



# CITY DEAL

Preston, South Ribble & Lancashire

## CITY DEAL EXECUTIVE AND STEWARDSHIP BOARD

**Private and Confidential: No**

Tuesday, 20 June 2017

### **2016/17 - End of Year Review**

(Appendices '1', '2', '3', '4a', '4b', '5' and '6 refer)

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### **Executive Summary**

This report provides the City Deal Executive and Stewardship Board (CD E&SB) with an overview of how the Programme has performed during and up to March 2017 (Year 3). The report brings together both quantitative and qualitative information relating to the Core/Supporting Outputs and key projects/development sites in the Business and Delivery Plan. This information is used to report to government on progress towards agreed targets and notes progress up to March 2017 only.

The report provides an update on the following outputs and activities:

- Housing outputs
- Commercial floorspace outputs
- Jobs related to commercial floorspace/infrastructure
- Employment and skills
- Private sector investment
- Infrastructure
- Risk Management

A dashboard summary of the key information outlined in this report can be found in Appendix 1.

### **Recommendation**

The City Deal Executive and Stewardship Board is requested to note the overall performance of the Programme in 2016/17 and endorse the proposed Annual Return to Government as set out in the report.



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## Background and Advice

The Stewardship Board previously agreed that two sets of monitoring outputs be prepared annually:

Firstly, a Core Output data set, to include housing units (consented and completed), commercial floorspace (consented and completed), private sector investment and jobs accommodated. It was agreed that this data set should form the substantive part of the Annual Monitoring Return to Government, and;

Secondly, a Supporting Output data set to include metrics to track planning consents, development activity on specific sites (including HCA sites), retail vacancy outputs, and outputs to monitor progress with transport and community schemes. It was agreed that this data set should be presented annually to the Stewardship Board and Executive for consideration by the local partners.

This report sets out Year 3 performance and performance to date against both sets of outputs. At the outset of the Deal, the annual housing completion targets were agreed with Government with these being revised by Keppie Massie in 2016. This report sets out performance against these revised targets and trajectories which are adjusted annually to ensure that any under/over performance is reflected in future years' targets.

## Housing Outputs

Overall, since the start of the Deal period, housing completions are ahead of forecast with **2,614** completions versus a target of **2,058** which is mainly due to strong performance achieved in 14/15. In addition, actual completions in 2016/17 in Preston have been higher than expected with 10 volume housebuilders on site at the North West Preston Strategic Location and another about to start. There are signs that the market has been strong with indications of houses in North West Preston being sold 'off plan'. There is also now an additional builder on site at the HCA Cottam Strategic Site.

Housing delivery in South Ribble has, so far proved more challenging, due to the bulk of housing units expected to be delivered on a smaller number of large complex sites. Plans are in place to accelerate some of those sites in partnership with the HCA. In Year 3, completions in South Ribble totalled 189 which is below target. Feedback from housebuilders across the City Deal footprint has identified a number of likely contributing factors and these are described in more detail in the risk analysis.

Overall cumulative performance has been positive, and 2016/17 has also been a particularly productive year overall. Private sector house building is, however, subject to market conditions and the next 12-24 months will be closely monitored to



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ensure that delivery forecasts reflect local conditions and development management support is effectively targeted to help maintain completion rates.

From the planning perspective, a total of **10,174** housing units cumulatively have been submitted for planning up to year 3. In year 3, the overall submissions totalled **2,329** exceeding the annual target of **1,679**.

The number is higher than predicted as the Preston market continues to be buoyant. This is leading, however, to increasing pressures on land that is not allocated in the development plan e.g. at Broughton and Barton.

For similar reasons, planning consents are also higher than forecast with **1,760** consents against a target of **1,604**. This represents a significant number of consents in the year and the second highest number since the NPPF came into effect in 2012.

A breakdown of the housing targets and outputs is set out in table 1 below:

**Table 1 Housing – core and supporting outputs**

<b>Core and supporting outputs</b>	<b>City Deal Target 16/17</b>	<b>16/17 Trajectory (KM revised)</b>	<b>16/17 Actual (year 3)</b>	<b>All Years Cumulative Variance</b>
Total number of Housing units completed	1391	840	1015	+175
Total number of housing units submitted for planning	-	1679 (target based on milestones )	2329	-1279
Total number of Housing units consented for planning *	-	1604 (Target based on milestones)	1760*	-786
sites at which construction is actively taking place	-	17	25	-

\* Includes Outline, Reserved Matters and Full Planning consent



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Focussing upon the key HCA sites, progress has been made against the following key milestones in 2016/17:

- Story Homes formally commenced on site at Eastway
- Altcar Lane - the outline planning permission was approved at Planning Committee for 200 new homes, including 80 Starter Homes and a condition that the developer includes a range of training opportunities throughout the construction of the site. Altcar Lane will be one of the first HCA sites to be delivered via Accelerated Construction
- The S106 was signed at Altcar Lane
- First housing completion at Croston Road South
- The Brindle Road site has now completed.

A breakdown of HCA targets and outputs is outlined in table 2 below:

**Table 2 – Supporting outputs for HCA sites:**

Supporting output	14/15	14/15	15/16	15/16 Actual	16/17 Target	16/17 Actual	All Years Cumulative Variance
	Target	Actual	Target				
Number of HCA sites submitted for planning permission	2	2	1	1	4 (2 outline, 2 RM)	2 (1 outline, 1 RM)	-2
Number of HCA sites granted planning permission	4	4	0	2	2 (1 outline, 1 RM)	1 (1 outline)	-3
Number of HCA sites where construction is actively taking place	2	2	3	3	8	5	-3
Total number of housing completions on HCA sites	38	44	56	36	114	120	-8

Source: HCA



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## **How we are working to progress housing delivery:**

Across the City Deal area the recently formed Development Sites Delivery Group will take a strategic role in overseeing the sites. The Group will identify performance, identify blockages and work on solutions to ensure site delivery is optimised.

A Housing Delivery Action Plan is being developed by South Ribble and includes the following actions:-

- Survey of developers to establish barriers to delivery
- Targeted meetings with key developers/landowners/agents
- Mapping of City Deal sites and funding opportunities
- Use of an emerging Investment Strategy to assist delivery
- Working with partners (such as the HCA) to bring sites forward

It is recognised that the momentum of house building at NW Preston needs to be maintained and that requires urgent progress on the infrastructure that will enable the next phases of development to come forward.

In addition, the partners are in the process of advertising 3 key posts, using the recent HCA Capacity and Housing Zone funding awards. The posts will provide much needed capacity to support the progress of large strategic sites across the City Deal area, specific sites in North West Preston and across the Housing Zone area. The postholders will have a key role negotiating and acting as broker with developers and landowners, and identifying and resolving issues to speed up delivery on the ground.

A full analysis of each housing site providing a progress report against planning and delivery milestones is presented in Appendix 2. Broadly this demonstrates that of 78 sites in total there were 11 at the pre-construction/planning phase in year 3. Of these, 9 are progressing as planned with 2 not progressing as planned. Additionally there are 10 sites where construction commenced in Year 3 taking the total number of sites where construction is actively taking place to 25.

## **Notable progress has been made on the following named sites:**

- All NW Preston sites are progressing well, Haydock Grange is progressing particularly quickly and Eastway is also performing well, although start on site was only recently.
- In South Ribble the Altcar Lane site has gained outline planning permission and reserved matters submissions are expected in the near future.
- The southern end of the Croston Road site is progressing at pace and the HCA is looking at options to facilitate the delivery of the spine road on the northern section of the site.
- The Wesley Street Mill site gained reserved matters consent and work is expected to commence in 2017/18.



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## The following sites have not progressed as anticipated:

- Whittingham Hospital is not progressing as quickly as expected and further phases beyond that being completed by Taylor Wimpey may be delayed.
- Sites that gained planning permission through a strategic land company (Gladman) at Longridge have been slower coming to the market although there are now signs of reserved matters being brought forward.
- The complexity of land owners presents a challenge to bringing forward the Pickerings Farm site, as does the need to resolve access over the West Coast Main Line. Work to prepare a masterplan has awaited collaboration arrangements between the site's two principal developer interests, HCA and Taylor Wimpey.
- Leyland Test Track: The submitted Masterplan was not endorsed by the Planning Committee and the developer is now revisiting it to address the concerns of the Committee. It is anticipated that this will return to Committee in July 2017.
- The development of the entire Heatherleigh/Croston road site has experienced issues with individual landowners not wanting to bring their land forward at this time.
- Land to the north and south of the Cawsey (Bovis and Morris) has been delayed because of the Planning Appeal for an access through the Sumpter Horse which in turn has delayed negotiations for the completion of the Cross Borough Link Road.

## Commercial Floorspace Outputs

Overall in year 3 there has been a relatively strong performance of completions against targets with **36,292 sq m** of commercial floorspace completions compared with the target of **27,255 sq m**. This is largely due to additional build out of industrial units at South Rings, as well as other sites coming forward for industrial use/car showroom activity elsewhere in Preston and South Ribble.

Cumulatively completions are also on target against trajectories with **45,957 sq m** of commercial floorspace completions compared with the target of **35,338 sq m**. This has been buoyed by speculative build brought forward at South Rings and Preston East as market demand for smaller units remains strong.

With regard to planning submissions in year 3, **222,362 sq m** of commercial floorspace was **submitted** for planning compared with the target of **250,275 sq m** and **20,333 sq m** of commercial floorspace was **consented** for planning compared with the target of **256,275 sq m**.

These lower than target figures for planning submissions can be attributed primarily to delays experienced with the following sites:



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- Cottam Brickworks – the conditional sale of the land has not progressed, partly as a result of the failure to sign up an anchor store tenant due to market forces.
- An employment site at Bluebell Way is progressing more slowly than anticipated, but following a disposal a planning application is anticipated in Q2 2017/18.
- The Altus site on Ringway, Preston City Centre, is being actively marketed but has not led to any firm offers, and will most likely need an uplift in the market to enable viable development to come forward. Project milestones will be updated to reflect the market position.

Cumulative performance in relation to planning submissions is lower than forecast, which is mainly attributed to large employment and city centre sites not coming forward as quickly as anticipated due to masterplanning requirements and delivery phasing.

## With regards planning consents;

Over half of the underperformance is within Cuerden Strategic site and Preston East -Sector D sites which are seeking approval in Q1 2017/18.

Market demand has affected the progress of the development of the supermarket at Cop Lane, but a planning application is expected to be determined in Q2 2017/18.

The majority of the remainder is linked to large scale developments that have had their milestones shifted back within the programme to reflect the anticipated build out schedule (Preston East/Red Scar).

A breakdown of the commercial sites targets and outputs is outlined in table 3 below:

**Table 3: commercial floor space – core and supporting outputs**

<b>Core and supporting outputs</b>	<b>16/17 Trajectory (sq m)</b>	<b>16/17 Actual (sq m)</b>	<b>16/17 variance</b>	<b>All Years Cumulative Variance</b>
Commercial floorspace consented for planning (sq m)	256,275	20,333	-235,942	-336,946
Commercial floorspace completed (sq m)	27,255	36,292	+9,037	+10,619
Commercial floorspace	250,275	222,362	-27,913	-46,670



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submitted for planning				
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## How we are working to progress employment sites:

The current employment completions have performed well and in some cases, for example at Red Scar, Preston East and South Rings at Bamber Bridge, build out has been brought forward in response to market demand. No mitigating action is therefore required with regards existing site completions. Commercial floorspace outputs will continue to be focussed on these established sites, whilst the development of mixed-use sites and other large employment sites will support the next phase outputs. Partners are working on a number of activities to ensure that future targets are met, which include:

- Implementation of a Marketing & Communications Plan to generate investor interest, including; the proposed launch of the Invest Central Lancashire proposition, and regular Developer & Investor events.
- A programmed approach to bringing forward housing sites, aided by the intervention of the Development Sites Delivery Group, including mixed-use sites where there is a commercial element.

Additional planning capacity will be provided through the successful HCA Capacity Fund bid. Project activity continues to expedite specific site development matters including;

- Cottam Brickworks – as joint landowners, LCC and HCA are to meet to discuss strategic options to progress the site.
- The sales process for Bluebell Way has been extended due to market interest and deliverability
- The Altus site in Preston City Centre continues to be strongly marketed through City Deal and is featured in the Invest Central Lancashire proposition launch.

As part of the monitoring exercise progress against milestones for each site are measured. The full site by site analysis demonstrating this progress can be found in Appendix 3.

Broadly this demonstrates that:

Total number of sites (all sites)	32
<b>Active sites progressing well *</b>	9
<b>Active sites not progressing as anticipated **</b>	10
<b>Active sites at pre-construction phase</b>	13
<b>Active sites under construction</b>	6

\*green in RAG report

\*\*amber or red in RAG report

Notable progress has been made on the following named sites:





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- Winckley Square – Glovers Court completed and occupied
- Horrockses Development – Phase 1 completed
- South Rings – Phase 1 light industrial units completed and occupied
- Red Scar - Phase 1 light industrial units completed and partly occupied
- Samlesbury EZ – Training Facility/Logistics site completed and occupied
- Bus Station- construction commenced and first phase units occupied
- Markets Quarter – construction commenced
- Guildhall Leisure development – construction commenced
- Cuerden Strategic Site – Anchor tenant secured.

The following sites have not progressed as anticipated:

- Employment land at mixed-use sites have been delayed including Cottam Brickworks and Whittingham Hospital
- Preston City Centre developments are subject to market demand in progressing planning applications (Altus development & College House at Winckley Square)
- Construction cost increases have delayed the UCLan EIC which is subject to a value engineering exercise
- Slight delays have been experienced in submitting/processing the Cuerden planning application
- There have been slight delays in the disposal of other sites, e.g. Bluebell Way.

## **Jobs related to commercial floorspace**

There have been a total of 3,692 jobs in Year 3 associated with City Deal commercial floorspace completions, infrastructure construction, new letting and acquisitions of existing commercial floorspace and BOOST business support activities. This excludes employment associated with the apprenticeships, for which data is not yet available due to academic years.

- There are 844 jobs associated with commercial floorspace completions compared with a target of 633 jobs.
- A further 526 jobs are associated with infrastructure projects compared with a target of 457 jobs.
- In addition to this, there have been 2,201 jobs associated with employment at existing commercial premises through new sales/letting and 121 jobs created through business support activities.

## **Cumulative performance:**



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- There have been a total of 1,068 jobs associated with commercial floorspace alone compared with a target of 821 jobs.
- Good jobs outputs have been created by a better than anticipated build out at key employment sites such as at Preston East and South Rings.

Lettings at existing premises continue to perform well, complementing these jobs figures. The main risks and mitigation are largely linked to the delivery of the commercial sites, which are currently progressing well.

Outputs will continue to be focussed on these established sites, whilst the development of mixed-use sites and other large employment sites will support the next phase of jobs outputs.

As additional mitigation, and specific to skills and employment, the Central Lancashire Authorities have consulted on a draft Supplementary Planning Document on Employment and Skills which is aimed at pushing the Social Value agenda. See section 6 below.

Table 4 below provides a breakdown of jobs targets and outputs.

**Table 4: Jobs – outputs**

<b>Jobs outputs</b>	<b>16/17 Trajectory</b>	<b>16/17 Actual</b>	<b>All Years Cumulative Variance</b>
Jobs accommodated	633	844	+247
- Via commercial floorspace completions*			
- Construction jobs connected to Capital Investment**	457	526	+165
- Jobs associated with existing floorspace	n/a	2,201	n/a

\* Gross jobs based on an average of 43 sq m per job, as per CLG guidance.

\*\* Based on one job per £86,945 of capital investment

## Employment and Skills

In most cases the outputs in relation to employment and skills are progressing as expected. Apprenticeships, graduates into placements, internships and jobs overall have increased, although the number of graduates into Construction and Engineering graduate jobs declined up to year 2014/15. Figures relating to this are currently being compiled.

Table 5 below provides a breakdown of the Employment and skills targets and outputs.



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**Table 5: Employment and Skills metrics**

Output	Baseline: Academic Year 2012/13	Actual Year 1* 2013/14	Actual Year 2 * 2014/15	Target Year 3* 2015/16	Actual Year 3 * 2015/16
16-24 year olds residents of Preston and South Ribble who have started an apprenticeship in the construction sector  Source: Preston's College ESFA data	N/A	82	89	107	133
16-24 year old residents of Preston and South Ribble who have started an apprenticeship (excluding construction) Source: Preston's College ESFA data	N/A	558	585	608	638
Destinations of leavers in higher education (DLHE) into construction and engineering graduate jobs. Additional numbers beyond the 2012/13 baseline  Source: DLHE Data	85	116	69	5% uplift on previous year	Data available July 31 <sup>st</sup>
Destinations of leavers in higher education (DLHE) into all graduate jobs. Additional numbers beyond the 2012/13 baseline  Source: DLHE Data	4,223	4,332	4,118	2.5% uplift year on year	Data available July 31 <sup>st</sup>
Graduate placements and internships across all sectors. Additional numbers beyond the 2012/2013 baseline  Source: UCLAN	323	476	566	2% uplift year on year	Data available July 31 <sup>st</sup>
A reduction in the overall numbers of active job seekers, who are receiving job seekers allowance and Universal credit claimants in Preston and South Ribble.  Source: NOMIS	<b>April 2013 – not available</b>	<b>April 2014 - 3705</b>	<b>April 2015 - 2760</b>	-	<b>April 2016 - 2990</b>
Number of interventions/ activities promoting City Deal and construction career opportunities with: A. Young People, B. Teachers/IAG practitioners, C. Education Institutions, and D. Parents  Source: Preston's College and UCLAN	Not available	Not available	Not available	-	A 660 B 150 C 100 D 70

\*refers to academic year

In addition to the above, 80 businesses in Preston and South Ribble have been supported specifically through the BOOST project, and 121 associated jobs created, see table 6 below.

**Table 6: Business support and associated jobs**



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<b>Output</b>	<b>2016/17</b>
New businesses supported through BOOST	80
Jobs created through BOOST business support	121

Source: BOOST

## **How we are working to progress employment and skills in engineering and construction:**

A Skills and Employment Steering Group exists to oversee the study and development of a skills and employment action plan to target activity appropriately in the City Deal area. Additionally, UCLan are in the process of setting up an engagement group around the Masterplan with Conlon Construction, which will help them detail and plan work experience, placements, site visits and community engagement.

They are working closely with Conlon to increase the number of students receiving placements and internships which should lead to more graduates being employed in Construction and Engineering roles. In January and February 2017 students and lecturers from Foundation Year Building Surveying and Civil Engineering had on-site lectures about building foundations, site processes and job roles. For some students it was their first time on a building site. Other activities have included visits from primary school children who directed a digger driver to hook ducks out of a pool, and a visit from students studying Design, Engineering and Construction at Darwen Aldridge Community Academy.

There is a risk to continuing growth in apprenticeships due to the national reforms potentially destabilising the market. Preston's College in partnership with UCLan have formed a Construction Hub with a broader group of specialist construction training providers. They are providing construction businesses with a simple route to access apprentices and training.

The Central Lancashire Authorities have consulted on a draft Supplementary Planning Document on Employment and Skills which aims to formalise and support the Social Value agenda. This should be adopted in summer 2017 and will ensure that opportunities for jobs, training and apprenticeships are maximised from development.

Two employment and skills case studies about City Deal at Lancashire Science Festival and the Eric Wright Learning Foundation Awards Evening, in partnership with Preston's College can be found in appendix 4a and 4b.

## **Private Sector Investment**



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In 2016/17 a combined total of £45.801m of public and private sector investment has been invested in transport infrastructure, which has resulted in the achievement of the infrastructure milestones in section 8 and the construction jobs referred to in table 4. In addition £55m Pension fund investment has been made to date.

A breakdown of public/private sector investment targets and outputs is outlined in table 7 below.

**Table 7: Public and private sector investment – core outputs**

<b>Core outputs</b>	<b>16/17 Trajectory</b>	<b>16/17 Actual</b>	<b>All Years Cumulative Variance</b>
Public Sector Investment (to support Infrastructure programme)	£28.36m	£43.623m	£91.034m
Private Sector Investment (to support infrastructure programme)	£4.6m	£2.179m	£14.495m*
Pension Fund Investment	-	-	£55m *

\*after Parish and District deductions from Cil

\*\* refers to investment made, planned or under development



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## **Infrastructure schemes:**

During 2016/17 a huge amount of pre-application work has been undertaken on the major infrastructure Schemes in the Plan, in order to prepare for the formal planning process. There are a number of large and complex schemes that are being managed simultaneously in order to accelerate delivery, requiring design work, consultation, environmental investigation and land and property negotiations to be undertaken to demanding timescales. This has ensured that the planning applications for Penwortham Bypass, Preston Western Distributor and the East/West Link Road have now been submitted and the pre-app work for the A582 Dualling scheme is underway.

At the same time, work on the ground is progressing at pace, with Broughton Bypass underway and a number of junction/roundabout improvements to the A582 either complete or nearing completion.

Sustainable Transport infrastructure projects are also progressing well in Bamber Bridge with Phase 1 almost complete and the local centre improvements at New Hall Lane also nearing completion. Phase 2 of the Fishergate Central Gateway was completed in 16/17 and the refurbishment of the Bus Station concourse and car park is progressing well, with the on-site highways work now underway. A detailed masterplanning process for the remaining corridors is nearing completion with proposals expected in July 2017.

On the Community Infrastructure schemes, improvement works at Winckley Square Gardens are now complete, as well as the new cycle hub at Preston Railway Station. Phase 1 of the St. Catherine's Park enhancement scheme is complete, as is the first phase of the Expanded City Cultural Development programme. A number of landmark features across South Ribble have also been introduced.

The E&SB will note that of the 52 infrastructure schemes included in the Plan for 2016/17, 28 are progressing as planned with no issues identified or else have no milestones in the current year. A further 20 have been highlighted red/amber, either because they have not met the milestones in Q4 or will not meet the milestones going forward. 6 schemes are now complete.

A detailed summary of progress against milestones for all infrastructure schemes is included in Appendix 5.



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## Implementation Issues

The table below sets out the current key issues that are being prioritised in the programme in order to appropriately manage risk. Some of the issues have previously been reported and an update on the current position is provided.

<b>Scheme/Issue</b>	<b>Update/Latest Position</b>
<b>Preston Western Distributor</b>	See detailed report included elsewhere on the E&SB Agenda
<b>East/West Link Road</b>	See detailed report included elsewhere on the E&SB Agenda
<b>Broughton Bypass</b>	See detailed report included elsewhere on the E&SB Agenda
<b>Pickerings Farm - Link Road</b> cannot be progressed to design stage until bridge options have been determined and funding issues resolved.  Arrangements will need to be in place prior to detailed masterplanning being completed.	This site remains in the pre-application stage. Based on the latest returns from the HCA and Taylor Wimpey, the proposed unit numbers have reduced from 1350 to 1200.  Work is continuing with Taylor Wimpey on the Collaboration Agreement and the brief to appoint consultants to prepare the masterplan and undertake technical diligence will be concluded in June, following which the procurement exercise will commence.
<b>Fishergate Phase 3</b>	Scheme finance profile and delivery timescales currently being reviewed and revised update to be provided to a future meeting of the E&SB.
<b>East Cliff Cycle Link and Bridge</b>	The delivery of the cycle link hinges on the decision of Network Rail as to whether to allow it to pass under the existing bridge.

## Risk Management

Full details of all identified risks and responses are set out in Appendix 6. This section of the report seeks to highlight only 'new risks' or changes in mitigation/response to 'existing risks'.

During 2016/17 no 'new' risks have been identified and added to the schedule but mitigation/responses have changed in relation to existing identified risks as follows:



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Risk description	New risk/ Existing risk	Mitigation/response update:
<b>Planning</b>		
Risk associated with progressing, in particular, large housing site planning applications and the discharge of conditions.	Existing risk	This risk will be addressed via the Development Sites Delivery Group (DSDG) this group has a focus on identifying issues in the development process and identifying solutions in order to progress all large housing sites. An issues log is now in place for all key sites with responses and actions being formulated on an ongoing basis.
Planning officer capacity - general	Existing risk	£200k has been granted from the HCA to provide additional capacity. Some of that funding will be used to create a shared post between Preston and South Ribble which will focus on finding solutions to blockages to ensure sites come forward swiftly. Furthermore the Government is due to increase Planning Fees by 20% in July 2017. This will be invested in the development management services.
<b>Commercial</b>		
	No new risks identified	
<b>Political</b>		
	No new risks identified	
<b>Delivery</b>		
Housing and commercial construction and skills capacity	Existing risk	Metrics have been developed to establish targets and monitor programme effectiveness





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Risk description	New risk/ Existing risk	Mitigation/response update:
<p>Various delivery risks identified by house builders.</p> <ul style="list-style-type: none"> <li>- This is the first year developers can no longer benefit from pre-CIL permissions so all developments are liable to CIL.</li> <li>- Site specific issues on key strategic sites</li> <li>- Extensive range of sites available in the wider Central Lancashire market area which is allowing developers to be selective in the phasing of their developments</li> <li>- Developers desire to regulate the flow of new housing so as not to saturate the market</li> <li>- Uncertainty over the Government CIL review, housing white paper and delivery of Affordable Housing</li> <li>- On-going uncertainty as to the economic effect of Brexit.</li> <li>- Availability of materials and significant skills/labour shortages</li> <li>- Access to finance</li> <li>- In some cases sites already under construction are reaching the less marketable areas of the site and therefore completions are slower</li> </ul>	New risk	Feedback from house builders across the city deal area has identified a variety of potential delivery risks. It is proposed that DSDG will further evaluate and formulate appropriate responses to these risks as appropriate.
<b>Policy and political risks</b>		
	No new risks identified	
<b>Finance</b>		
	No new risks identified	



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## **Additional Supporting Activity**

### **Invest Central Lancashire**

Significant work has been undertaken in recent months to develop a consistent investment narrative to ensure that high-level commercial investors are attracted to Central Lancashire. An "Invest Central Lancashire" theme (building and utilising the We Are Lancashire – The Place for Growth – theme and narrative) was supported by the E&SB and an accompanying prospectus is currently being developed.

In addition, the City Deal partners, as part of the We Are Lancashire – the Place for Growth campaign, and in association with leading property news and investment website Place North West, ran an event in February which was attended by more than 120 developers, investors and property professionals.

The half day conference covered a broad range of topics from the strengths of the local economy and what it is like doing business in the area, to the proactive planning and development support that property companies and investors can benefit from when they invest in Central Lancashire. While not formally launched, the *Invest Central Lancashire* theme was successfully used on banners and on presentations made at the event. Feedback from the event has been very positive.

### **City Living Strategy**

As part of the Preston Housing Zone, a City Living Strategy has been produced to help attract inward investment and deliver quality residential developments in the city centre. Future development activity will complement City Deal housing delivery by broadening the range and affordability of housing, and also support other City Centre development activity. A successful launch of the City Living Prospectus was held in April, and ongoing communications and developer engagement will continue, supported by HCA Housing Zone Capacity Funding referenced below.

### **HCA Large Sites and Housing Zone Capacity Funding**

The City Deal partners have been successful in securing £350,000 from the HCA Large Sites and Housing Zones Capacity Fund, to enable more robust development management arrangements to be introduced, providing enhanced pre-planning, planning, post planning and construction support and expertise.