 25. Gross Weekly Pay – by residence & by employer.
- 26. Indices of Multiple Deprivation – number of wards.
- 27. Ratio of median house price to earnings.

16th January 2014

