



**CITY DEAL**

Preston, South Ribble & Lancashire

## **Preston, South Ribble and Lancashire City Deal Stewardship Board and Executive - Combined Meeting**

**Friday, 30th September, 2016 in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston, at 9.30 am**

### **Agenda**

#### **Part I (Items Publicly Available)**

- 1. Welcome and Apologies for Absence**
- 2. Declarations of Interest**
- 3. Cycling / Guild Wheel**  
Peter Ward presentation
- 4. Employment and Skills Update** (Pages 1 - 10)  
Lis Smith, Preston College, presentation in addition to the circulated report.
- 5. Communications and Marketing Update** (Pages 11 - 14)  
Simon Turner and Ruth Connor presentation in addition to the circulated report.
- 6. Minutes of the meetings of the City Deal Executive and Stewardship Board held on 22nd June 2016** (Pages 15 - 30)
- 7. Matters Arising**

#### **Stewardship Board Items (Chaired by Danielle Gillespie)**

- 8. HCA Update** (Pages 31 - 36)



**Joint Stewardship Board and Executive Items (Chaired by Jim Carter)**

**9. Implementation Update** (Pages 37 - 56)

- Q1 Project Monitoring Report
- Q1 Finance Report
- Report of the Planning and Housing Delivery Group

**10. Developing a City Deal Community Infrastructure Plan - Project Update Report** (Pages 57 - 60)

**11. Implementation Issues** (Pages 61 - 62)

**12. Business and Delivery Plan 2016 / 19** (Pages 63 - 140)

**13. Any Other Business**

**14. Date of Next Meeting**

The next Combined City Deal Executive and Stewardship Board is scheduled to be held on 18<sup>th</sup> November 2016 at 10am at County Hall, Preston.

**Part II (Items that are Private and Confidential)**

**15. Resources Review Report** (Pages 141 - 206)

**16. Broughton Bypass** (Pages 207 - 214)





## CITY DEAL

Preston, South Ribble & Lancashire

### City Deal Executive and Stewardship Board

Date: 30<sup>th</sup> September 2016

Private and Confidential: No

#### Employment and Skills - Draft Metrics

**Report Author:** Dr Michele Lawty-Jones, Director of the Lancashire Skills & Employment Hub, [michele.lawty-jones@lancashire.gov.uk](mailto:michele.lawty-jones@lancashire.gov.uk) & Lisa Moizer, Co-ordinator of the Lancashire Skills & Employment Hub [lisa.moizer@lancashire.gov.uk](mailto:lisa.moizer@lancashire.gov.uk)

#### Executive Summary

A workshop was held on Thursday 5<sup>th</sup> May with the City Deal Skills and Employment Steering Group members to discuss and agree metrics for the set of objectives, identified as a result of the Ekosgen research. These will feed into the overarching City Deal business plan and will be used to assess progress. The metrics have been reviewed by City Deal Project Team and the LEP's Skills and Employment Board.

The objectives and draft metrics, including assumptions and limitations, are provided for consideration by the City Deal Executive and Stewardship Board.

#### Recommendation

That the City Deal Executive and Stewardship Board endorse the proposed employment and skills metrics as set out in the report.

#### 1. Background

- 1.1 Ekosgen were commissioned by the City Deal Executive and Stewardship Board (E&SB) in 2015 to identify the skills and employment implications of the City Deal programme for Preston and South Ribble. A Skills and Employment Steering Group was established to oversee the study and the development of a skills and employment action plan, which was presented to the E&SB in 2015. It was also agreed in January 2016 that the group should continue to meet and oversee the implementation of the plan – feeding into both the E&SB and the Skills and Employment Board.
- 1.2 The Steering Group is made up of representatives from Preston's College, Runshaw College, Training 2000, Preston City Council, South Ribble Borough

Council, LCC and the LEP / Lancashire Skills Hub, and is chaired by Dr Lis Smith from Preston's College.

1.3 The study identified 4 key areas of action:

- 1) Providing a workforce for the new economy, particularly the priority sectors; including a large cohort of young and well qualified workers attractive to incoming employers.
- 2) Providing a workforce for the construction industry which will deliver the infrastructure, commercial and residential development set out in the City Deal, addressing the challenge of delivering a marked increase in new housing development.
- 3) Maximising the training and employment opportunities available for both young people and older people from construction activity, using procurement processes to deliver a higher level of industry engagement and increase social value for public sector construction expenditure.
- 4) Providing training and skills support which helps to secure new inward investment and company expansion in the City Deal area.

## **2. Objectives**

2.1 The following objectives have been agreed to take forward the actions identified in the Ekosgen study (see overleaf). The objectives have been inserted into the overarching City Deal business plan.

2.2 In addition to the inclusion of metrics in the CD monitoring and reporting arrangements, the Chair of the Skills and employment Steering Group will also present an update to the CD E&SB once a year and according to operational need.

Activity	Ownership
1. Co-ordinate IAG / engage others / engage businesses with schools and colleges to inspire young people (FW).	<b>IAG Taskforce for City Deal area.</b>
2. Grow apprenticeships (at all levels) in construction and priority sectors aligned with employment sites and the Enterprise Zones (SPW).	<b>Preston College</b> , supported by UCLAN.
3. Improve and make explicit vocational and academic pathways & involve employers in curriculum development (FW).	<b>Preston College</b> , supported by T2000, Runshaw, and UCLAN.
4. Increase project placements and internships in Further Education and Higher Education to increase graduate retention locally (SPW).	<b>UCLAN</b> supported by Runshaw.
5. Retraining / pre-recruitment training / employability skills for adults / older workers to increase local recruitment (IW).	<b>Lancashire Skills Hub and DWP.</b>
6. Agreed approach across partners in relation to Social Value (agreed policy) and Social Value toolkit (feeding outcomes to all of the above) (IW).	<b>Preston City Council</b> , supported by South Ribble Council and Lancashire County Council (LCC).
7. In-work skills support targeting sector skills needs based on local intelligence (SPW).	<b>Lancashire Skills Hub</b> until ESIF funds are contracted.
8. Business support, <i>workforce planning</i> , procurement support for businesses in construction, the supply chain and incoming businesses linked to employment sites / Enterprise Zones (SPW).	<b>Boost</b> supported by Lancashire Skills Hub.
9. Development prospectus / marketing / easily accessible information in regard to offer locally – business support and skills & employment provision. Clear point(s) of contact for businesses.	<b>LCC Economic Development Team</b> , supported by Marketing Lancashire and UCLAN.

### **3. Metrics**

- 3.1 In addition to agreeing objectives, the group have also been working on metrics that could contribute to City Deal progress reports to Government, and also aid reporting on progress to the City Deal Executive.
- 3.2 A workshop was held in May to develop the metrics with partners. The primary aim of the City Deal is to develop new housing and create 20,000 jobs (including 5,000 in the Enterprise Zone). The overarching metrics are therefore job outcomes, with activity outcomes which help to assess the success of various activities. There was much discussion at the workshop about simplifying the metrics, so as to not add additional administrative burden, as no additional resource is available to monitor progress. Assumptions and limitations were thus added to the metrics, to articulate how data was being collected and on what footprint.
- 3.3 It is recognised that the Skills and Employment activity will also generate qualitative information and case studies – which will highlight the 'human aspect' and impact on local residents. For example, disadvantaged into work, creation of new apprenticeships and events such as the Science Fair. Case studies have therefore been included.
- 3.4 The draft metrics are provided in the table below.



**City Deal Skills & Employment Metrics – Draft**

**September 2016**

<b>Overarching Metrics</b>	<b>Data Lead</b>	<b>Definition</b>	<b>Limitations and assumptions</b>	<b>Baseline</b>	<b>Achieved</b>			<b>Target</b>		
				<b>Academic Year 2012/13</b>	<b>Year 1 13/14</b>	<b>Year 2 14/15</b>	<b>Year 3 15/16</b>	<b>Year 4 16/17</b>	<b>Year 5 17/18</b>	<b>Year 10 2022/23</b>
<b>Job Outcomes:</b> 24 year old apprenticeships in the construction sector within the City Deal area.	Preston's College	The number of new starts in a 12 month period of 16-24 year old apprenticeships.  Main providers with construction apprentices who live in Preston and South Ribble.  *Construction sector need to be determined and needs to include frameworks and/or standards in the Construction sector.	Assumption that the growth in 16-24 apprenticeship in the Construction sector are new jobs and the growth is a product of the economic uplift that has resulted from City Deal.  This will count the majority of apprenticeships as focus is on the main providers operating in the area.  (Does not include adult apprenticeships as the majority are conversions from current jobs not new jobs).	N/A	82	89	107*	112* 5%	121* 8%	139* 15%
<b>Job Outcomes:</b> All 16-24 year old apprenticeships (excluding construction) within the City Deal area.	Preston's College	The number of new starts in a 12 month period of 16-24 year old apprenticeships.  Main providers with apprentices who live in Preston and South Ribble.	Assumption that the growth in all 16-24 apprenticeship (excluding construction) are new jobs and the growth is a product of the economic uplift that has resulted from City Deal.  This will count the majority of	N/A	558	585	608*	620* 2%	644* 4%	682* 6%

			<p>apprenticeships as focus is on the main providers operating in the area.</p> <p>(Does not include adult apprenticeships as the majority are conversions from current jobs not new jobs).</p>							
<p><b>Job Outcomes:</b> Increase of graduates into construction and engineering graduate jobs (location to be defined on basis of availability of data).</p>	UCLan	<p>Destinations of Leavers in Higher Education (DLHE) data into construction and engineering graduate jobs. Additionality beyond the 2012/2013 baseline.</p> <p>(update annually, July 31st)</p>	<p>Assumption that the growth of graduates into graduate jobs in the Construction sector are new jobs and the growth is a product of the economic uplift that has resulted from City Deal.</p>	85	116	69	5% uplift	5% uplift	10% uplift	uplift
<p><b>Job Outcomes:</b> Increase of graduates into all graduate jobs (location to be defined on basis of availability of data).</p>	UCLan	<p>Destinations of Leavers in Higher Education (DLHE) data into all graduate jobs. Additionality beyond the 2012/2013 baseline.</p> <p>(update annually, July 31st)</p>	<p>Assumption that the growth of graduates into graduate jobs are new jobs and the growth is a product of the economic uplift that has resulted from City Deal.</p>	4,223	4,332	4,118	2.5% uplift	2.5% uplift	2.5% uplift	2.5% uplift

<p><b>Job Outcomes:</b> Jobs created resulting from inward investment or growth in businesses due to business support / opportunity afforded by City Deal.</p>	<p>LCC Economic Development Team</p>	<p>The number of jobs associated with the creation of new commercial floorspace in specified City Deal employment sites</p> <p>To be collected 6 monthly (data available May and November)</p>	<p>An average employment density formula is applied to generate job outcomes. No figures have been provided for road infrastructure/housebuilding construction as these are temporary jobs in respect of City Deal activity. Assumptions have been made regarding occupancy rates, employment creation and retention levels. This information covers newly developed employment sites only.</p>	-	-	77	147	484	854	4,808
		<p>The number of jobs associated with the take up of business units</p> <p>To be collected 6 monthly (data available May and November)</p>	<p>An average employment density formula will be applied to generate job outcomes. Assumptions will be made regarding occupancy rates (although these will mainly be tenants rather than landlords therefore premises should generally be fully occupied), employment creation and retention levels. This information largely covers existing premises.</p>	2383	2779	3835	3000	n/a	n/a	n/a

		The number of jobs created via BOOST business support To be collected 6 monthly (data available first week in April/Oct)	Standard ERDF criteria.  Jobs (safeguarded/created) associated with business support activity is generated via BOOST reporting. It does not include retail businesses.							
			Jobs created	n/a	25 (Jun – Mar)	116	93 (Apr-Oct)	n/a	n/a	n/a
			Jobs safeguarded	n/a	6 (Jun – Mar)	9.5	2.5 (Apr-Oct)			

Activity Metrics		Definition	Limitations and assumptions	Baseline	Achieved			Target		
				Academic Year 2012/13	Year 1 13/14	Year 2 14/15	Year 3 15/16	Year 4 16/17	Year 5 17/18	Year 10 2022/23
Increase in graduate placements and paid internships.	UCLan	Graduate placements and internships across all sectors. Additionality beyond the 2012/2013 baseline. (update annually, July 31st)	Assumption that the increase in graduate placements and internships across all sectors is a product of the economic uplift that has resulted from City Deal.	323	476	566	2% uplift year on year	2%	2%	2%
Reduction in JCP claimant count in City Deal area.	JCP	Active job seekers – Combined figure of all JSA claimants and all UC claimants not in employment. (Figures annually from NOMIS. April figures available 20 <sup>th</sup> May).	Assumption that the reduction is due to an increase in the number of jobs due to the economic uplift of City Deal. (Assume that 'Sector Skills for the Unemployed' ESF project and sector based work academies will feed into this metric).	April 2013 – not available	April 2014 - 3705	April 2015 - 2760	April 2016 - 2990			

Number of TNAs delivered through Employer Skills Support (ESS) with employers that are located within the City Deal area and number of employers accessing learning.	Provider TBC	Employer beneficiaries of Skills Support for the Workforce who are located in the City Deal area.	Indicator of how many employers in the City Deal area are engaged in workforce development.				<b>TBC when ESS starts</b>			
Students choosing STEM and construction subjects at UCLan – increase from baseline.	UCLan	New students selecting STEM/Construction undergraduate degree subjects.	The attraction of City Deal has increased the number of students choosing STEM and construction subjects at UCLan.	1,361	1,663	2,306	2% uplift year on year			
Number of interventions/ activities with education institutions promoting City Deal and the career opportunities it presents.	City Deal CEIAG Taskforce	Interventions/Activities with: A. Young People, B. Teachers/IAG practitioners, C. Parents, and D. Education Institutions, such as classroom activities, competitions, Labour Market Information 'LMI' events, careers fairs and other engagement/info giving events.  Education institutions: schools, colleges, private training providers etc.	Taskforce formed in Feb 2016 - targets in Year 3 15/16 are therefore fewer than subsequent years. No City Deal specific activities took place before the formation of the CEIAG Taskforce therefore the baselines in 13/14 and 14/15 are zero.  Assumption that the Lancashire Science Festival will be sponsored by City Deal each year as it was in 15/16 and a City Deal stand will be run by the Taskforce.  All interventions that come out of the work of the taskforce and the members of the taskforce are counted.	A 0 B 0 C 0 D 0	A 0 B 0 C 0 D 0	A 0 B 0 C 0 D 0	A 660 B 150 C 100 D 70	A 1500 B 300 C 200 D 200	A 1500 B 300 C 200 D 200	A 1500 B 300 C 200 D 200

Number of businesses supported in the City Deal area.	LCC Economic Development Team / BOOST	Businesses supported through LCC and BOOST in the City Deal area.  To be collected 6 monthly (data available first week in April/Oct)	Standard ERDF criteria.  Includes pre-starts, business engagement, business assists, new business starts.  Not including retail businesses.							
			Business assists (incl. pre-starts)	n/a	49 (Jun-Mar)	185	103 (Apr-Oct)			
			New businesses	n/a	0	0	23 (Apr-Oct)			
Production of Case Studies.	Skills and Employment Hub working with SKV	Case studies to highlight good practice and bring stories with a human angle to the forefront (one per quarter)				2	4	4	4	



## City Deal Executive and Stewardship Board

Date: 30 Sept 2016

Private and Confidential: NO

<b>Communications Update</b>
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**Report Author: Ginette Unsworth, Communications Programme Director, Lancashire County Council**

### 1. Executive Summary

1.1 This report provides an update on inward investment marketing and will be accompanied by a discussion at the meeting with Ruth Connor, Chief Executive Marketing Lancashire and Simon Turner, Managing Director of Freshfield. The report also provides an update on day to day communications and marketing activity.

### 2. Recommendations

- 2.1 Consider the ongoing work on the City Deal investment offer;
- 2.2 Request that a further presentation on this work be brought to the Executive and Stewardship Board at its meeting in November;
- 2.3 Agree that the City Deal key messages, set out in this report, be further developed for use at MIPIM; and
- 2.4 Note the updates on activity to date.

### 3. Inward Investment marketing

3.1 Ensuring we have a consistent inward investment narrative is vital to ensure we are attracting high level commercial investors into central Lancashire over the coming next few years. Following agreement by the E&SB, Freshfield has been commissioned to pull together an inward investment narrative for investors and developers, promoting the commercial opportunities available in the City Deal area. The narrative will highlight the opportunities available to investors in the city centre and district centres, including projects underway and in the pipeline. This work will support the production of collateral to be used at events, and the wider promotion of the City Deal programme. Freshfield will present at the meeting an update of how they see the narrative being positioned and will seek agreement on formats and direction of travel for the work. The timing of this narrative is important to ensure that all the great



stories that are likely to come to fruition in the next few months can be included.

- 3.2 In the 6-month period between October 2016 and March 2017 there will be a number of key milestones which will be of significance to the inward investment narrative in adding content to the story as well as opportunities for further announcements, for example news on the Preston Cinema scheme, development of the City Centre Living strategy, Preston Railway Station and Cuerden.

#### 4. **Business events**

- 4.1 Lancashire will have a presence at the MIPIM UK stand in October through Marketing Lancashire. The primary focus of the Lancashire stand will be the LEP's family of Enterprise Zones. Marketing Lancashire have made available a sponsorship opportunity to district councils, many of whom will use the opportunity to promote their local projects in a digital presentation which will be displayed on ipads. The timing of MIPIMUK is too early to showcase the City Deal investor offer because of the timescale of the release of key projects as outlined above, therefore the flagship investment proposition at the conference will be the Enterprise Zones.

- 4.2 However, it is important that City Deal still forms part of the conversations for the City Deal partners to promote the following City Deal messages and ensure consistency of approach:

- **Located** - Central Lancashire sits at the heart of the £23bn Lancashire economy supporting more than 620,000 jobs in 45,000 businesses.
- **Connected** - A value added location close to Manchester and Liverpool connected to the rest of the UK and global markets via the M6, M61, M65, the coast and airports. Preston railway station is a major regional asset on the future HS2 route - the optimum Northshoring location.
- **Commercial** - Major development is taking place anchored by new public spaces. New developments at the advanced manufacturing Enterprise Zone, Preston City Centre, UCLan and Cuerden are creating new jobs, transforming leisure facilities, and providing new commercial opportunities.
- **Skilled** - Preston is home to the University of Central Lancashire (UCLan), world-class and forward thinking, delivering a £200m campus masterplan. With nationally acclaimed sixth form colleges Cardinal Newman College and Runshaw College. Targeted Skills and Employment Action Plan ensures we have skills to match jobs and growth
- **Great Place to Live** - The City Deal area is providing a comprehensive housing offer. From affordable starter homes, student targeted accommodation, and City Centre private rented units for young professionals and families, through to large family houses and





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retirement homes. All close to the Coast, Lake District and Yorkshire Dales.

- **Green and Open.** Historic City Centre parks, connected green corridors, and new public squares are at the heart of Central Lancashire.

4.3 A City Deal event run by Place North West will take place at RSM (formerly Baker Tilly) offices on Tuesday 7 February 2017 and will be the launch of the inward investment narrative and start to promote the opportunities that are available to a wider audience across the north west region and beyond.

## 5. Activity as part of the communications and marketing delivery plan

### 5.1 Media

The last quarter has seen a number of milestones for public information, communication and consultation. The visual below depicts the outcomes achieved over the last two years and was used to support a media release and push the message online.



Activities have included media releases on the following:

- Moving the tank to make way for roundabout improvements
- Preston Western Distributor planning application submitted
- £3.5M announced for Bamber Bridge improvements
- Engineering students visit Broughton Bypass site
- Penwortham Bypass consultation launched
- New hotel planned at East Cliff site
- New hotel planned at former post office site
- First housing development sells out
- City Deal stand at UCLAN science festival
- Plans for Preston bus station
- A582 improvements at Pope Lane roundabout
- City Deal progress two years on



- Land deal on former Leyland Motors test track
- Improvement work along Fishergate
- Improvement work at tank roundabout on A582
- Traffic restrictions on New Hall Lane
- Planning application submitted for Preston Youth Zone
- 300 new family homes for Preston
- New tractor gateway feature for South Ribble

## 5.2 Online content

The 'near you' section of the City Deal area of the LEP website has been enhanced to ensure improved navigation and an easier layout for all of the new information that has been added due to growing projects.

## 5.3 Penwortham Bypass consultation

Pre planning application events were organised to consult on the Penwortham Bypass and town centre improvements and people could share their views as part of an on-line consultation. Letters were distributed to 13,000 residents in the area and the events were also promoted via newsletters, media and social media. Over 320 people attended the events and viewed the display boards explaining the plans in more detail and around 300 responses have been received to date.

## 6. Coming up

Key forthcoming milestones to be supported by communications activity include:

- 6.1 Update on Cuerden development site.
- 6.2 Planning applications for a number of housing sites
- 6.3 Planning application submitted for Penwortham Bypass
- 6.4 First works start on bus station improvements



## CITY DEAL

Preston, South Ribble & Lancashire

### **Preston, South Ribble and Lancashire City Deal Stewardship Board and Executive - Combined Meeting**

**Minutes of the Meeting held on Wednesday, 22nd June, 2016 at 3.00 pm at the Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston**

#### **Present**

Jim Carter (Chair)

County Councillor Jennifer Mein    Councillor Peter Rankin  
Councillor Margaret Smith

#### **In Attendance**

Danielle Gillespie, North West Strategy Manager, Homes and Communities Agency  
Lorraine Norris, Chief Executive, Preston City Council  
Mike Nuttall, Chief Executive, South Ribble Borough Council  
Eddie Sutton, Director of Development and Corporate Services, Lancashire County Council  
Jo Ainsworth, Specialist Advisor: Finance, Lancashire County Council  
Beckie Joyce, Head of Strategic Development, Lancashire County Council  
Sue Procter, Director Programmes and Project Management, Lancashire County Council  
Stuart Sage, Homes and Community Agency  
Tim Seamans, Head of Communications, Lancashire County Council

#### **Observers**

Michael Ahern, Chief Operating Officer, University of Central Lancashire  
Professor Mike Thomas, Vice Chancellor, University of Central Lancashire  
Councillor Cliff Hughes, South Ribble Borough Council  
Councillor Phil Smith, South Ribble Borough Council

#### **1. Welcome and Apologies for Absence**

The Chair, Jim Carter, welcomed all to the meeting in particular Professor Mike Thomas and Michael Ahern, Chief Operating Officer (both from the University of Central Lancashire) who were attending their first City Deal meeting as Observers. It was also noted that Councillor's Phil Smith and Cliff Hughes (both South Ribble Borough Council) were in attendance as Observers, it was agreed that both Observers could remain for the Part I section of the meeting.

Apologies for absence were presented from Jo Turton (Lancashire County Council) with Eddie Sutton in attendance as her nominee and from Deborah McLaughlin (HCA) with Danielle Gillespie in attendance as her nominee. Apologies were also noted from Malcolm McVicar.

## **2. Presentation - Flood Risk in CD Area - Environment Agency, Andy Brown**

Andy Brown, Environment Agency, gave a presentation on the flood defence scheme in the Preston and South Ribble City Deal area.

The presentation contained an overview of the previous severe floods that affected the North West region in Winter 2015 and highlighted measures that have been taken to get affected communities back to normal and steps taken to mitigate against future flooding of the same scale.

The presentation also contained a video which showed the effect that a 1 in 75 year event plus climate change would have specifically in the City Deal area, and showed the City Deal Members what would happen in this event if the River Ribble was to flood.

It was reported that there are several options to try and prepare for a 1 in 75 year event, including building new walls and embankments to give a standard of protection that would withstand a 1 in 75 year event. Public consultation is yet to take place but the Environment Agency is progressing this as an option and is seeing contributions from partners to meet a funding shortfall.

The benefits of the scheme were highlighted to City Deal Members with the City Deal Executive and Stewardship Board in agreement that the scheme was important.

**Resolved:** The City Deal Stewardship Board and Executive noted the City Deal Flood Risk presentation and thanked Andy Brown for his attendance.

## **3. Minutes of the Special Meetings of the City Deal Executive and Stewardship Board held on 11th May 2016**

**Resolved:** That the minutes of the City Deal Executive and Stewardship Board meetings held on 11<sup>th</sup> May 2016 be approved as an accurate record and signed by the Chairs.

## **4. Matters Arising**

None

## **5. Declarations of Interest**

None

## 6. HCA Update (Verbal Report)

Stuart Sage and Danielle Gillespie, Homes and Communities Agency (HCA), gave a verbal update on the progress of the HCA sites.

It was reported that the first HCA grant payment of £500k was made during June 2016 (on the Monday after the City Deal meeting held on 22 June). In addition, further updates were provided as follows:

- In relation to the Preston East Site – This is at expressions of interest stage.
- Work has started on site on Croston Road South.
- There was a brief update about Starter Holmes Programme and brownfield land.
- A report will be provided to the next meeting on relevant HCA programmes.

**Resolved:** The City Deal Stewardship Board and Executive noted the HCA Update.

## 7. City Deal Programme: End of Year Review

Beckie Joyce, Head of Service Strategic Economic Development, Lancashire County Council, presented a report (circulated) which provided an end of year review for the Preston, South Ribble and Lancashire City Deal Programme.

The report presented highlighted progress against targets which are also used to report to Government progress towards agreed targets up to the end of March 2016. The report contained core output results for Housing, Commercial Floorspace, Jobs and Private Sector Investment.

It was agreed that it would be useful to take a report on the City Deal End of Year Review to each of the three member Councils to be considered / approved through their formal decision making process.

**Resolved:** That

- (i) The City Deal Programme: End of Year Review 2015 / 16 be noted as presented, and;
- (ii) That it be presented to each of the three member Councils to be considered / approved through their formal decision making process.

## 8. End of Year Finance Report 15/16

Jo Ainsworth, Subject Matter Expert / Specialist Advisor Finance, Programme Office, Lancashire County Council presented a report (circulated) which contained a year end financial statement for 2015 / 16.

It was reported that the City Deal is an accelerated delivery model based on the understanding that whilst the timing of resources coming into the model will be behind expenditure on schemes, requiring cash flow support from the County Council, there is a commitment of the partners to keep the model balanced.

The model currently shows a projected surplus City Deal period of £1.408m compared to a position as reported in the 2015 – 18 Infrastructure Delivery Plan of a deficit of £6.357m.

In addition it was reported that for 2015 / 16 actual net resources in the year were £4.825m compared to forecast net resources of £4.290m, a positive change of £0.535m for the year which reflected changes in profiling of items such as income from Growth Deal and County Council Capital Programme monies, resources due in from developer contributions on housing sites, advancement of expenditure on schemes such as the A582 roundabouts / dualling works and other minor scheme profile changes. It was reported that the finances were on track and the Infrastructure Delivery Steering Group has approved a process to ensure that final costs are approved and schemes are fully funded prior to implementation.

**Resolved:** The City Deal Stewardship Board and Executive noted the Year End Finance Report for 2015 / 16.

## **9. Business and Delivery Plan 2016 / 19 Including Future Monitoring Arrangements**

Beckie Joyce presented a report (circulated) which presented the City Deal Business and Delivery Plan 2016 – 19 and future monitoring arrangements.

Approval was sought from the City Deal Executive and Stewardship Board to retain the draft Business and Delivery Plan (previously presented to the March 2016 City Deal meeting) as an interim Plan, pending the outcome of discussions with Government on the impact of national policy changes and the delivery of the City Deal going forward.

City Deal Members expressed a view that as much information as possible should be made available to the public and requested that officers review if parts of the Plan can be published at this stage.

**Resolved:** The City Deal Stewardship Board and Executive

- (i) Requested that a Draft Business and Delivery Plan 2016-19, for publication, be presented at the next meeting, and ;
- (ii) Approved the proposed future monitoring arrangements/frequency as set out in the report.

## 10. Communications Update

Tim Seamans, Head of Communications, Lancashire County Council presented a report (circulated) which updated the Executive and Stewardship Board on recent communications activity.

Member commented that it was pleasing to see activities other than road infrastructure, such as the Preston Markets Quarter and Preston Youth Zone / Bus Station developments now progressing and included in the communications report.

**Resolved:** The City Deal Executive and Stewardship Board noted the report as presented.

## 11. Proposed New Scheme Approval Process

Beckie Joyce presented a report (circulated) regarding a New Scheme approval process for sign off.

It was reported that the proposed New Scheme arrangements were designed to make the process for the Executive and Stewardship Board to consider and approve any new / additional scheme prior to inclusion in the Business and Delivery Plan more efficient.

It was explained that the City Deal Business and Delivery Plan is approved annually by the Executive and Stewardship Board and sets out the full range of City Deal schemes and activities to be delivered. The schemes described in the plan are approved 'in principle' within a funding envelope, subject to final design and budget approval from the City Deal Infrastructure Delivery Steering Group (IDSG).

It is possible for new (funded) schemes to emerge mid-year and in order to avoid a situation where schemes are delayed until the next business planning stage, the need for a new process of approval has been identified. The proposed process will allow the Executive and Stewardship Board to consider and approve new schemes as they emerge.

**Resolved:** The City Deal Executive and Stewardship Board approved the proposed new scheme approval process and template to be used for all new City Deal Schemes, and, that the process be reviewed in 12 months time.

## 12. Preston Bus Station and Youth Zone

Eddie Sutton, Director of Development and Corporate Services, Lancashire County Council presented a report (circulated) which updated City Deal Members on the Preston Bus Station and Youth Zone development.

It was reported that the opening City Deal model (2013) set out circa £8M from the County Council's Capital Programme be allocated for the Bus Station project.

In July 2015 the County Council agreed to allocate a further £7M from its reserves for the Bus Station project. The Youth Zone, Public Realm and highway improvements will see a further investment of circa £8M provided by Lancashire County Council with LEP and Private Sector contributions. The total project cost is now therefore circa £23M.

Although the opening City Deal Model included the £8M County Council contribution the entire bus station project cost of £23M will now be included in the City Deal Model. This will enable the local City Deal partners to demonstrate that they are continuing to invest significant additional resources to significant projects in the City Deal area.

City Deal Members commented that it was pleasing to see the County Council progressing the Preston Bus Station and Youth Zone development and looked forward to the projected developing quickly over the coming years as outlined in the Development Programme in the attached report.

**Resolved:** The City Deal Stewardship Board and Executive noted the progress report on the Preston Bus Station and Youth Zone project.

### **13. Any Other Business**

None

### **14. Date of Next Meeting**

It was noted that the next Combined City Deal Executive and Stewardship Board meeting was scheduled to be held on Wednesday 31<sup>st</sup> August 2016 at 3pm in Cabinet Room 'D' – The Henry Bolingbroke Room, County Hall, Preston.

### **Part II**

*At this point the City Deal Executive and Stewardship Board approved that the meeting move into Part II, Private and Confidential to consider the remaining items which contained exempt information provided in confidence as defined in the Freedom of Information Act 2000. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information.*

*Observers left the meeting*

### **15. Implementation Issues**

Beckie Joyce presented a report (circulated) which contained an update on issues relating to the implementation of various City Deal projects.

HCA Colleagues highlighted progress made in relation to Pickerings Farm Link Road in relation to a meeting held with Network Rail. The latest position with regard to discussions with Landowners on the line of the proposed spine road in the Croston Road development was reported.



In addition City Deal Members were provided with a progress update on the Broughton Bypass scheme with regard to the delivery timescales.

**Resolved:** The City Deal Stewardship Board and Executive provided feedback, in Part II, to officers with regard to each project and noted the next steps to be taken.

## 16. Resources Review Update

The Chair, Jim Carter introduced a report (circulated) regarding the Resource Review Update which presented the findings of the City Deal Resource Review alongside an update on the potential impacts.

City Deal Members discussed the report, in Part II, and in addition to the recommendations set out, agreed that officers, including officers from the HCA, should engage in dialogue with the Department for Business, Innovation and Skills once all officers have had time to review the recommendations of the report.

**Resolved:** The City Deal Stewardship Board and Executive

- (i) Noted the contents of the report;
- (ii) Noted the revised “*draft* outline case for negotiation” document, set out in Appendix 1 to the report;
- (iii) Considered the key findings of stage 2 of the Resources Review, set out in “*Analysis of Residential Development Rates in Preston and South Ribble and the Potential Impact on the City Deal Financial Model*”, attached as Appendix 2 to the report; and
- (iv) Approved the further revisions to the “*draft* outline case for negotiation” to incorporate the key findings of Appendix 2.





# CITY DEAL

Preston, South Ribble & Lancashire

## **Preston, South Ribble and Lancashire City Deal Stewardship Board**

### **Minutes of the Meeting held on Wednesday, 22nd June, 2016 at 3.00 pm at the Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston**

#### **Present**

Jim Carter (Chair)

Danielle Gillespie  
Eddie Sutton

Lorraine Norris  
Mike Nuttall

#### **In Attendance**

County Councillor Jennifer Mein, Leader - Lancashire County Council  
Councillor Peter Rankin, Leader - Preston City Council  
Councillor Margaret Smith, Leader - South Ribble Borough Council  
Jo Ainsworth, Specialist Advisor: Finance, Lancashire County Council  
Beckie Joyce, Head of Strategic Development, Lancashire County Council  
Sue Procter, Director Programmes and Project Management, Lancashire County Council  
Stuart Sage, Homes and Community Agency  
Tim Seamans, Head of Communications, Lancashire County Council

#### **Observers**

Michael Ahern, Chief Operating Officer, University of Central Lancashire  
Professor Mike Thomas, Vice Chancellor, University of Central Lancashire  
Councillor Cliff Hughes, South Ribble Borough Council  
Councillor Phil Smith, South Ribble Borough Council

#### **1. Welcome and Apologies for Absence**

The Chair, Jim Carter, welcomed all to the meeting in particular Professor Mike Thomas and Michael Ahern, Chief Operating Officer (both from the University of Central Lancashire) who were attending their first City Deal meeting as Observers. It was also noted that Councillor's Phil Smith and Cliff Hughes (both South Ribble Borough Council) were in attendance as Observers, it was agreed that both Observers could remain for the Part I section of the meeting.

Apologies for absence were presented from Jo Turton (Lancashire County Council) with Eddie Sutton in attendance as her nominee and from Deborah McLaughlin (HCA) with Danielle Gillespie in attendance as her nominee. Apologies were also noted from Malcolm McVicar.

## **2. Presentation - Flood Risk in CD Area - Environment Agency, Andy Brown**

Andy Brown, Environment Agency, gave a presentation on the flood defence scheme in the Preston and South Ribble City Deal area.

The presentation contained an overview of the previous severe floods that affected the North West region in Winter 2015 and highlighted measures that have been taken to get affected communities back to normal and steps taken to mitigate against future flooding of the same scale.

The presentation also contained a video which showed the effect that a 1 in 75 year event plus climate change would have specifically in the City Deal area, and showed the City Deal Members what would happen in this event if the River Ribble was to flood.

It was reported that there are several options to try and prepare for a 1 in 75 year event, including building new walls and embankments to give a standard of protection that would withstand a 1 in 75 year event. Public consultation is yet to take place but the Environment Agency is progressing this as an option and is seeing contributions from partners to meet a funding shortfall.

The benefits of the scheme were highlighted to City Deal Members with the City Deal Executive and Stewardship Board in agreement that the scheme was important.

**Resolved:** The City Deal Stewardship Board and Executive noted the City Deal Flood Risk presentation and thanked Andy Brown for his attendance.

## **3. Minutes of the Special Meetings of the City Deal Executive and Stewardship Board held on 11th May 2016**

**Resolved:** That the minutes of the City Deal Executive and Stewardship Board meetings held on 11<sup>th</sup> May 2016 be approved as an accurate record and signed by the Chairs.

## **4. Matters Arising**

None

## **5. Declarations of Interest**

None

## 6. HCA Update (Verbal Report)

Stuart Sage and Danielle Gillespie, Homes and Communities Agency (HCA), gave a verbal update on the progress of the HCA sites.

It was reported that the first HCA grant payment of £500k was made during June 2016 (on the Monday after the City Deal meeting held on 22 June). In addition, further updates were provided as follows:

- In relation to the Preston East Site – This is at expressions of interest stage.
- Work has started on site on Croston Road South.
- There was a brief update about Starter Holmes Programme and brownfield land.
- A report will be provided to the next meeting on relevant HCA programmes.

**Resolved:** The City Deal Stewardship Board and Executive noted the HCA Update.

## 7. City Deal Programme: End of Year Review

Beckie Joyce, Head of Service Strategic Economic Development, Lancashire County Council, presented a report (circulated) which provided an end of year review for the Preston, South Ribble and Lancashire City Deal Programme.

The report presented highlighted progress against targets which are also used to report to Government progress towards agreed targets up to the end of March 2016. The report contained core output results for Housing, Commercial Floorspace, Jobs and Private Sector Investment.

It was agreed that it would be useful to take a report on the City Deal End of Year Review to each of the three member Councils to be considered / approved through their formal decision making process.

**Resolved:** That

- (i) The City Deal Programme: End of Year Review 2015 / 16 be noted as presented, and;
- (ii) That it be presented to each of the three member Councils to be considered / approved through their formal decision making process.

## 8. End of Year Finance Report 15/16

Jo Ainsworth, Subject Matter Expert / Specialist Advisor Finance, Programme Office, Lancashire County Council presented a report (circulated) which contained a year end financial statement for 2015 / 16.

It was reported that the City Deal is an accelerated delivery model based on the understanding that whilst the timing of resources coming into the model will be behind expenditure on schemes, requiring cash flow support from the County Council, there is a commitment of the partners to keep the model balanced.

The model currently shows a projected surplus City Deal period of £1.408m compared to a position as reported in the 2015 – 18 Infrastructure Delivery Plan of a deficit of £6.357m.

In addition it was reported that for 2015 / 16 actual net resources in the year were £4.825m compared to forecast net resources of £4.290m, a positive change of £0.535m for the year which reflected changes in profiling of items such as income from Growth Deal and County Council Capital Programme monies, resources due in from developer contributions on housing sites, advancement of expenditure on schemes such as the A582 roundabouts / dualling works and other minor scheme profile changes. It was reported that the finances were on track and the Infrastructure Delivery Steering Group has approved a process to ensure that final costs are approved and schemes are fully funded prior to implementation.

**Resolved:** The City Deal Stewardship Board and Executive noted the Year End Finance Report for 2015 / 16.

## 9. Business and Delivery Plan 2016 / 19 Including Future Monitoring Arrangements

Beckie Joyce presented a report (circulated) which presented the City Deal Business and Delivery Plan 2016 – 19 and future monitoring arrangements.

Approval was sought from the City Deal Executive and Stewardship Board to retain the draft Business and Delivery Plan (previously presented to the March 2016 City Deal meeting) as an interim Plan, pending the outcome of discussions with Government on the impact of national policy changes and the delivery of the City Deal going forward.

City Deal Members expressed a view that as much information as possible should be made available to the public and requested that officers review if parts of the Plan can be published at this stage.

**Resolved:** The City Deal Stewardship Board and Executive

- (i) Requested that a Draft Business and Delivery Plan 2016-19, for publication, be presented at the next meeting, and ;

- (ii) Approved the proposed future monitoring arrangements/frequency as set out in the report.

## 10. Communications Update

Tim Seamans, Head of Communications, Lancashire County Council presented a report (circulated) which updated the Executive and Stewardship Board on recent communications activity.

Member commented that it was pleasing to see activities other than road infrastructure, such as the Preston Markets Quarter and Preston Youth Zone / Bus Station developments now progressing and included in the communications report.

**Resolved:** The City Deal Executive and Stewardship Board noted the report as presented.

## 11. Proposed New Scheme Approval Process

Beckie Joyce presented a report (circulated) regarding a New Scheme approval process for sign off.

It was reported that the proposed New Scheme arrangements were designed to make the process for the Executive and Stewardship Board to consider and approve any new / additional scheme prior to inclusion in the Business and Delivery Plan more efficient.

It was explained that the City Deal Business and Delivery Plan is approved annually by the Executive and Stewardship Board and sets out the full range of City Deal schemes and activities to be delivered. The schemes described in the plan are approved 'in principle' within a funding envelope, subject to final design and budget approval from the City Deal Infrastructure Delivery Steering Group (IDSG).

It is possible for new (funded) schemes to emerge mid-year and in order to avoid a situation where schemes are delayed until the next business planning stage, the need for a new process of approval has been identified. The proposed process will allow the Executive and Stewardship Board to consider and approve new schemes as they emerge.

**Resolved:** The City Deal Executive and Stewardship Board approved the proposed new scheme approval process and template to be used for all new City Deal Schemes, and, that the process be reviewed in 12 months time.

## **12. Preston Bus Station and Youth Zone**

Eddie Sutton, Director of Development and Corporate Services, Lancashire County Council presented a report (circulated) which updated City Deal Members on the Preston Bus Station and Youth Zone development.

It was reported that the opening City Deal model (2013) set out circa £8M from the County Council's Capital Programme be allocated for the Bus Station project. In July 2015 the County Council agreed to allocate a further £7M from its reserves for the Bus Station project. The Youth Zone, Public Realm and highway improvements will see a further investment of circa £8M provided by Lancashire County Council with LEP and Private Sector contributions. The total project cost is now therefore circa £23M.

Although the opening City Deal Model included the £8M County Council contribution the entire bus station project cost of £23M will now be included in the City Deal Model. This will enable the local City Deal partners to demonstrate that they are continuing to invest significant additional resources to significant projects in the City Deal area.

City Deal Members commented that it was pleasing to see the County Council progressing the Preston Bus Station and Youth Zone development and looked forward to the projected developing quickly over the coming years as outlined in the Development Programme in the attached report.

**Resolved:** The City Deal Stewardship Board and Executive noted the progress report on the Preston Bus Station and Youth Zone project.

## **13. Any Other Business**

None

## **14. Date of Next Meeting**

It was noted that the next Combined City Deal Executive and Stewardship Board meeting was scheduled to be held on Wednesday 31<sup>st</sup> August 2016 at 3pm in Cabinet Room 'D' – The Henry Bolingbroke Room, County Hall, Preston.



## Part II

*At this point the City Deal Executive and Stewardship Board approved that the meeting move into Part II, Private and Confidential to consider the remaining items which contained exempt information provided in confidence as defined in the Freedom of Information Act 2000. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information.*

*Observers left the meeting*

### 15. Implementation Issues

Beckie Joyce presented a report (circulated) which contained an update on issues relating to the implementation of various City Deal projects.

HCA Colleagues highlighted progress made in relation to Pickerings Farm Link Road in relation to a meeting held with Network Rail. The latest position with regard to discussions with Landowners on the line of the proposed spine road in the Croston Road development was reported.

In addition City Deal Members were provided with a progress update on the Broughton Bypass scheme with regard to the delivery timescales.

**Resolved:** The City Deal Stewardship Board and Executive provided feedback, in Part II, to officers with regard to each project and noted the next steps to be taken.

### 16. Resources Review Update

The Chair, Jim Carter introduced a report (circulated) regarding the Resource Review Update which presented the findings of the City Deal Resource Review alongside an update on the potential impacts.

City Deal Members discussed the report, in Part II, and in addition to the recommendations set out, agreed that officers, including officers from the HCA, should engage in dialogue with the Department for Business, Innovation and Skills once all officers have had time to review the recommendations of the report.

**Resolved:** The City Deal Stewardship Board and Executive

- (i) Noted the contents of the report;
- (ii) Noted the revised “*draft* outline case for negotiation” document, set out in Appendix 1 to the report;
- (iii) Considered the key findings of stage 2 of the Resources Review, set out in “*Analysis of Residential Development Rates in Preston and South Ribble and the Potential Impact on the City Deal Financial Model*”, attached as Appendix 2 to the report; and

(iv) Approved the further revisions to the “*draft* outline case for negotiation” to incorporate the key findings of Appendix 2.



## CITY DEAL

Preston, South Ribble & Lancashire

### City Deal Executive and Stewardship Board

**Private and Confidential: No**

**Date: 30<sup>th</sup> September 2016**

**Preston, South Ribble and Lancashire City Deal:  
HCA Business and Disposal Plan (2016 – 2019) Progress Update**

**Report Authors: Stuart Sage, Head of Area Lancashire and Cumbria, Nick Cumberland, Senior Area Manager and Debra Holroyd-Jones, Area Manager, Homes and Communities Agency**

#### **1.0 Report Overview**

- 1.1 This report provides an update on the progress made by the HCA on the delivery of the City Deal housing sites over the first two quarters of the financial year (April 2016 – September 2016).
- 1.2 It focuses on the key delivery milestones, finances invested into the Deal and draws out any risks and emerging issues.

#### **2.0 Recommendation**

- 2.1 The Stewardship Board and Executive are recommended to:
  - 2.1.1 Note the content of the report and the progress made in quarter 1 and quarter 2

#### **3.0 HCA Site Highlights 2016/17 (April 16 to September 16)**

- 3.1 The HCA have secured additional resource to help focus on land projects which has resulted in positive progress on being made on a number of sites over the first two quarters of 2016/17.
- 3.2 There have been a significant number of milestones achieved this year most notably:



## 3.3 Preston

- **April:** Cottam Hall Phase 2 (Story Homes) formally commenced on site with the first of their 283 unit scheme.
- **May:** HCA were unable to successfully complete negotiations with Morris Homes on at Whittingham Hospital phase 2. HCA are now in the process of agreeing a new delivery strategy for this phase. Taylor Wimpey completed c12 new homes at Phase 1.
- **June:** Cottam Hall Phase 2, Story Homes completed first dwelling ahead of schedule and confirm that they already have a prospective purchaser lined up.
- **July:** Cottam Hall Site K, Barrett Homes completed 55 new homes on site, with just over half of the 104 new homes now delivered. 47 sales were completed by the end of July.
- **August:** Eastway, HCA and Story Homes complete a deal for 300 new homes resulting in a grant payment of £1.33m being made to LCC.

On Cottam Hall Phase 2, Story Homes have completed 8 dwellings and are ahead of schedule and encouraged by the sales interest.

- **September:** Story Homes formally commenced on site at Eastway and Morris Homes are due to submit the reserved matters application for Cottam Hall Phase 3 for 119 new homes by the end of the month.

## 3.4 South Ribble

- **April:** Miller Homes commenced on site at Croston Road South and the Brindle Road site was completed with 46 new homes being delivered. This is the first HCA site to be completed since the City Deal commenced and is a great achievement.
- **June:** The first HCA grant payment of £504k was made to LCC due to the site completion at Brindle Road.
- **July:** A number of challenging technical issues were resolved through positive meetings held between HCA, SRBC and LCC regarding the delivery of the spine road at Croston Road North.



# CITY DEAL

Preston, South Ribble & Lancashire

- **August:** Internal HCA approval obtained to enter into the collaboration agreement with Taylor Wimpey at Pickering’s Farm.
- **September:** 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 and training opportunities throughout the construction of the site. Altcar Lane will be one the first HCA sites to be delivered via Direct Commissioning.
- Pickering’s Farm: A positive meeting was held with Network Rail regarding the bridge matters and road alignment. Technical Studies to support the site Master planning work are to commence shortly.

## 4.0 HCA Investment into the City Deal

4.1 In June 2016, a key milestone was achieved with the HCA making the first grant payment of £504,000 from the Brindle Road site to City Deal.

4.2 Due to the volume of activity on multiple HCA sites, the second grant payment of £1,330,623 followed shortly after in August from the Eastway site. This was accompanied by two loan payments totalling £1,754,587 loan for the year to date. This brings total HCA investment<sup>1</sup> in the first two quarters of 2016/17 to £3,589,210.

4.3 This recent investment takes the HCA’s total loan payment to date to just over £14m with grant payments now totalling £1.8m (See table 1 below).

Total	Receipt	Loan (£)	Grant (£)	Total (£)
<b>2016/17 (to 30.9.16)</b>	£4,474,560	£1,754,587	£1,834,623	<b>£3,589,210</b>
<b>2016/17 Forecast</b>	£11,284,299	£5,135,390	£5,931,029	<b>£11,066,419</b>
<b>Total to 30.9.16</b>	£10,940,355	£14,161,928	£1,834,623	<b>£15,996,551</b>

Table 1: HCA investment into City Deal

4.4 The HCA has now secured deals with developers with contracted receipts totalling £44.9m. These completed deals will result in the investment of £22.5m grant and £18.7m of loan into the City Deal.

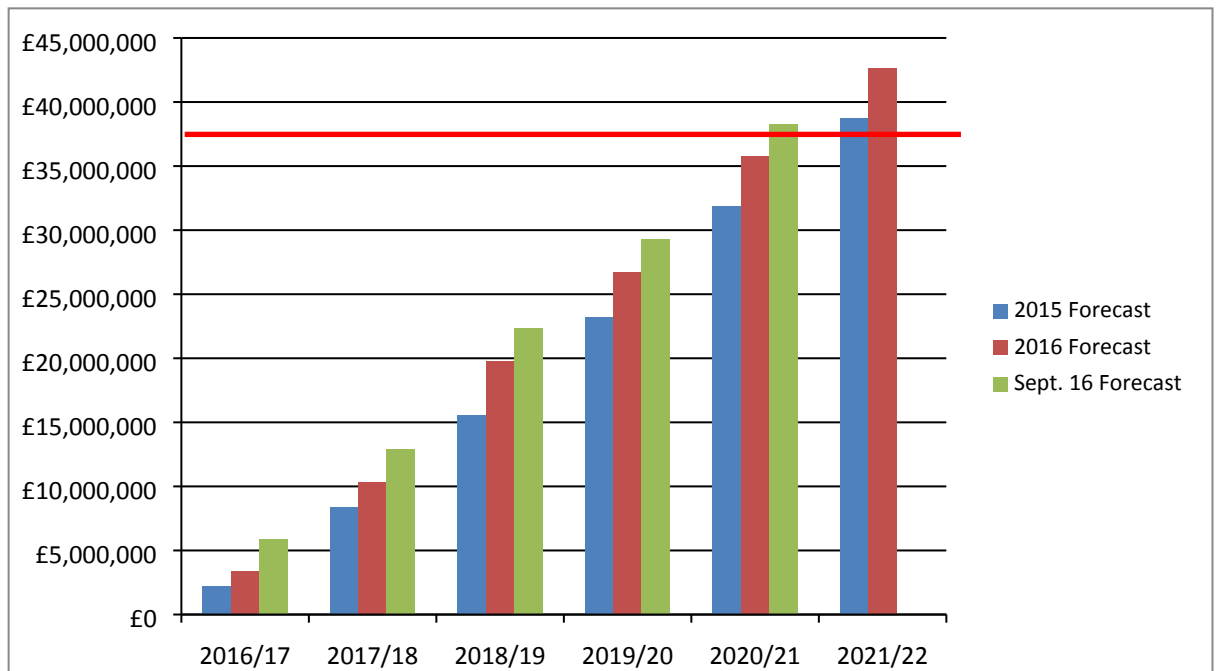
<sup>1</sup> HCA Investment in the City Deal is triggered by the disposal of HCA land and is paid from the receipts of HCA sites. Each disposal triggers a short term recoverable loan (12 months) which amounts up to baseline book values (as of March 2013). Amounts received above baseline book values will be invested as non-recoverable grant (capped at a total £37.5m).



# CITY DEAL

Preston, South Ribble & Lancashire

4.5 Strong market activity, particularly in Preston East, has led to an increase in the forecast receipt on one site. As a result of this, it is expected that there will be a significant grant payment which should see the £37.5m 'grant cap' being achieved in 2020/ 21, more than a year earlier than originally forecast (see graph below).



**Graph 1:** HCA cumulative grant investment into City Deal

4.6 As we have disposed of sites, we have been working closely with our internal finance and legal colleagues to ensure the payment process in the Funding Agreement (FA) is followed correctly. As part of this detailed work, it has become evident that on some of the more complex sites there are a number of minor errors contained within Schedule 3 of the FA which now need rectifying.

4.7 We have sought internal legal advice which has confirmed this is a rectification of inaccurate information. The changes relate to boundary errors, map legends and base values. The impact of these corrections will result in a small reduction in loan payable of £221,349 on one site (Preston East Sector D), but as a result, increase the grant payment attributed to this site by over £1m. This will result in the £37.5m cap being achieved at an earlier date. This issue has been raised at IDSG and will be worked through by officers to resolve. HCA have approved these rectifications and confirm that DCLG approval is not required due to the nature of the minor corrections being made.



# CITY DEAL

Preston, South Ribble & Lancashire

## 5.0 Risks and Emerging Issues

- 5.1 New homes and the subsequent investment from the HCA's 11 sites are fundamental to the successful delivery of this 10 year Deal. We are currently working with a consultant partner on a commission to undertake sensitivity testing to identify the potential implications of broader economic trends on our financial forecasting. This will be used to inform on delivery strategies to maximise receipts and deliver across the City Deal area.
- 5.2 The HCA are continuing to explore new delivery approaches and have identified Altcar Lane for Direct Commissioning and are considering this approach on other City Deal sites. Starter Homes schemes are being worked up with LA partners which could bring new sites into the Deal and help maximise delivery on HCA sites.
- 5.3 Finally the HCA are encouraged by the continued demand and interest in our Central Lancashire land holdings. The local area continues to be a very active housing market and recent soft market testing on HCA sites has resulted in positive feedback. On recent tenders, bidders both on and off our developer panel have registered strong interest in our sites.
- 5.4 **Broader HCA City Deal Activity**
- 5.5 As well as working in partnership on the 11 HCA City Deal, the HCA are engaged in a number of projects across the City Deal area. HCA is actively promoting Starter Home opportunities through the City Deal expression of interest process and actively seeking to acquire privately owned sites to affectively deliver Starter Homes throughout the area. The Malting's (South Ribble) planning application is to be presented at the Planning Committee in October and will be the first Starter Homes site in the North West.
- 5.6 The HCA are working with partners to support the delivery of the Cuerden Strategic Site and Walton Park Link Road. Both these projects will deliver important infrastructure and open up key development sites within the City Deal area.
- 5.7 Finally the HCA are working with partners to maximise and expand potential residential delivery within the Housing Zone which will further improve governance arrangements and resources to facilitate this work.







## CITY DEAL

Preston, South Ribble & Lancashire

### City Deal Executive and Stewardship Board – 30<sup>th</sup> September 2016

**Private and Confidential: No**

**Date: 30<sup>th</sup> September 2016**

#### Implementation Update

#### Report Authors:

Sarah Parry, Programme Manager – City Deal, Lancashire County Council, 01772 530615, email [sarah.parry@lancashire.gov.uk](mailto:sarah.parry@lancashire.gov.uk)

Jo Ainsworth, Finance Advisor, Lancashire County Council, 01772 532358, email [joanne.ainsworth@lancashire.gov.uk](mailto:joanne.ainsworth@lancashire.gov.uk)

Jonathan Noad, Planning Manager, South Ribble Borough Council, 01772 625206. Email [jnoad@southribble.gov.uk](mailto:jnoad@southribble.gov.uk)

#### Purpose of the Report

This report is presented in 3 parts:-

- 1 Year 3, Quarter 1 Project Monitoring Report relating to the period April – June 2016
- 2 Year 3, Quarter 1 Finance Monitoring Report relating to the period April – June 2016
- 3 Report of the Planning and Housing Delivery Group

#### **1. Year 3 Quarter 1 – Project Monitoring Report (April-June 2016)**

##### **1.1 Current Position**

1.2 The project monitoring spreadsheet attached, sets out in detail, the progress made during quarter 1 2016/17. The spreadsheet reflects the position of the schemes as at 30<sup>th</sup> June 2016 and overall, shows that good progress was made during that period.

1.3 Key milestones achieved include; submission of the planning applications for the PWD and E/W Link Road, Completion of the consultation on the Penwortham Bypass, good progress made with the works to the A582 including Pope Lane roundabout and commencement of the works on site at New Hall Lane. The planning application in respect of the Preston Bus Station Car Park was submitted according to the programme and the detailed design for Bamber Bridge was also completed during Q1.

- 1.4 The E&SB will note that of the 45 schemes included in the Plan for this year, 29 are progressing as planned with no issues identified and 16 have been highlighted red/amber, either because they have not met the milestones in Q1 or will not meet the milestones going forward.
- 1.5 Scheme issues highlighted in the report are:-

### **Highways and Transport/Priority Corridors**

- i. **Preston Western Distributor** – Planning application has been submitted as planned. Outline business case has not been submitted and is now expected to be submitted during Q3 due to increased work required to produce a robust cost estimate, suitable for the business case.
- ii. **Broughton Bypass** – The project completion will be delayed but the extent of the delay has not yet been confirmed. Intensive work with the contractor is being undertaken to explore any options for mitigation (this is the subject of a detailed report under Part II of this agenda).
- iii. **Cuerden Strategic Road Infrastructure** – Commercial discussions are still underway which impacts on delivery of the highway infrastructure. Concept design will now be undertaken in Q2 which may affect the timescales for design approval.
- iv. **Croston Road Spine Road** – This scheme did not start on site during Q1 as originally planned due to commercial discussions which have now been resolved. The revised start on site date is September 2016 which consequently results in a delayed completion date of Q1 17/18.
- v. **Moss Side Test Track Road Infrastructure** – This scheme will not reach concept design stage until the master planning exercise has concluded. This scheme will need to be reprogrammed once the master planning has commenced.
- vi. **Preston Bus Station Refurbishment and Redevelopment of Concourse** – This was ragged Amber in the monitoring report as the timescale to submit the planning application was considered to be challenging but, it was submitted within the programme timescales in Sept 2016.
- vii. **Fishergate Winckley Square THI – Cannon Street** – There is a funding shortfall on this scheme which is discussed in more detail later in this report.
- viii. **South of Lostock Lane Corridor Works** – Consultation not achieved in Q1 due to a redirection of SRBC resources onto Bamber Bridge corridor works. The South of Lostock Lane Corridor works will be re-programmed.
- ix. **Hutton/Higher Penwortham Corridor Works** – Consultation has taken place as part of the Penwortham Bypass consultation. However, detailed design work programmed for Q2 is proposed to be deferred as it is recommended that the corridor works follow the completion of the Bypass.

### **Community Infrastructure**

- x. **Grimsargh Green** – Commencement of works slipped to Q4 as 106 agreement not yet in place. Completion of contract documents and awarding of contract to take place in Q3.
- xi. **East Cliff Cycle Hub** – Construction underway, but completion now anticipated in Q2.

- xii. **East Cliff Cycle Link and Bridge** – There is a funding shortfall for the Cycle link element of this scheme which is discussed in more detail later in this report. In terms of the Bridge, the planning application was delayed due to confirmation of sale of East Cliff which will affect future milestones. The project has been separated out into two schemes and costings and delivery milestones clarified in the updated Infrastructure Delivery Plan.
- xiii. **Landmark Features – Lorry Pop** – Scheme cancelled due to viability issues. Landowner does not wish to proceed.
- xiv. **Landmark Features – Iron Horse** – Scheme delayed as originally being managed as joint procurement exercise with the Lorry Pop. This will now be reprogrammed.

## **1.6 Recommendation**

**The E&SB is asked to note the Q1 Monitoring Report for the period April-June 2016.**

## **2. Year 3, Quarter 1 Finance Monitoring Report (April – June 2016)**

### **2.1 Introduction**

**2.2** The City Deal infrastructure delivery model ("the model") is a finance model showing the finance activity to date and expected within the City Deal. The model is split into two sections - resources being income to be received into the model from the various income streams and delivery programmes being expenditure paid or forecast to be paid on the infrastructure schemes. The City Deal is an accelerated delivery model based on the understanding that while the timing of resources coming into the model will be behind expenditure on schemes, requiring cash flow support from the County Council, there is a commitment of the partners to keep the model balanced.

**2.3** It is recognised that the model is dynamic and that changes to the inputs and outputs of the model will occur over time. This is sustainable subject to maximum cash flow approvals being in place and not breached.

### **2.4 Position of the model as at 30<sup>th</sup> June 2016**

**2.5** The monitoring report for quarter 1 2016-17 is appended to this report. The model is currently showing a projected surplus over the city deal period of £1.761m compared to a position as reported in the Year end 31<sup>st</sup> March 2016 of surplus of £1.408m. This is a change of £0.353m.

**2.6** All the changes relate in the main to forecasts in housing numbers within the model and assumptions of which houses will attract CIL, the contribution payable to parishes.

### **2.7 Key risks to the model**

### **2.8 Resources**

**2.9** Whilst most of the income to the model is fixed in commitment or capped amounts (with the exclusion of changes to Government policy and how those

might affect the model which are being considered by the E&SB) the main risk to the model in terms of income is certainty of securing developer contributions in line with the expectations at the outset of the City Deal.

**2.10** The total of these in the current model is £102.688m after building in increased rates and the modelling of those sites / units which will attract CIL and other contributions. £28.364 of this is now expected to come into the model in the “run-on” period of years 11-15 due to reported slippage in sites being brought forward for development. This also has an impact over the time that LCC will have to cash flow the City Deal over and the resulting finance charges incurred.

**2.11** While there is more certainty with regard to the CIL element of developer contributions, within this total figure of £102.965m there is also £50.863 which relates to “other developer contributions”, sometimes referred to as CIL Plus, and which includes monies payable through, for example, section 106/ 278 agreements. While there is a commitment in the Heads of Terms for these amounts to be secured from developers there are a number of technical issues in relation to ensuring these amounts can be collected and transferred to the model. It should be noted that to date £32.830m of these have already been secured leaving an amount of £16.662m still to be sought. This represents a risk to the model remaining in balance as should these not be secured, expenditure and resource forecasts will not remain aligned. As part of the ongoing Resources Review Keppie Massie are testing all the assumptions relating to developer contributions within the model.

## **2.12 Expenditure**

**2.13** To date, no scheme funding gaps have been confirmed. The scheme estimates set out in the model will continue to be refined and tested as schemes are subject to detailed design, preparation of cost estimates and tendering prior to implementation. The Infrastructure Delivery Steering Group has approved a process to ensure that final costs are approved and schemes are fully funded prior to implementation.

### **Recommendation**

**The E&SB is asked to note the Q1 Finance Monitoring Report for the period April-June 2016**

## **3. Planning and Delivery Working Group Report**

### **3.1 Background**

**3.2** Planning is often cited by Central Government and developers as slowing and / or stifling development. At the City Deal Technical Workshop held on Friday 20<sup>th</sup> November 2015 it was agreed that a small working group be formed to look at the role of Planning in achieving delivery of City Deal sites. The focus of the working group would be to identify issues and blockages that could be perceived to slow development down and identify, through an action plan, potential ways of addressing such issues.

3.3 The group is made up of representatives from South Ribble Borough Council, Preston City Council, Lancashire County Council and the Homes and Communities Agency.

### 3.4 **Discussion**

3.5 The working group has met a number of times and the draft action plan (attached as an appendix) has been considered by City Deal IDSG and Project Team. The discussion and the action plan can be broken down into the following areas:

#### 3.6 *Planning's Role in Implementation and Project Management*

3.7 Leading on from the above it was felt that Planning could play a more important role in project managing sites coming forward. Many of the City Deal sites are large and very complex with multiple land owners and developers. Planning is often seen as just the process of dealing with and deciding upon the planning applications. It was felt that planning should have a wider role in development by focusing on implementation of sites and schemes also. An end to end development process working with the development industry was felt to be important. This includes a focus on identifying blockages and working towards solutions to those blockages.

3.8 The ethos of planning and the up-skilling of planners was felt to be important. It was therefore identified that project management training and approaches would be useful.

3.9 A Housing Sites Issues log has been created for South Ribble and for Preston. Each log divides the housing sites up into 3 groups those with 250 or more houses, 50-249 houses and sites of less than 50 houses. A note has been made of the planning permission stage reached for each site and a summary made of planning issues and other issues relevant to each site. This information includes the findings to date of the draft Keppie Massie Resources Review Analysis

#### 3.10 *Monitoring*

3.11 City Deal monitoring is focused on the raw number of units built and key milestones. It was considered by the group that monitoring should be a much wider remit to gain a full understanding of what is happening and what the issues are on each site or project and the new monitoring system and milestones reflect this. For each major site detailed knowledge of where sites were up to tends to be mixed across different officers. The recording of information about sites beyond the key measures and milestones is essential to enable a full understanding of where the various elements of a site are up to. There are likely to be IT solutions to this to enable recording of progress alongside key outputs.

#### 3.12 *Member Engagement*

3.13 During discussions it was highlighted that Councillors have varying degrees of understanding and awareness of the City Deal, whilst many of them will sit on planning committees deciding planning applications that are part of City Deal. Member involvement could be highlighted by introducing text into Planning Committee reports where developments are particularly important to the City Deal. It was also considered that the Central Lancashire Joint Advisory

Committee could play an important role in feeding information about progress on City Deal through to Members. Member training sessions or updates on City Deal would also be beneficial.

### 3.14 *Visibility of City Deal*

3.15 It was considered by the group that developers and landowners were still not sufficiently engaged in the City Deal process. A comprehensive programme of developer forums and events may therefore benefit the process as well as building up ongoing relationships with developers.

### 3.16 *Speeding Up Decisions*

3.17 Despite perceptions nationally and in the media it was felt by all that performance in determining major planning applications was very good. Despite this it was felt that whilst attention was on the major applications that this detracted from dealing with discharge of conditions and other smaller applications. In many instances these conditions were reliant on third parties who have their own resource issues. Similarly concerns were raised about the length of time to negotiate and ultimately approve S106 agreements. It was acknowledged, however, that in many cases the delays were on the part of the developer.

### 3.18 *Stakeholders*

3.19 Preston City Council and South Ribble Borough Council as planning authorities, are very reliant on other stakeholders for input into planning applications and discharging of conditions. Other bodies such as Lancashire County Council (for Highways and SUDS), Environment Agency, Natural England, Historic England, and Highways England have important roles to play. It was felt that such bodies needed to “buy in” to City Deal and ensure that their involvement is prioritised and resourced accordingly. This could be done through high level meetings and also through City Deal update meetings with them.

3.20 Highways has been identified as a particular problem area whereby input into pre application discussions is currently limited and developers are met with strong views and concerns when an application is in.

### 3.21 *Getting the Most Out of City Deal*

3.22 The group also discussed the wider role Planning could play in ensuring that developments contribute more to City Deal particularly with regard to economic and social value. It was considered that developments could contribute more widely through employing local people, providing apprenticeship programmes, making use of local suppliers and contractors. One way of achieving this is through conditions or legal agreements on planning permissions which could also be supported through a Supplementary Planning Document (SPD) The Central Lancashire Authorities are preparing a skills & employment SPD which will support this.

### **3.23 Conclusion**

3.24 The Action Plan at Appendix A distils the above discussion into six themes and provides suggested actions and delivery and starts to identify who might lead on such actions and how that could be resourced. Indeed some of the actions are already being implemented as shown in the final column.

### **3.25 Recommendation**

**That the Executive and Stewardship Board note the report of the Planning and Delivery Working Group and be invited to comment on the action plan.**

## Appendix A

### City Deal Housing and Planning Delivery Action Plan

Theme	Priority	Action	Delivery	Lead	Timing
Planning's role in implementation	1	Implement development team approaches to City Deal developments	<ul style="list-style-type: none"> <li>Promote and prioritise City Deal sites and development across planning departments.</li> </ul>	JN, NR	Ongoing
	1	End to end development service	<ul style="list-style-type: none"> <li>Identify project leads for all housing sites</li> </ul>	JN, NR	Complete
	1		<ul style="list-style-type: none"> <li>Engage in project management for sites as set out in Theme 2 project management below</li> </ul>	JN, EP and project leads for sites	Ongoing
	2		<ul style="list-style-type: none"> <li>Stakeholder engagement</li> </ul>	JN, EP and project leads for sites	Identified through project management approach below.  Ongoing
Project Management	1	Establish "Best Practice" Approach to Project Management of Development Sites	<ul style="list-style-type: none"> <li>Project plans for key sites and key themes</li> </ul>	JN, NR	Target Q2
	2		<ul style="list-style-type: none"> <li>Project management training</li> </ul>	City Deal	Target Q2 2016
	1	Understanding blockages actual and potential in the development process.	<ul style="list-style-type: none"> <li>Identify key planning issues for all housing sites</li> </ul>	JN, EP and project leads for sites	Complete
	1		<ul style="list-style-type: none"> <li>Development management workshop as part of issues identification</li> </ul>	JN, EP and project leads for sites.	Q2 2016
	2	Addressing issues	<ul style="list-style-type: none"> <li>Prioritise work across sites</li> </ul>	JN, EP and project leads	Complete and ongoing



Theme	Priority	Action	Delivery	Lead	Timing
				for sites.	
Monitoring	2	Wider role of monitoring i.e. not just headline figures for each site but a full understanding of where each site is up to	<ul style="list-style-type: none"> <li>Introduce a key sites e-hub with a dashboard of key facts for each site together with case update notes so that all can see what is happening on a site at a glance. Ensure consistency with existing BDP monitoring arrangements.</li> </ul>	JN, EP and project leads for sites	Ongoing
Member Engagement	3	Ensure Members are fully aware of City Deal priorities and the role of sites within this	<ul style="list-style-type: none"> <li>Standard paragraph in planning application reports.</li> </ul>	JN, NR, Development Management heads and project leads.	Ongoing
			<ul style="list-style-type: none"> <li>Member briefing/training on City Deal.</li> </ul>	JN, NR, and project leads	Six monthly starting Q2 2016
			<ul style="list-style-type: none"> <li>Updates to JAC</li> </ul>	MH	Six monthly starting Q1 2016
Visibility of City Deal	2	Engagement with the development industry	<ul style="list-style-type: none"> <li>Selling City Deal at key developer events/meetings</li> <li>Develop fit for purpose slide deck for presentations</li> <li>Engagement with developers and land owners on unimplemented planning permissions</li> </ul>	KM, NR  Comms Leads	Events to be identified  Ongoing
Speeding up Decisions	3	Ensure Development Management Teams are	<ul style="list-style-type: none"> <li>Heads of Planning to continually assess resources given case load</li> </ul>	JN, NR, Development	Ongoing

Theme	Priority	Action	Delivery	Lead	Timing
		resourced staff and IT wise	<ul style="list-style-type: none"> <li>and performance</li> <li>Share resources to manage peaks and troughs</li> </ul>	Management heads and project leads.	
	3	Ensure focus is not just on big applications but also discharge of conditions	<ul style="list-style-type: none"> <li>Training for Case Officers</li> <li>Management responsibility to ensure dealt with as quickly</li> <li>Targets for time conditions are discharged</li> </ul>	JN, NR, Development Management heads and project leads.	Ongoing
	3	Offer a pre-application plus service	<ul style="list-style-type: none"> <li>Developers pay premium for fast-track registration and validation</li> <li>Marketing of pre app service</li> <li>Agents accreditation scheme</li> </ul>	JN, NR, Development Management heads and project leads.	SRBC and PCC to discuss further in Q2/3 2016/17
	1	Ensure Statutory Consultees "buy in" to City Deal and speed of decision making and discharge of conditions	<ul style="list-style-type: none"> <li>High level buy in between Senior Officers of LPA's and Statutory consultees</li> <li>City Deal seminars for Statutory Consultees</li> </ul>	City Deal Team.	Q2/3 2016/17

## 5.0 Recommendation

5.1 That the Year 2, Quarter 1 Project and Finance Monitoring reports be noted.

5.2 That the Programme Board consider whether any of the issues highlighted need to be drawn to the attention of the Executive and Stewardship Board as part of a separate report.

Highways and Transport Hubs				Milestones 1: Concept design complete 4: Outline business case submitted 7: Planning application determined 10: Detailed design and contract documents complete 13: Start on site 2: Consultation 5: Outline business case approved 8: commencement of land and property negotiation 11. Full business case approved 14. Site complete 3: Concept design approved 6: Planning application submitted 9: CPO/SRO confirmed 12: construction contract awarded											
Zone	Name	Scheme Name	Lead officer  (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier  Enter initials		
1	North West Preston	A6 Broughton bypass (and M55 junction 1 and M6 Junction 32 improvement works 2013-15)	Dave Leung	LCC				14	Choose an item	Choose an item.	No milestones in this or next quarter, however the project completion date (currently Q4) will be delayed. The extent of the delay is being quantified and discussed with the contractor to explore all options for mitigation. Once the period of the delay is known it will be reported.	RED- milestone in next quarter unlikely to be met - could mean significant delay	Initials		
1	North West Preston	Preston Western Distributor (PWD)	Phil Wilson	LCC	4,6	7	5		No milestones not met (go to question 2)	Not significant - Milestones will be achieved in next quarter - go to Question 3 (amber)	Planning application has been submitted but outline business case not as planned in this quarter. This is planned for Q3 (and will be submitted to TFL) Milestone has not been achieved as anticipated due to increased time required to produce a robust cost estimate suitable for the business case.	GREEN - no milestones in next quarter or milestone expected to be met			
1	North West Preston	East West Link Road	Phil Wilson	LCC	6	7, 10	12, 13		Yes, Milestones met - go to question 4 (green)	Choose an item.	Scheme progressing as expected	GREEN - no milestones in next quarter or milestone expected to be met			
1	North West Preston	Cottam Parkway	Phil Wilson	LCC	2	3	4	5	Yes, Milestones met - go to question 4 (green)	Choose an item.	Scheme progressing as expected	GREEN - no milestones in next quarter or milestone expected to be met			
3	Preston City Centre	Preston Bus Station (Car Park)	Andrew Barrow	LCC	6	13	7	10, 14	Choose an item	Choose an item.	Scheme reprogrammed and split into 4 separate schemes as follows: 1. Concrete repairs and car park refurbishment 2. Refurbishment and redevelopment of concourse 3. Public realm 4. On and off site highway works New milestones have been identified for each new scheme – detailed below.	Choose an item.			
3	Preston City Centre	Preston Bus Station (Youth Zone)	Andrew Barrow	LCC	6		7		Choose an item	Choose an item.	Scheme has been reclassified as CI and milestones amended to reflect this.	Choose an item.			
3	Preston City Centre	Preston Bus Station – concrete repairs	Andrew Barrow	LCC	6	7, 10	12, 13		Yes, Milestones	Choose an item.		GREEN - no milestones in			

Highways and Transport Hubs		Milestones											
		1: Concept design complete 4: Outline business case submitted 7: Planning application determined 10: Detailed design and contract documents complete 13. Start on site				2: Consultation 5: Outline business case approved 8: commencement of land and property negotiation 11. Full business case approved 14. Site complete				3: Concept design approved 6: Planning application submitted 9: CPO/SRO confirmed 12: construction contract awarded			
Zone	Name	Scheme Name	Lead officer  (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier  Enter initials
		and car park refurbishment							met - go to question 4 (green)			next quarter or milestone expected to be met	
3	Preston City Centre	Preston bus station – refurbishment and redevelopment of concourse	Andrew Barrow			6, 10	7	12, 13	Choose an item	Choose an item.	The listed status of the property has brought with it a requirement for the design team to engage with the statutory consultees (as part of the planning process) for longer than originally programmed. Historic England and the Twentieth Century Society have both indicated general acceptance of the County Councils proposals but have sought a significant amount of additional information/justifications in respect of the choice of material regarding the glazing solution.	AMBER - milestone in next quarter may not be met but mitigating action already taken	
3	Preston City Centre	Preston bus station – Public Realm	Andrew Barrow	LCC		1,2, 3,6		7	Choose an item	Choose an item.		GREEN - no milestones in next quarter or milestone expected to be met	
3	Preston city Centre	Preston bus station – on and off site highway works	Andrew Barrow	LCC	1	2,3			Choose an item	Choose an item.		GREEN - no milestones in next quarter or milestone expected to be met	
3	Preston City Centre	Fishergate/Winkley Square – P1 Townscape Heritage Initiative (THI) (scheme includes Cannon Street)	Paul Crowther	PCC	13	14			Yes, Milestones met - go to question 4 (green)	Choose an item.	The rag rating for this scheme applies to the works outside of cannon street where completion of scheme is now expected to be at start of Q3 rather than the end of Q2  The Cannon Street part of this scheme is currently out to procurement so costs are unknown at this time, there is a risk that there may be a funding shortfall. Overall if this report includes	AMBER - milestone in next quarter may not be met but mitigating action already taken	NR
3	Preston City Centre	Fishergate Central Gateway – Phase 2	Phil Wilson	LCC		14			Choose an item	Choose an item.	No milestone this quarter but scheme expected to progress as planned	GREEN - no milestones in next quarter or milestone expected to be met	

Highways and Transport Hubs		Milestones 1: Concept design complete 4: Outline business case submitted 7: Planning application determined 10: Detailed design and contract documents complete 13. Start on site 2: Consultation 5: Outline business case approved 8: commencement of land and property negotiation 11. Full business case approved 14. Site complete 3: Concept design approved 6: Planning application submitted 9: CPO/SRO confirmed 12: construction contract awarded											
Zone	Name	Scheme Name	Lead officer  (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier  Enter initials
4	Penwortham and Lostock Hall	Penwortham Bypass	Phil Wilson	LCC	2	6	7		Yes, Milestones met - go to question 4 (green)	Choose an item.	Scheme progressing as expected	GREEN - no milestones in next quarter or milestone expected to be met	
4	Penwortham and Lostock Hall	A582 Tank Roundabout	Phil Wilson	LCC		14			Choose an item	Choose an item.	Scheme progressing as expected	GREEN - no milestones in next quarter or milestone expected to be met	
4	Penwortham and Lostock Hall	A582 Pope Lane Roundabout	Phil Wilson	LCC	10	13			Yes, Milestones met - go to question 4 (green)	Choose an item.	Scheme progressing as expected	GREEN - no milestones in next quarter or milestone expected to be met	
4	Penwortham and Lostock Hall	A582 South Ribble Western Distributor (SRWD) dualling	Phil Wilson	LCC				6	Choose an item	Choose an item.	No milestones in this or next quarter	Choose an item.	
4	Penwortham and Lostock Hall	Pickerings Farm Link Road	Nick Alderson	HCA				6	Choose an item	Choose an item.	No milestones in this or next quarter	Choose an item.	
4	Penwortham and Lostock Hall	New Ribble Crossing	Phil Wilson	LCC					Choose an item	Choose an item.	No milestones in this or next quarter	Choose an item.	
5	Leyland and Cuerden	Cuerden Strategic Site road infrastructure	Chris Dyson	LCC	1	3	6	7	No milestones not met (go to question 2)	Not significant - Milestones will be achieved in next quarter - go to Question 3 (amber)	Commercial discussions are still underway which affect achievement of milestones.	AMBER - milestone in next quarter may not be met but mitigating action already taken	
5	Leyland and Cuerden	Heatherleigh and Moss Lane (Croston Road) Spine Road	Phil Wilson	LCC	10, 13		14		No milestones not met (go to question 2)	Not significant - Milestones will be achieved in next quarter - go to	Delay has been due to land issues that have now been resolved, no milestones programmed in the next quarter. Aim is to get on site in Sept 2016 (completion expected to be pushed back to Q1 2017/18.	AMBER - milestone in next quarter may not be	

Highways and Transport Hubs				Milestones													
				1: Concept design complete 4: Outline business case submitted 7: Planning application determined 10: Detailed design and contract documents complete 13. Start on site				2: Consultation 5: Outline business case approved 8: commencement of land and property negotiation 11. Full business case approved 14. Site complete				3: Concept design approved 6: Planning application submitted 9: CPO/SRO confirmed 12: construction contract awarded					
Zone	Name	Scheme Name	Lead officer  (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier  Enter initials				
										Question 3 (amber)		met but mitigating action already taken					
5	Leyland and Cuerden	Moss side Test Track Road Infrastructure	Jonathan Noad	LCC		1	3		Choose an item	Choose an item.	This scheme is not progressing at the moment however recent developments including the commencing of master planning in September will allow this scheme to be programmed.	AMBER - milestone in next quarter may not be met but mitigating action already taken					

Public Transport corridor/local centre		Milestones 1: Concept design complete 4: Outline business case submitted 7: Planning application determined 10: Detailed design and contract documents complete 13. Start on site 2: Consultation 5: Outline business case approved 8: commencement of land and property negotiation 11. Full business case approved 14. Site complete 3: Concept design approved 6: Planning application submitted 9: CPO/SRO confirmed 12: construction contract awarded												
Zone	Name	Scheme Name	Lead officer  (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier  Enter initials	
1	North West Preston	Broughton/Fulwood (North of M55)	John Gatheral	LCC					Choose an item	Choose an item.	No milestones this year	Choose an item.	<i>Initials</i>	
1	North West Preston	Broughton/Fulwood (South of M55)	Phil Wilson	LCC				2	Choose an item	Choose an item.	No milestones in current or next quarter	Choose an item.		
1	North West Preston	North West Preston/Cottam/Ingol/City Centre	Phil Wilson	LCC				2	Choose an item	Choose an item.	No milestones in current or next quarter	Choose an item.		
1	North West Preston	Warton to Preston Distributor	Phil Wilson	LCC					Choose an item	Choose an item.	No milestones this year	Choose an item.		
2	North East Preston	Longridge/Grimsargh/Ribbleton/City Centre	Phil Wilson	LCC			2	3	Choose an item	Choose an item.	No milestones in current or next quarter	Choose an item.		
3	Preston City Centre	Preston Western Distributor to Samesbury – New Hall Lane Local Centre (local centre)	Phil Wilson	LCC	13		14		Yes, Milestones met - go to question 4 (green)	Choose an item.	Scheme progressing as expected	GREEN - no milestones in next quarter or milestone expected to be met		
3	Preston City Centre	Preston Western Distributor to Samesbury – New Hall Lane Local Centre (corridor)	Phil Wilson	LCC		2	3	10	Choose an item	Choose an item.		GREEN - no milestones in next quarter or milestone expected to be met		
4	Penwortham and Lostock Hall	Hutton/Higher Penwortham/City Centre	Phil Wilson	LCC	2	3			Yes, Milestones met - go to question 4 (green)	Choose an item.	Detailed design work planned for Q2 has been deferred as the need to push forward with this scheme at this time is not a priority. Work will not be undertaken until Penwortham bypass complete. Design work is likely to be undertaken during 2017 – the scheme will be realigned with this.	AMBER - milestone in next quarter may not be met but mitigating action already taken		
4	Penwortham and Lostock Hall	North of Lostock Lane	Phil Wilson	LCC			2	3	Choose an item	Choose an item.	No milestones in current or next quarter	Choose an item.		

Public Transport corridor/local centre					Milestones												
					1: Concept design complete 4: Outline business case submitted 7: Planning application determined 10: Detailed design and contract documents complete 13. Start on site				2: Consultation 5: Outline business case approved 8: commencement of land and property negotiation 11. Full business case approved 14. Site complete				3: Concept design approved 6: Planning application submitted 9: CPO/SRO confirmed 12: construction contract awarded				
Zone	Name	Scheme Name	Lead officer  (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier  Enter initials				
5	Leyland and Cuerden	South of Lostock Lane	Howerd Booth	SRBC	2	3			No milestones met (go to question 2)	Milestones will not be achieved in next quarter and will affect future milestones - go to Question 3 (red)	SRBC resources are being used to keep Bamber Bridge on track. Lack of resources has prevented this scheme from progressing. This scheme will be reprogrammed.	AMBER - milestone in next quarter may not be met but mitigating action already taken	HB				
6	Bamber Bridge	Bamber Bridge/City Centre	Phil Wilson	LCC	10	13			Yes, Milestones met - go to question 4 (green)	Choose an item.	Scheme progressing as expected	GREEN - no milestones in next quarter or milestone expected to be met					

Community Infrastructure					Milestones												
					1: Design developed and completed 4: Planning application determined 7: Contract documents complete				2: Design approved 5: Funding/match funding approved 8: contract awarded				3: Planning application submitted 6: s.106 signed 9: Start on site  10: site complete				
Zone	Name	Scheme Name	Lead officer  (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier  Enter initials				
1	North West	Lancaster Canal	Phil Wilson	LCC		1	9,		Choose an	Choose an item.		GREEN - no					



Community Infrastructure		Milestones											
		1: Design developed and completed 4: Planning application determined 7: Contract documents complete			2: Design approved 5: Funding/match funding approved 8: contract awarded			3: Planning application submitted 6: s.106 signed 9: Start on site			10: site complete		
Zone	Name	Scheme Name	Lead officer  (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier  Enter initials
	Preston	Towpath					10		item			milestones in next quarter or milestone expected to be met	
1	North West Preston	Tom Benson Way	Phil Wilson	LCC		1	6	9	Choose an item	Choose an item.		GREEN - no milestones in next quarter or milestone expected to be met	
1	North West Preston	Guild Wheel Improvements	Phil Wilson	LCC					Choose an item	Choose an item.	No milestones this year	Choose an item.	
1	North West Preston	Upgrade of existing gates	Phil Wilson	LCC					Choose an item	Choose an item.	No milestones this year	Choose an item.	
1	North West Preston	Guild Wheel Upgrade Link – P1 Bluebell Way	Russell Rees	PCC	1 2	3 4 5	7, 8	9	No milestones not met (go to question 2)	Not significant - Milestones will be achieved in next quarter - go to Question 3 (amber)	A preliminary design for the scheme has been prepared but more work is required to complete this milestone. A meeting is to be arranged shortly to address the outstanding design aspects.	GREEN - no milestones in next quarter or milestone expected to be met	
1	North West Preston	Guild Wheel Upgrade Link – P2 Watery Lane	Russell Rees	PCC	1 2	5	7 8	9	No milestones not met (go to question 2)	Not significant - Milestones will be achieved in next quarter - go to Question 3 (amber)	Progress has been slow due to other competing priorities. The assistance of LCC design and maintenance team to be sought to undertake the initial design work.	GREEN - no milestones in next quarter or milestone expected to be met	
1	North West Preston	Guild Wheel Upgrade Link - P3 Blackpool Road	Russell Rees	PCC				1	Choose an item	Choose an item.	No milestones in Q1 or Q2	Choose an item.	
2	North East Preston	Grimsargh Green	Matthew Kelly	PCC	6 7 8	9 10			No milestones not met (go to question 2)	Milestones will not be achieved in next quarter and will affect future milestones - go to Question 3 (red)	No Section 106 agreement. Completion of contract documents and awarding of contract to take place in Q3.As a result, commencement of works and completion slipped to Q4	RED- milestone in next quarter unlikely to be met - could mean significant delay	

Community Infrastructure				Milestones											
				1: Design developed and completed 4: Planning application determined 7: Contract documents complete			2: Design approved 5: Funding/match funding approved 8: contract awarded			3: Planning application submitted 6: s.106 signed 9: Start on site			10: site complete		
Zone	Name	Scheme Name	Lead officer  (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier  Enter initials		
3	Preston city Centre	Fishergate Winckley Square – P2 Winckley Sq Gardens	Matthew Kelly	PCC	8 9		10		No milestones not met (go to question 2)	Not significant - Milestones will be achieved in next quarter - go to Question 3 (amber)	Awarding of contract and commencement of works to now happen in Q2 rather than Q1. Completion of works to remain within Q3	AMBER - milestone in next quarter may not be met but mitigating action already taken			
3	North East Preston	East Cliff Cycle Hub	Paul Holland	Virgin	9 10				No milestones not met (go to question 2)	Not significant - Milestones will be achieved in next quarter - go to Question 3 (amber)	Currently on site - e expected to complete in Q2 August 2016	GREEN - no milestones in next quarter or milestone expected to be met			
3	North East Preston	East Cliff Cycle Link and Bridge	Gary Jones	LCC	4	5	9 10		No milestones not met (go to question 2)	Not significant - Milestones will be achieved in next quarter - go to Question 3 (amber)	This report refers to the Bridge element of this scheme. The planning application has been delayed as a result of confirmation of sale of East cliff and this delay will affect future milestones too – uncertain at this stage to exact times.  The PM has advised that this is in fact two separate schemes one for the bridge and one for the cycle link and should be reprogrammed on this basis. There is a risk that there will be insufficient funds to deliver the cycle link	AMBER - milestone in next quarter may not be met but mitigating action already taken			
3	Preston City Centre	Preston bus station – Youth zone	Andrew Barrow	LCC	1,2	3	4	7	Yes, Milestones met - go to question 4 (green)	Choose an item.	The decision to delay submitting the Youth Zone planning application from Q1 to Q2 (August) in the original programme was to allow for a more comprehensive consultation process in respect of the Youth Zone design and internal configuration.	GREEN - no milestones in next quarter or milestone expected to be met			
4	Penwortham and Lostock Hall	Landmark Features – P1 Lorry Pop	Howerd Booth	SRBC	1,2, 3,6	4,5	7,8, 9	10	No milestones not met (go to question 2)	Milestones will not be achieved in next quarter and will affect future milestones - go to Question 3 (red)	Scheme cancelled due to viability issues - landowner does not wish to proceed with scheme.  <b>Scheme cancelled</b>	RED- milestone in next quarter unlikely to be met - could mean significant delay	HB		
4	Penwortham and Lostock Hall	Landmark Features – P2 Iron Horse	Howerd Booth	SRBC	1,2, 3			5,6, 7	No milestones not met (go to question 2)	Not significant - Milestones will be achieved in next quarter - go to	Issues with Lorry pop feature have delayed design & planning of Iron Horse. This is because there was going to be a joint procurement process and now this needs to be undertaken separately.	GREEN - no milestones in next quarter	HB		

Community Infrastructure		Milestones											
		1: Design developed and completed 4: Planning application determined 7: Contract documents complete			2: Design approved 5: Funding/match funding approved 8: contract awarded			3: Planning application submitted 6: s.106 signed 9: Start on site			10: site complete		
Zone	Name	Scheme Name	Lead officer  (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier  Enter initials
										Question 3 (amber)		or milestone expected to be met	
4	Penwortham and Lostock Hall	Landmark Features – P3 Leyland Tractor	Howerd Booth	SRBC	1,2,3,6	4,5	7,8,9,10		Yes, Milestones met - go to question 4 (green)	Choose an item.	This scheme may be brought forward due to changes to Lorrypop enabling this scheme to be progressed quicker.	GREEN - no milestones in next quarter or milestone expected to be met	HB
5	Leyland and Cuerden	St Catherine's Park	Howerd Booth	SRBC		10			Choose an item	Choose an item.	Park officially opened on Queens 90 <sup>th</sup> Birthday.	GREEN - no milestones in next quarter or milestone expected to be met	HB
-	Non zone specific	Expanded City Cultural Development programme	Nigel Roberts	PCC	9				Yes, Milestones met - go to question 4 (green)	Choose an item.		GREEN - no milestones in next quarter or milestone expected to be met	NR
-	Non zone specific	City Deal cycling strategy	Nigel Roberts	PCC					Yes, Milestones met - go to question 4 (green)	Choose an item.		GREEN - no milestones in next quarter or milestone expected to be met	NR

Community infrastructure		Milestones 1: Leisure review completed				2: Leisure strategy update by Leisure Partnership				3: Delivery options fixed				
Zone	Name	Scheme Name	Lead officer (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier Enter initials	
-	Non zone specific	Leisure Development Plan	Denise Johnson				2		Choose an item	Choose an item.	No milestones in this quarter	Choose an item.	Initials	

Community infrastructure		Milestones 1: Ecological study – commissioned of sporting facilities and sports pitches and examine land.				2: Ecological study – completion				3: Secondment of member of staff to focus on access points and access through the park				
Zone	Name	Scheme Name	Lead officer (to complete this report)	Org.	Q1	Q2	Q3	Q4	1) Have all milestones been achieved this quarter?	2) If answer is no to question 1 – (milestones have not been achieved as expected) is the delay likely to be of significance to the overall project?	3) Please comment on any schemes showing amber or red for this or looking next quarter.  Please explain any issues or delays and describe any mitigating actions/options being taken or proposed to address these.  Describe any key deliverables or concerns arising in next quarter.	4) Forward RAG- Looking forward to next quarter	Verifier Enter initials	
-	Non zone specific	Central Park Development Plan	Denise Johnson		2	3		4	Yes, Milestones met - go to question 4 (green)	Choose an item.	First central park opened 12 <sup>th</sup> June – St. Catherine's. Planning work is now underway for future phases. Delivery is on target.	GREEN - no milestones in next quarter or milestone expected to be met	HB	



**Developing a City Deal Community Infrastructure Plan – Project Update Report**

**Date: 30<sup>th</sup> September 2016**

**Report Author: Joanne Hudson, Project Manager, City Deal Programme team, tel: 01772 536609 email: [Joanne.hudson@lancashire.gov.uk](mailto:Joanne.hudson@lancashire.gov.uk)**

**Executive Summary**

This report provides an update on progress in relation to the production of a City Deal community infrastructure plan (CIP) A CIP is important as it will help inform the type, amount, location and timing of delivery of (non-highway) infrastructure to support development and build sustainable communities across the City Deal areas of Preston and South Ribble. It will both help to identify priorities across the area and enable partners to have better informed negotiations with developers and funders. This reports outlines recent activities and next steps required in order to achieve a plan by the end of March/April 2016.

**Recommendation**

That the report be noted and a further update be provided at the next meeting as work progresses.

**Background:**

On the 8<sup>th</sup> January 2016 the Executive/Stewardship Board received a report from Lorraine Norris, Chief Executive, Preston City council that provided an update on community infrastructure activities and a proposal to:

1. Undertake demographic modelling work using POPGROUP in order to produce a series of City Deal scenarios and;
2. To develop the CIP through a series of distinct work streams with identified leads.

Themes proposed were Education, Health and Social Care and Leisure and Culture. Suggested theme leads were proposed who would lead on the production of a theme level plan that could be cross referenced and co-ordinated into a costed CIP. This report provides an update on the work to date and proposed next steps and timescales.



## **Current position:**

Preparing a City Deal CIP will require input from all City Deal partners and a number of external organisations and services. In order to manage the project and work streams effectively a CIP project team has been established coordinated by a Project Manager (Joanne Hudson) and led by the Project Sponsor (Lorraine Norris).

The project team includes all identified theme leads as well as other officers providing planning, health and demographic advice. The team met for the first time on 7 July to agree the Project Initiation Document (PID), project approach and project plan. A second meeting took place on 20<sup>th</sup> September to further refine the plan and work is progressing. The team will meet regularly to oversee and support the delivery of the project plan. The CIP project team agreed that the theme headings be revised with the exact scope of each theme to be considered by the theme leads. The City Deal Project Team suggested that the Education theme be renamed to 'Education and Family support' in order to reflect the potentially wider scope of the theme. Theme leads were agreed as follows:

**Education and Family support** – Theme lead: Mel Ormesher (LCC)

**Wellbeing** (including leisure and culture) – Theme Lead: Howard Booth (SRBC)

**Health and social care** – Theme lead: Craig Sharp (PCC)

**Demographic modelling** - Supporting and providing information to the CIP project team and the theme leads is a demographic modelling group involving all partners and established to oversee the production of the City Deal demographic scenarios. This group met for the first time in June and are currently working on the production of a series of scenarios that will consider different rates of population and employment growth over 5, 10 and 15 years. The recent work undertaken by Keppie Massie that tests the assumptions around housing and commercial space build out rates will inform this work and help to shape and refine the scenarios. Early outputs from this work were presented to the CIP project team in September and the issues emerging are highlighted below.

### **Challenges and issues emerging:**

The production of a CIP is being managed to tight timescales with significant input from theme leads, who will be required to secure input from a range of services and oversee the development of their theme plans. This will be a challenge but every effort will be made to push this work through as a priority.

On Wellbeing/leisure facilities and other community infrastructure the approach is to build on existing plans, look for opportunities to compliment the offers in each district and identify additional funding from third party sources. It is also important that we take opportunities to enhance and extend the use of existing underused facilities such as schools and club infrastructure

In terms of the health theme the critical activity here will be to ensure that Community infrastructure needs are embedded in the work on Sustainability and Transformation plan for the CCG. This can most effectively be progress through the



## local health and wellbeing

partnership board. Beyond this there is a need to align the capital and estates programmes of the CGG and the council's specifically Lancashire County

Early outputs from the demographic modelling confirm the principles of the City Deal in that housing led growth alone will not deliver the number of houses agreed as part of the City Deal, there will be a need for some employment growth. As a result there will be a need to attract and/or retain a significant number of new residents/workers. Some questions are beginning to emerge from this work:

- How will we attract extra people to the area (a reason for people to come here) – either from outside the area or retain those who are currently leaving. The skills and employment plan and the inward investment proposition will be important in this aspect.

In relation to the Education theme recent feedback from house builders is that if a school is built first then houses will sell. There are two key components of making a case for a new school, pupil numbers i.e. demand and then assemble funding. The funding model is similar to the traditional highways funding model via developer contributions and with Department for Education input. Delivered this way a school can follow many years after the development of housing. If it is accepted that certainty on schools development would stimulate housing growth then a key challenge for the City Deal is to consider how this can be reversed. The potential and implications of a new approach need further investigation including the appetite of government to adopt a different approach.

### Outline project plan with deliverables/tasks and timescales

Key deliverable/task	Who	Date achieved or planned
Sponsor identified	Lorraine Norris	
Project manager identified	Joanne Hudson	
Project documents produced (draft Pid setting out approach and deliverables plus outline project plan)		30 June 2016
Demographic modelling working group established to oversee the production of City Deal scenarios.	Mike Molyneux	Draft scenarios to be produced and analysed by Mid-August  First scenarios by Mid-September
CIP project team established and initial project planning meeting held	Joanne Hudson	7 July 2016
Theme leads agreed as follows: • <b>Education and family support:</b> Mel		



<p>Ormesher (LCC)</p> <ul style="list-style-type: none"> <li>• <b>Wellbeing:</b> Howerd Booth (SRBC)</li> <li>• <b>Health and social care:</b> Craig Sharp (PCC)</li> </ul>		
<p>Theme leads to set up theme working groups to agree scope of the theme CIP and to prepare a project plan identifying key tasks and timescales.</p>	<p>Theme leads supported by the project manager</p>	<p>31 August 2016</p>
<p>Project Team meeting to review progress against themes, review early outputs from the demographic modelling work and agree next steps</p>	<p>Project Team</p>	<p>20 Sept 2016</p>
<p>Production of theme CIP's - to include:</p> <ul style="list-style-type: none"> <li>• Review of baseline provision (what strategies are in place and what infrastructure is planned)</li> <li>• Review of demographic models/scenarios in order to support service planning and identification of CI going forward</li> <li>• Production of draft theme plans setting out the type, scale and distribution of community infrastructure across 5, 10 and 15 year horizons.</li> <li>• Consult/engage with stakeholders on draft plans</li> <li>• Revise and finalise theme plans</li> </ul>	<p>Theme leads/working groups</p>	<p>1 Sept - 31 December 2016</p>
<p>Produce draft City Deal CIP and schedule of schemes</p> <p>To include cross referencing of theme plans to identify strategic</p> <p>Consult with stakeholders on draft plan</p>	<p>Project manager/ CIP project team</p>	<p>31 March 2017</p>
<p>Establish criteria to assist decision makers with prioritisation</p>	<p>Project manager/ CIP project team</p>	<p>31 March 2017</p>





### City Deal Executive and Stewardship Board

**Date: 30<sup>th</sup> September 2016**

**Private and Confidential: NO**

#### Implementation Issues Update

#### Report Authors:

Sarah Parry, Programme Manager – City Deal, Lancashire County Council, 01772 530615, email [sarah.parry@lancashire.gov.uk](mailto:sarah.parry@lancashire.gov.uk)

#### Purpose of the Report

To provide an overview of project issues that have arisen and provide an update for the Board on issues reported at previous meetings.

#### Recommendation

That the Executive and Stewardship Board (E&SB) note the issues set out in the report below.

#### Current Position

The table below provides an update for the E&SB on implementation issues discussed at previous meetings and also includes new issues that have arisen since the last meeting. It should be noted that a number of these are emerging issues and further investigation is required to establish the full implications and potential mitigation. These will be reported in greater detail at the E&SB in November.

Scheme/Issue	Update/Latest Position
<p><b>Pickerings Farm -</b> Link Road cannot be progressed to design stage until bridge options have been determined and funding issues resolved.</p> <p>Arrangements will need to be in place prior to detailed masterplanning being completed.</p>	<p>A number of meetings have now been held with Network Rail and progress on the site is reliant on an agreement being reached with them regarding a new bridge at Bee Lane. Network Rail has identified an agreed technical way forward but discussions are ongoing in relation to cost implications. A meeting was held between SRBC, LCC, HCA and Network Rail in early September where it was agreed that additional information would be provided to Network Rail on highways aspects with a view to another meeting being held in the Autumn.</p>
<p><b>Croston Road Spine</b></p>	<p>The delivery of the spine road will now be undertaken in</p>

<b>Road</b> – Land acquisition relating to the delivery of the full spine road is more complex than originally anticipated and have not yet concluded.	phases as and when the land negotiations have concluded for each section. Work on the first section of the road that provides access to the Northern site is due to commence in October.
<b>Broughton Bypass</b>	See report under Part II of this agenda
<b>North West Preston – E/W Link Road</b>	Intensive work is underway to review delivery mechanisms and cost estimates - update to be provided at the November E&SB.
<b>Fishergate Phase 3</b>	Scheme finance profile and delivery timescales currently being reviewed and revised update to be provided at November E&SB.
<b>Fishergate Winckley Square THI – Cannon Street</b>	The cost of this scheme is being reviewed following receipt of tender prices, options for delivery are due to be considered at Infrastructure Delivery Steering Group in October. Update to be provided at November E&SB.
<b>East Cliff Cycle Link and Bridge</b>	The cost of this scheme is being reviewed and due to be considered at Infrastructure Delivery Steering Group in October. Update to be provided at November E&SB.



## CITY DEAL

Preston, South Ribble & Lancashire

### **City Deal Stewardship Board and Executive**

**Date: 30<sup>th</sup> September 2016**

**Private and Confidential: NO**

**City Deal Business and Delivery Plan 2016-19  
(Appendix '1' refers)**

**Report Author: Sarah Parry, City Deal Programme Manager**

### **Purpose of the Report**

To consider and approve the updated City Deal Business and Delivery Plan for 2016-19, prior to it being made available on the City Deal Website.

### **Background**

At the CD E&SB meeting in June, a report relating to the Business and Delivery Plan was presented for consideration. It was agreed that due to the work that was ongoing on the housing and commercial site forecasts, that these elements of the Business and Delivery Plan be removed for the publication version and in the meantime, the infrastructure proposals in the Plan be refined and published.

### **Current Position**

The revised Business and Delivery Plan is attached at Appendix '1' and includes the finance model as at March 2016, the 16-19 finance plan setting out income and expenditure forecasts; a description of each infrastructure project and where available; the funding sources for each project, individual project timescales including detailed delivery milestones and associated expenditure profiles.

It is accepted that as schemes progress, more certainty over cost estimates and delivery timescales is gained and therefore, the business plan is representative of a given point in time. The Plan attached has been updated to reflect the latest position. There are a number of schemes where changes to the delivery timescales have been made and for ease of reference, the main ones to note are:-

- Preston Western Distributor/East West Link Road – Determination of planning application now Q3 2016/17 (3 months later than original programme)
- Croston Road Spine Road – Completion now expected Q1 2017-18 (6 months later than original programme)
- Penwortham Bypass – Submission of planning application now Q3 2016/17 (3 months behind) and determination now Q1 2017-18 (6 months later than original programme)



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- Moss Side Test Track Road Infrastructure - Start on site now Q4 2017-18 and completion Q2 2018-19 (9 months ahead of programme)
- East Cliff Cycle Hub – Completion now Q2 2016-17 (3 months later than original programme)
- Grimsargh Green – Completion now Q4 2016-17 (6 months later than original programme)
- Winckley Square Gardens – Start on Site Q2 (3 months later than original programme)

In addition, there are a number of schemes where information is currently being reviewed and certainty regarding timescales and/or finance is being established. These include:-

- Cuerden Strategic Site - Road Infrastructure
- Fishergate Phase 3
- Winckley Square THI (Cannon Street)
- East Cliff Bridge and Cycle Link
- South Of Lostock Lane Corridor Works
- North of Lostock Lane Corridor Works
- Hutton/Higher Penwortham/City Centre Corridor
- Guild Wheel – Blackpool Road Scheme
- Preston Bus Station – On/Off Site Highways Work
- A582 – Pope Lane Roundabout
- A582 - Dualling

The E&SB will be updated on the delivery of these schemes as soon as information is available.

The E&SB is also asked to note that the work being undertaken to finalise the housing and commercial projections, forms part of the resources review work and is reported on as part of that item on the agenda.

## **Recommendation**

That the attached Business and Delivery Plan 2016-19, be approved and made available on the City Deal Website.



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Appendix '1'

# Business and Delivery Plan 2016/19

Years 3, 4, and 5 – 2016/17, 2017/18 and 2018/19

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# 1. INTRODUCTION

The Preston, South Ribble and Lancashire City Deal was agreed with Government in 2013 and has been designed to drive forward local growth by empowering the City Deal to make the most of its economic assets and opportunities. The City Deal 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 enable the delivery of new jobs and housing.

The City Deal partners are the Lancashire Enterprise Partnership (LEP), Central Government, Lancashire County Council (LCC), Preston City Council (PCC), South Ribble Borough Council (SRBC) and the Homes and Communities Agency (HCA).

The City Deal is a ten year infrastructure delivery programme. It is funded through pooled local and national private and public sector resources. The private sector are contributing through Community Infrastructure Levy (CIL) and other developer contributions. The Department for Transport (DfT) is investing through Local Major funding, the LEP through the Growth Deal, the 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.

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.

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.

## **2. PURPOSE OF THE 2016/19 BUSINESS AND DELIVERY PLAN**

The delivery of a successful City Deal is dependent upon robust programme and project management principles 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.

The City Deal partners have agreed that two plans, a Business and Delivery Plan and a HCA Business and Disposal Plan (BDP) be presented annually to the City Deal Executive and Stewardship Board.

The purpose of this Plan is to set out the delivery programme for the strategic highway infrastructure and community infrastructure over the period 2016 - 2019. Milestones for the delivery of the Housing and Commercial Sites are currently being reviewed and will be detailed in the refreshed version of this Plan in Spring 2017. The purpose of the BDP is to set out the HCA's annual disposal plan for HCA assets contained in the City Deal.

The proposals set out in this Plan demonstrate the commitment between Central Government, the LEP, the HCA, Lancashire County Council, Preston City Council, South Ribble Borough Council, skills and employment providers 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.



### 3. A REVIEW OF YEAR TWO

A detailed annual review of performance was presented to the City Deal Executive and Stewardship Board in June 2016. In Year two expenditure from the City Deal Infrastructure Delivery Fund in 15/16 was £14.66m against income received of £27.884m. A number of significant milestones were achieved in 15/16 which have established a strong position to build on in Year 3 of the Programme. Notable milestones include:

#### **Highway Infrastructure:-**

- Broughton Bypass – all funding approvals in place, contractor appointed and construction underway.
- Preston Western Distributor – Early contractor involvement secured, public consultation completed and planning application prepared and being validated ready for submission early 2016/17.
- A582 – Dualling work – Golden Way North section completed. Golden Way South - concept design approved and route adopted. Stanifield roundabout complete and tank roundabout works underway.

#### **Transport Corridors**

- Fishergate Central Gateway – Phase 2a complete
- Bamber Bridge – Concept design approved

#### **Housing Sites**

- 6 monthly target for housing completions achieved and 2015/16 target of 800 on course to be met
- Since the start of the City Deal 16,000 new homes have been completed ahead of a forecast of 1200

#### **Employment Sites**

- Masterplan approved for Cuerden, the largest employment site in the City Deal
- Completions and lettings of new speculative light industrial units in Preston and South Ribble

#### **Local Partner Assets**

- Implementation of a co-ordinated development plan for City Centre North, Preston.
- Letting of new logistics units at Lancashire Business Park, South Ribble.

#### **Community Infrastructure**

- Worden Park Improvements – External access improvements, extension of exiting car park and road/footpath improvements completed

#### **Employment and Skills**

- Study commissioned and report produced identifying the skills and employment implications of the City Deal programme.
- City Deal Skills and Employment Group established to develop an action plan and oversee its implementation.
- Careers Education, Information, Advice and Guidance Taskforce launched.

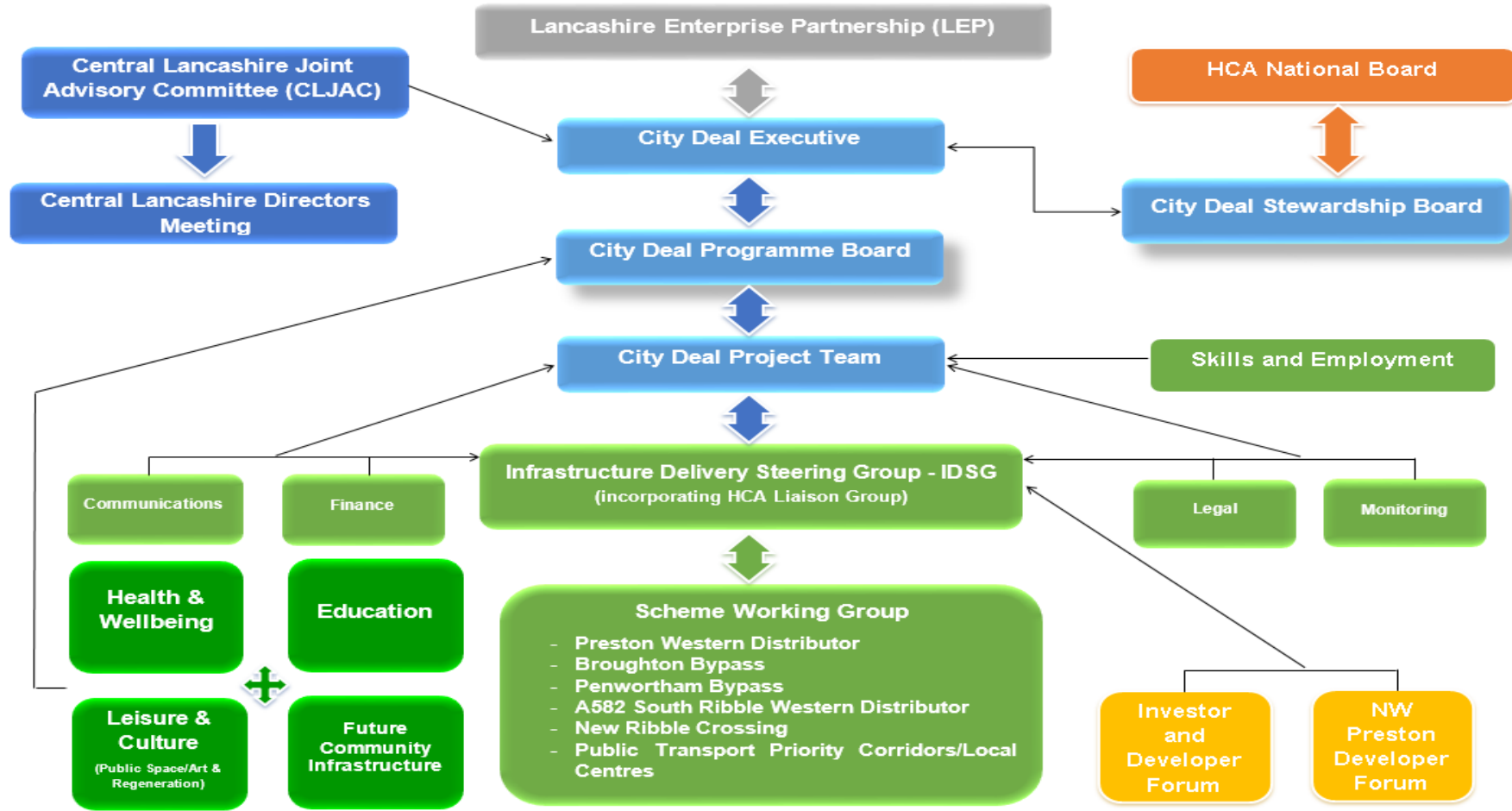
# Governance and Implementation

There is a robust governance structure for the City Deal which directs and oversees the implementation and performance of the programme. The Governance arrangements, supported by a number of operational delivery groups, are shown below.



**CITY DEAL**  
Preston, South Ribble & Lancashire

## GOVERNANCE & OPERATIONAL MEETING STRUCTURE



## **Infrastructure Delivery**

The Infrastructure Delivery Steering Group (IDSG) is responsible for developing the infrastructure elements of this Plan on an annual basis, and once approved by the Executive and Stewardship Board, the IDSG oversees infrastructure implementation. It has recently taken on the responsibilities of the former HCA Liaison Group in relation to site disposals, and acts as a catalyst for addressing any blockages that might delay progress. The IDSG will also oversee the delivery of the Community Infrastructure Plan, once it has been developed and approved.

## **Planning and Delivery**

The Central Lancashire Planning Directors' Group helps ensure that a strong development management approach is in place to support the delivery of the City Deal Housing and Employment sites. A priority in 2016/17 for the City Deal Executive and Stewardship Board, is to develop a better coordinated and focussed approach to the delivery of those sites going forward. The timely delivery of the development sites is critical to the achievement of the aims of the City Deal, and underpins the City Deal finance model. Whilst the site delivery is predominantly private sector led, there is a lot that the Partners can do to facilitate the accelerated delivery of sites, at key stages of the pre planning and planning process. The City Deal Executive and Stewardship is committed to ensuring that the planning process in the City Deal area provides the necessary 'enabling' support to applicants as part of a strong investment proposition for developers. This development management approach will include:-

- Site by site analysis, identifying any risks to development and proposing mitigating measures.
- Identify and remove/monitor blockages in the system that are holding up development.
- Streamline planning processes to ensure that City Deal sites/schemes are dealt with swiftly.
- Identify a single contact point for each development site to maintain the momentum set out in the overall programme
- Ensure a shared understanding across the planning authorities of the importance of the sites to the City Deal.
- Strengthen the role of the Central Lancashire Joint Advisory Committee in achieving sustainable development on City Deal sites.

## **Community Infrastructure**

A City Deal Community Infrastructure Plan (CIP) is being developed and will be presented to the City Deal Executive and Stewardship Board in 2017 for approval. The Demographic modelling exercise currently underway will be used to inform the content of the CIP which will set out funding proposals for schemes falling into one of the agreed four categories; Health and Wellbeing, Education,

Leisure and Culture and Future CI Improvements. The schemes will be approved by the Executive and Stewardship Board when income is secured and has been paid into the Fund. In advance of that, the list of smaller scale CI projects already approved has been brought forward and included in the Infrastructure Delivery section of this Plan.

## **Employment and Skills**

The City Deal Executive and Stewardship Board approved a Skills and Employment Strategy and Action Plan in 2015-<http://www.lancashirelep.co.uk/lep-priorities/skills-employment/evidence-base.aspx>). Key activity for 2016-2019 is set out in the Action Plan, which focusses on measures to: ensure there are sufficiently skilled workforces to support both the construction industry and the growth sectors in the local economy; maximise the social value and training and employment opportunities from construction sector activity; and provide training and skills to secure inward investment and company expansion in the City Deal area.

## **Monitoring**

Monitoring is undertaken on both implementation and impact of the City Deal programme. Six monthly monitoring reports on core and supporting metrics are provided to Government and the City Deal Executive and Stewardship Board receive quarterly performance progress monitoring reports on the infrastructure schemes and six monthly progress reports on development site delivery milestones set out in the annual business plan. An End of Year performance report is presented to the City Deal Executive and Stewardship Board every June.

## **Communications and Marketing**

The City Deal Executive and Stewardship Board approved a Communications and Marketing Strategy and Action Plan for the period up to April 2017 at its meeting in January 2015. The strategy seeks to: ensure a consistent approach to internal and external communications; provide clear messages for defined audiences; and raise the profile of the City Deal programme and area. Key activity for 2016-2019 will support: inward investment and business communications; scheme marketing; and local community communications.

# Finance

## Infrastructure Delivery Fund

The pooling of local and national private and public sector resources into the Infrastructure Delivery Fund (IDF) is an established principle agreed by the City Deal partners. Detailed operational financial arrangements for the IDF have been agreed by City Deal partners and the Fund is managed by Lancashire County Council as the accountable body for the LEP and for City Deal. The IDF includes a mix of national and local resources from:-

- **Department for Transport** – Local Major funding
- **Highways England** - Funding for new and existing motorway junctions
- **Homes and Communities Agency** – Local retention of value uplift from land sales
- **Lancashire Enterprise Partnership** – Local Growth Fund
- **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 through CIL and S106 arrangements

## Fund Value

The Fund represents a dynamic funding model, and the level of certainty around the amount and timing of resources and expenditure differs between each funding stream and infrastructure programme. Ongoing work in relation to securing income, in identifying, costing and phasing infrastructure, along with greater certainty on the phasing of development and consequent payments is reflected in the changes to the estimates of resources and expenditure presented in 2013 and those projected now.

A number of funding streams carry a greater level of certainty now, including the funding (transport and other) from the Local Growth Fund and Lancashire County Council's capital programme and reserve commitment. Land and other capital receipts are reliant on the sale of assets and there is a greater level of uncertainty around their timing and value.

Similarly, developer contributions are dependent on the development commencing, build out rates being maintained and the negotiations around s106 contributions (referred to as CIL plus in the IDF), and the amounts and timing of these are subject to fluidity.

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 rates overall in each district council area.

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.

The City Deal infrastructure fund was set up to be a dynamic model and for expenditure and income to be flexed over time to ensure that, given cash flow support, the overall fund value is at least break even. Following completion of the first two years of implementation, the partners anticipate that they will need to utilise the 5 year payback provision.

Table 1 sets out total projected expenditure and resources for the City Deal Infrastructure Delivery Fund.

Table 2 sets out further detail on projected expenditure for the remainder of the City Deal period (as at March 2016).

Table 3 sets out further detail on projected resources for the remainder of the City Deal period (as at March 2016).

(Further detail on sections highlighted in green is provided in the finance plan for years 2016-19, tables 4 and figures 1 and 2 on the following pages).

Total £m	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15		
	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m		
Projected Expenditure as at March 2016	394.293	7.408	19.564	14.166	61.058	56.582	90.589	74.408	18.950	22.927	11.441	16.113	0.415	0.284	0.201	0.130	0.056	
Projected Resources as at March 2016	395.364	7.700	23.836	27.884	24.729	45.967	69.545	50.865	33.791	26.626	25.779	32.587	-	8.832	5.538	4.100	4.065	3.519
<b>Surplus/ (Deficit)</b>	1.071	0.292	4.272	13.718	- 36.329	- 10.614	- 21.045	- 23.543	14.841	3.699	14.338	16.474	8.417	5.254	3.899	3.935	3.463	
<b>Cumulative Surplus/ (Deficit)</b>		0.292	4.564	18.282	- 18.047	- 28.661	- 49.706	- 73.249	- 58.408	- 54.710	- 40.372	- 23.898	- 15.481	- 10.226	- 6.327	- 2.392	- 1.071	

Table 2 - Projected Expenditure as at March 2016

		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	
Total	Pre-2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29		
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m		
<b>Delivery Programmes</b>																		
<b>North West Preston</b>																		
NW Preston Green Infrastructure	5.256	-	-	0.893	0.773	0.598	0.598	0.598	0.598	0.598	0.598	0.598						
Further Community Infrastructure	4.544	-	0.063	0.646	0.686	0.591	0.591	0.591	0.591	0.591	0.591	0.191						
Market Quarter	0.400			0.400														
East-West Spine Road	9.800		0.141	0.659	2.250	6.750												
Preston Western Distributor M55 to A583, M55 Junction 2 & Land Assembly	104.500	0.197	0.994	1.500	1.500	6.109	47.100	44.100	3.000									
Cottam Parkway	15.000		0.004		0.300	0.300	0.300	1.500	2.000	10.596								
<b>Whittingham / Broughton / Preston East</b>																		
A6 Broughton Congestion Reduction	24.283	3.189	0.892	2.480	16.514	1.208												
M55 Junction 1 Roundabout	1.716	1.602	0.114															
M6 Junction 32	8.000		8.000															
<b>Preston City Centre</b>																		
Preston Bus Station	23.342	0.003	0.211	0.812	10.608	11.708												
Fishergate Central Gateway	7.000	1.746	1.744	2.116	1.360	0.034												
<b>South Ribble</b>																		
Pickenings Farm Link Road	4.500			-	0.050	1.250	3.200											
Moss Side Test Track Road Infrastructure	2.050					0.025	2.025											
Land Between Heatherleigh and Moss Lane Spine Road	1.000				1.000													
Cuerden Strategic Site Road Infrastructure	5.050				0.050	5.000												
Community/ Green Infrastructure	7.400			0.185	1.453	0.823	0.823	0.823	0.823	0.823	0.823	0.823						
A582 South Ribble Western Distributor/ B2523 Flensburg Way	44.543	0.152	5.841	4.371	2.309	1.125	15.395	15.350										
Completion Penwortham Bypass	17.500	0.019	0.227	0.250	0.750	7.346	7.500	1.408										
New Ribble Bridge - Preliminary Works & Route Protection	2.000		0.005	0.020	0.750	1.225	-											
South Ribble Other	5.000											5.000						
Education Infrastructure - Preston	28.495				6.739	0.018	0.018	0.018	5.426	5.426	5.426	5.426						
Education Infrastructure - South Ribble	11.203				3.629	0.386	0.386	0.386	1.604	1.604	1.604	1.604						
Community Provision - Preston CC	8.031		0.803	0.803	0.403	0.803	0.803	0.803	0.803	0.803	0.803	1.203						
Community Provision - South Ribble BC	4.922		0.492	0.492	0.492	0.492	0.492	0.492	0.492	0.492	0.492	0.492						
Public Transport Corridors & Local Centres- Preston	12.125	0.250	0.028	0.140	3.175	6.450	0.082	0.250	1.750									
Public Transport Corridors & Local Centres- South Ribble	12.125	0.250	0.068	0.380	2.952	0.525	5.350	2.600	-									
CL Transport Modelling costs	0.150	-	-	0.070	0.030	0.030	0.020											
Revenue costs to be included in City Deal	0.086	-	-	0.006	0.010	0.010	0.010	0.010	0.010	0.010	0.010	0.010						
Construction inflation provision	16.188				2.640	2.869	5.013	4.162	0.453	0.815	0.130	0.104	-	-	-	-	-	
Capital financing costs	8.083	-	-	0.181	0.153	0.636	0.882	1.316	1.399	1.168	0.963	0.661	0.415	0.284	0.201	0.130	0.056	
<b>Total Delivery Programmes</b>	<b>394.293</b>	<b>7.408</b>	<b>19.564</b>	<b>14.166</b>	<b>61.058</b>	<b>56.582</b>	<b>90.589</b>	<b>74.408</b>	<b>18.950</b>	<b>22.927</b>	<b>11.441</b>	<b>16.113</b>	<b>-</b>	<b>0.415</b>	<b>0.284</b>	<b>0.201</b>	<b>0.130</b>	<b>0.056</b>

Table 3 - Projected Resources as at March 2016

	Total £m	Year 0 Pre-2014/15 £m	Year 1 2014/15 £m	Year 2 2015/16 £m	Year 3 2016/17 £m	Year 4 2017/18 £m	Year 5 2018/19 £m	Year 6 2019/20 £m	Year 7 2020/21 £m	Year 8 2021/22 £m	Year 9 2022/23 £m	Year 10 2023/24 £m	Year 11 2024/25 £m	Year 12 2025/26 £m	Year 13 2026/27 £m	Year 14 2027/28 £m	Year 15 2028/29 £m
		Actuals	Actuals	Actuals *													
<b>Central Government</b>																	
Transport funding	115.209	0.600	10.109	6.710	14.790	15.570	41.250	24.090	2.090	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
HCA Locally Retained Landhold Receipts	38.330	0.000	4.755	3.422	-4.551	9.373	11.278	5.562	5.656	3.372	-0.524	0.336	-0.112	0.442	-0.678	0.000	0.000
<b>Developer contributions ( less parish council share)</b>	99.366	1.200	5.770	5.112	4.423	6.912	7.955	9.506	12.890	7.630	8.834	6.790	5.556	4.812	4.577	3.935	3.463
<b>Lancashire County Council</b>																	
Capital Programme	46.251	5.900	3.130	12.221	7.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	0.000	0.000	0.000	0.000	0.000
Capital Receipts	0.228	0.000	0.000	0.000	0.000	0.000	0.057	0.057	0.057	0.057	0.000	0.000	0.000	0.000	0.000	0.000	0.000
New Homes Bonus	12.953	0.000	0.000	0.000	0.142	0.440	0.727	1.144	1.666	2.132	2.513	4.188	0.000	0.000	0.000	0.000	0.000
Reserve commitment	7.000	0.000	0.000	0.000	0.000	7.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue contribution - Capital financing costs	8.082	0.000	0.000	-0.181	0.153	0.636	0.882	1.316	1.399	1.168	0.963	0.661	0.415	0.284	0.201	0.130	0.056
<b>Preston City Council</b>																	
Business Rates Retention	5.135	0.000	0.031	0.042	0.307	0.670	0.692	0.714	0.345	0.629	0.746	0.961	0.000	0.000	0.000	0.000	0.000
New Homes Bonus	28.051	0.000	0.000	0.097	0.405	0.920	1.656	2.537	3.676	4.814	5.763	6.429	1.756	0.000	0.000	0.000	0.000
<b>South Ribble Borough Council</b>																	
Business Rates Retention	4.350	0.000	0.042	0.085	0.671	0.774	0.877	0.980	0.103	0.188	0.273	0.357	0.000	0.000	0.000	0.000	0.000
New Homes Bonus	25.409	0.000	0.000	0.376	0.891	1.172	1.672	2.459	3.409	4.136	4.711	5.365	1.218	0.000	0.000	0.000	0.000
Moss Side Test Track Land Receipt	5.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.000	0.000	0.000	0.000	0.000	0.000
<b>Total Resources</b>	<b>395.364</b>	<b>7.700</b>	<b>23.836</b>	<b>27.884</b>	<b>24.729</b>	<b>45.967</b>	<b>69.545</b>	<b>50.865</b>	<b>33.791</b>	<b>26.626</b>	<b>25.779</b>	<b>32.587</b>	<b>8.832</b>	<b>5.538</b>	<b>4.100</b>	<b>4.065</b>	<b>3.519</b>



## Finance Plan – 2016-19 (Years 3-5)

A summary of City Deal programmed spending and the amount of income due to the fund for the 3 year period 2016-17 to 2018-19 is shown in Table 4 and figures 1 and 2.

Key items of expenditure and funding across the period 2016-19 are dependent on the milestones for the individual infrastructure, housing and employment schemes, being met.

Table 4 - summary of total resources and expenditure planned in 2016/19		£m
<b>Resources</b>		
Central Government		87.710
Developer contributions ( less parish council share)		19.290
Lancashire County Council		22.536
Preston City Council		4.648
South Ribble Borough Council		6.057
		140.241
<b>Expenditure</b>		
NW Preston Green Infrastructure		2.265
Preston community Infrastructure		1.924
Market Quarter		0.400
East West Spine Road	✓	9.000
PWD	✓	54.709
Cottam Parkway		0.900
Broughton Congestion	✓	17.722
Preston Bus Station	✓	22.316
Fishergate Central Gateway	✓	1.394
Education Infrastructure - Preston	✓	6.775
Public Transport Corridors & Local Centres- Preston	✓	9.707
Preston Community Provision	✓	2.009
Pickerings Farm Link Road	✓	4.500
Moss Side Test Track Road Infrastructure		2.050
Land Between Heatherleigh and Moss Lane Spine Road	✓	1.000
Cuerden Strategic Site Road Infrastructure	✓	5.050
Community/ Green Infrastructure	✓	3.099
A582 South Ribble Western Distributor/ B2523 Flensburg Way	✓	18.829
Completion Penwortham Bypass		15.596
New Ribble Bridge - Preliminary Works & Route Protection		1.975
Education Infrastructure - South Ribble		4.402
Public Transport Corridors & Local Centres- South Ribble		8.827
South Ribble Community Provision		1.477
Revenue Costs City Deal Programme		0.110
Construction inflation		10.522
Capital Financing Costs		1.671
		208.230

Figure 1 – 2016-19 Resources Total

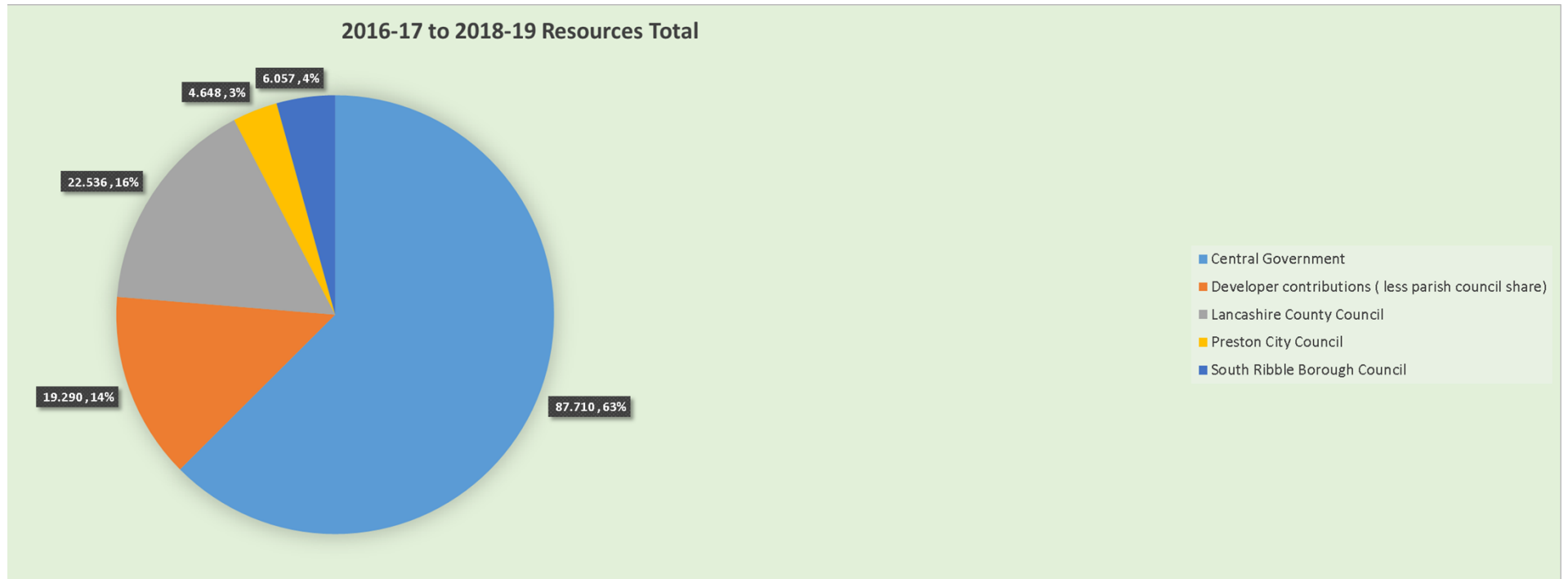
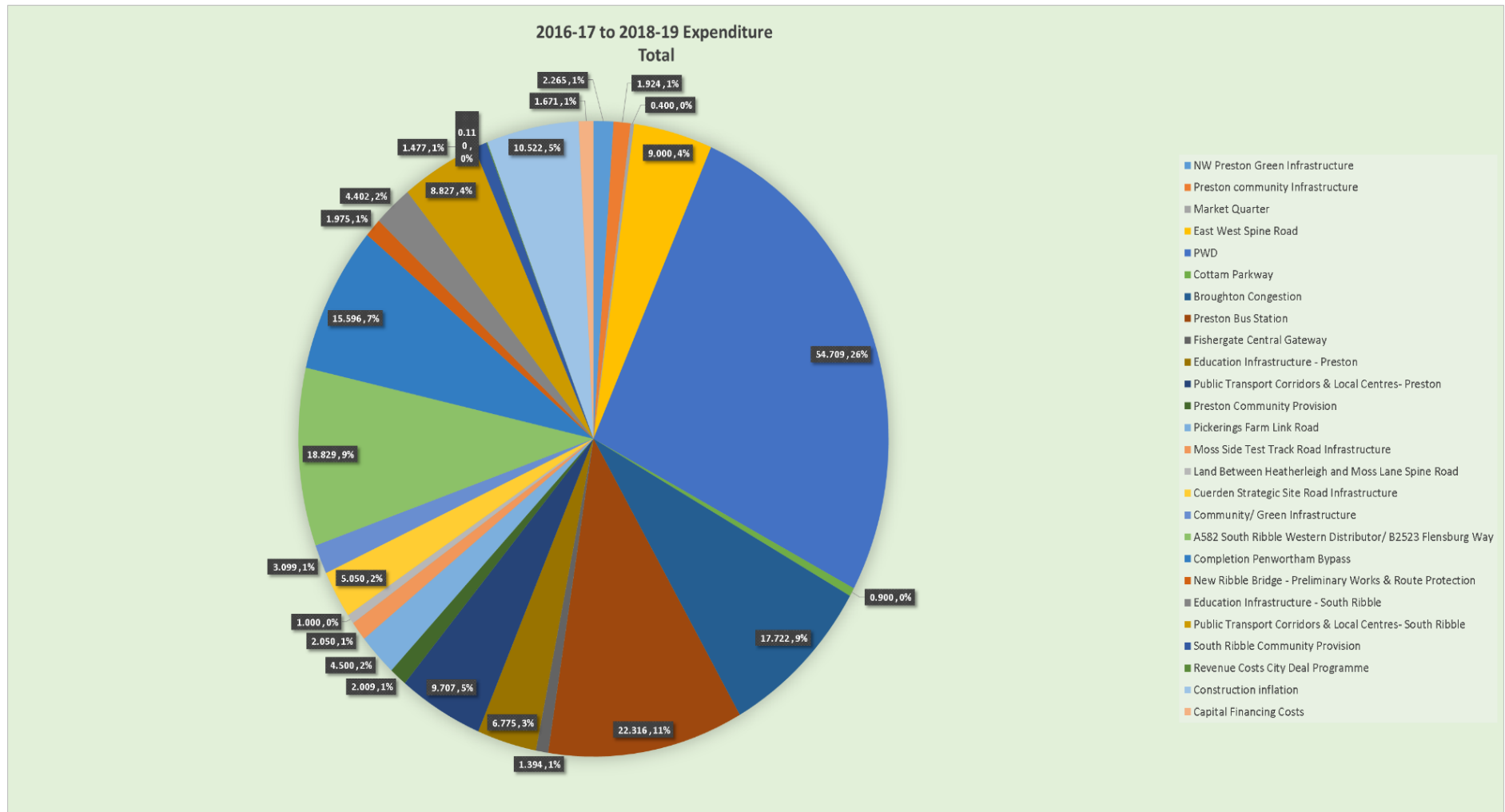


Figure 2 – 2016-19 Expenditure Total



# Housing Sites

The City Deal supports the delivery of 17,400 new homes across a range of strategic and smaller sites. Detailed delivery milestones for each of the sites are currently being developed and will be included in the refreshed version of this Plan in Summer 2017. The table below provides information on each of the sites identified in the City Deal agreement and provides a three year development projection for 2016-19.

## North West Preston

<u>Site</u>	<u>No of units</u>	<u>No of units completed as at March 2016</u>	<u>Yr 3 16/17</u>	<u>Yr4 17/18</u>	<u>Yr5 18/19</u>
Cottam Hall	326	0	0	13	40
Cottam Hall - Site K	104	38	30	36	0
Cottam Hall - Phase 2	283	0	20	40	40
Cottam Brickworks	45	0	0	0	15
North West Preston	2,863	0	0	0	100
North of Eastway	300	0	0	30	30
Eastway	140	0	0	10	28
Hoyles Lane	350	21	0	23	30
Maxy House Farm	288	8	45	60	60
Haydock Grange	420	25	45	30	30
Lightfoot Lane	330	11	0	30	30
Lightfoot Green Lane	125	0	8	30	30
Rear of RC Primary School	22	0	13	9	0
Sandyforth Lane	182	0	0	20	30
Tulketh Mill, Balcarres Road	0	0	0	0	0
Land North of Tom Benson Way	30	0	0	0	30
Land North of D'urton Lane	112	0	0	30	40
Land rr 122-152 Hoyles Lane	48	0	0	0	24

## North East Preston

<u>Site</u>	<u>No of units</u>	<u>No of units completed as at March 2016</u>	<u>Yr 3 16/17</u>	<u>Yr4 17/18</u>	<u>Yr5 18/19</u>
Whittingham Hospital	650	5	30	30	60
Land South of Whittingham Road (Moss Farm)	78	22	40	16	0
Whittingam Road (Ridings Depot)	220	0	0	0	30
Inglewhite Road	190	0	0	30	30
Fire & Rescue HQ, Garstang Road	40	0	0	0	0
Eastway Nurseries, Eastway	13	0	0	13	0
Sharoe Green Hospital	55	0	0	0	25
2 Black Bull Lane	0	0	0	0	0
167 Yewtree Avenue and 88 Fir Trees Avenue	7	0	7	0	0
Land off Forest Grove, Barton	63	40	23	0	0
Land off Ribblesdale Drive, Grimsargh	70	0	10	30	30

## Preston City Centre

<u>Site</u>	<u>No of units</u>	<u>No of units completed as at March 2016</u>	<u>Yr 3 16/17</u>	<u>Yr4 17/18</u>	<u>Yr5 18/19</u>
Parker Street	50	0	0	0	0
Goldenhill School, Cromwell Road	20	0	0	20	0
Tulketh Sports College, Tag Lane	44	0	0	0	15
Brethrens Meeting Rm, Egerton Road	12	0	0	0	0
Argyll Road Depot	300	0	0	0	0
Tetrad, New Hall Lane	189	51	26	50	62
Skeffington Road/Castleton Road	38	0	0	0	0
Deepdale Mill	28	0	0	0	0
Shelley Road/Wetherall Street	27	0	0	0	0
Stagecoach Bus Depot, Selbourne Street	32	0	0	0	0
Jubilee Trading Estate, Fylde Road	64	30	34	0	0
Spar Dist' Depot, Blackpool Road	23	0	23	0	0
Site Formerly Truro Place	14	0	0	7	7
6 - 16 Marsh Lane	20	0	20	0	0
Ashton Basin Tulketh Brow	12	0	0	0	12

### **Non – Specific (Preston)**

<u>Site</u>	<u>No of units</u>	<u>No of units completed as at March 2016</u>	<u>Yr 3 16/17</u>	<u>Yr4 17/18</u>	<u>Yr5 18/19</u>
City Centre Allocations Allowance	0	0	0	0	0
City Centre Extant Planning Permissions	0	0	0	0	0
Re-use of Empty Homes	975	98	0	0	0
Extant Planning Permission	0	0	0	0	0
Additional Preston	785	100	200	200	200

### **Penwortham & Lostock Hall**

<u>Site</u>	<u>No of units</u>	<u>No of units completed as at March 2016</u>	<u>Yr 3 16/17</u>	<u>Yr4 17/18</u>	<u>Yr5 18/19</u>
Pickerings Farm	1350	0	0	0	20
Vernon Carus	385	0	0	0	43
South of Longton Hall, Chapel Lane	80	0	0	0	20
Land off the Cawsey	75	71	4	0	0
Land off Liverpool Road, Hutton	46	0	0	0	20
Wateringpool Lane	80	11	35	34	0
Land off School Lane, Longton	69	4	0	0	16
Lostock Hall Gasworks	281	0	0	0	60
Land at Longton Hall, Chapel Lane	48	0	0	0	20
Lostock Hall Primary, Avondale Drive	20	0	0	0	0
Gas Holders, Lostock Hall	25	0	0	0	0
Land off Claytongate Drive	60	0	0	0	30

## Leyland & Cuerden

<u>Site</u>	<u>No of units</u>	<u>No of units completed as at March 2016</u>	<u>Yr 3 16/17</u>	<u>Yr4 17/18</u>	<u>Yr5 18/19</u>
Moss Side Test Track	750	0	0	0	0
Moss Lane - North of Northern Section - Phase 1	200	0	0	0	0
Moss Lane - North of Northern Section - Phase 2	200	0	0	0	0
Moss Lane - South of Northern Section	122	0	0	0	0
Moss Lane - South of Southern Section	175	0	16	32	32
Moss Lane - North of Southern Section	175	0	0	0	10
Altcar Lane	160	0	0	0	0
Altcar Lane - Phase 1	180	0	0	0	50
Altcar Lane - Phase 2	260	0	0	0	50
Rear of Dunkirk Mill	47	0	0	0	0
Wheelton Lane	468	102	50	55	55
Grasmere Avenue	160	0	0	0	20
Roadferry Depot	80	0	0	0	30
Dunkirk Mill	35	0	0	0	0
Land South of Centurion Way (Northern)	1	0	1	0	0
Land South of Centurion Way (Southern)	0	0	0	0	0



### **Bamber Bridge**

<u>Site</u>	<u>No of units</u>	<u>No of units completed as at March 2016</u>	<u>Yr 3 16/17</u>	<u>Yr4 17/18</u>	<u>Yr5 18/19</u>
Land off Brindle Road - Phase 1	110	0	0	110	0
Land off Brindle Road - Phase 2	140	0	0	140	0
Coupe Foundry	80	0	0	0	0
Land off Browndge Road	60	0	0	0	0
Arla Dairy, School Lane	209	155	54	0	0
Wesley Street Mill	190	0	0	0	30

### **Non – Specific (South Ribble)**

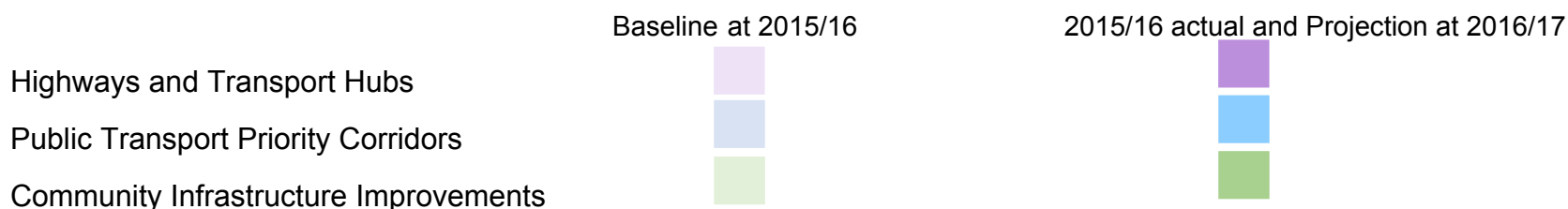
<u>Site</u>	<u>No of units</u>	<u>No of units completed as at March 2016</u>	<u>Yr 3 16/17</u>	<u>Yr4 17/18</u>	<u>Yr5 18/19</u>
Small sites with planning permission	326	0	52	69	51
Small sites identified in the SHLAA	121	0	12	12	12
Large sites under construction	84	63	10	1	10
Additional South Ribble	772	0	0	0	0

## Completed Housing Sites

Zone	Site	No of units completed
North West Preston	Lime Chase	70
North West Preston	Howarth Road, Tulketh	15
North East Preston	Brookfield Arms, Croasdale Avenue	15
North East Preston	NW Water Depot, Longridge Road	34
North East Preston	Booker Cash & Carry, Holme Slack Lane	6
Preston City Centre	69 Bow Lane	5
Preston City Centre	Derby Inn, 212 Ribbleton Lane	3
Preston City Centre	Meadow House, Meadow Street	14
Preston City Centre	Land off Elizabeth Street	5
Preston City Centre	Stephenson's Arms, 21 - 23 East Street	3
Preston City Centre	DJ Ryan Depot, Inglewhite Road	10
Preston City Centre	Change of use (City Centre office to residential)	215
Penwortham & Lostock Hall	Former Prestolite Premises	79
Penwortham & Lostock Hall	Rear of Chapel Meadow, Longton	14
Penwortham & Lostock Hall	Liverpool Road/Jubilee Road	72
Penwortham & Lostock Hall	Land off Long Moss Lane	29
Leyland & Cuerden	Fishwick's Depot	33
Leyland & Cuerden	Group One	220
Leyland & Cuerden	LCC Offices, Brindle Road	34
Leyland & Cuerden	Former Prestolite Premises, Cleveland Road	40
Bamber Bridge	Brindle Road (Hospital Inn)	32
<b>Total</b>		<b>948</b>

# Infrastructure Delivery 2016-19

The range of infrastructure schemes being delivered as part of the City Deal have been categorised and colour coded in the activity tables, as follows:-



The activity tables which follow have been grouped by City Deal zone (set out at the end of this section) and provide high level information for each scheme and bring together the delivery forecasts with the related income/expenditure associated with that scheme.

Each infrastructure type has a standard set of milestones (with the exception of the community infrastructure revenue projects which have individually tailored milestones). The standardised milestones will make the progress monitoring process more streamlined. The milestones relevant to each scheme are set out in the activity table for ease of reference. A complete overview of all of the standardised milestones is set out below.

## Standard Delivery Milestones

### Highway and Transport Hubs

1. Concept design complete
2. Consultation
3. Concept design approved
4. Outline business case submitted
5. Outline business case approved
6. Planning application submitted
7. Planning application determined
8. Commencement of land and property negotiation
9. CPO/SRO confirmed
10. Detailed design and contract documents complete
11. Full business case approved
12. Construction contract awarded
13. Start on site
14. Site complete

### Community Infrastructure

1. Design developed and completed
2. Design approved
3. Planning application submitted
4. Planning application determined
5. Funding/match funding approved
6. Member decision
7. Contract documents complete
8. Contract awarded
9. Start on site
10. Site complete

All of the City Deal infrastructure schemes and development sites have been grouped into one of the six area zones, which are:-

Zone 1 – North West Preston

Zone 2 – North East Preston

Zone 3 – Preston City Centre

Zone 4 – Penwortham and Lostock Hall

Zone 5 – Leyland and Cuerden

Zone 6 – Bamber Bridge

# Zone 1 – North West Preston

<b>City Deal Ref:</b>	T01 - 01	Zone: North West Preston  Scheme: A6 Broughton Bypass (and M55 Junction 1 and M6 Junction 32 improvement works)  Infrastructure Type: Highways and Transport Hubs  Scheme Description: A new Broughton Bypass will provide critical relief to the A6 corridor, Broughton and other villages in the northern parishes. The 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.  Organisation: Lancashire County Council  Project Manager(s): Dave Leung
<b>Estimated Cost:</b>	33.999	
<b>Funding Sources:</b>		
Developer Contributions	12.953	
Highways Agency	8.516	
LCC Capital Investment	7.1	
Growth Deal	5.43	
<b>Construction Start Date:</b>	Q4 15/16	
<b>Construction Completion Date:</b>	Q2 17/18	

## Highways and Transport/Public Transport Milestones

		Year 2 15/16				Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Concept design complete				9	13				14																												
2. Consultation	2015/16 Milestones																																				
3. Concept design approved				11																																	
4. Outline business case submitted				12																																	
5. Outline business case approved																																					
6. Planning application submitted	2015/16 actuals and			9	11	13			14																												
7. Planning application determined	2016/17 Projected Milestones			10	12																																
8. Commencement of land and property negotiation																																					
9. CPO/SRO confirmed																																					
10. Detailed design and contract documents complete																																					
11. Full business case approved		Year 0 13/14	Year 1 14/15	Year 2 15/16	Year 3 16/17	Year 4 17/18	Year 5 18/19	Year 6 19/20	Year 7 20/21	Year 8 21/22	Year 9 22/23	Year 10 23/24	Total																								
12. Construction contract awarded	Expenditure Profile at 2016/17 (£m)	4.791	9.006	4.008	15.994	0.2	0	0	0	0	0	0	33.999																								
13. Start on site																																					
14. Site complete																																					

**NB: The information contained in this template relating to Broughton Bypass will be reviewed following the outcome of discussions at the City Deal Executive/Stewardship Board on 30th September.**

<b>City Deal Ref:</b> T01 - 02 <b>Estimated Cost:</b> 104.5 <b>Funding Sources:</b> Growth Deal 68.07 Highways Agency 25 Developer Contributions 11.43  <b>Construction Start Date:</b> Q4 17/18 <b>Construction Completion Date:</b> Q3 19/20	Zone: North West Preston  Scheme: Preston Western Distributor  Infrastructure Type: Highways and Transport Hubs  Scheme Description: The new PWD will link the A583/A584 to the motorway network via a new junction on the M55, with link roads to the new housing areas in cottam and North West Preston. This road will also improve access to the Enterprise Zone at Warton, the Springfields nuclear fuel facility at Salwick and will enable the comprehensive development of the North West Preston strategic housing location.  Organisation: Lancashire County Council  Project Manager(s): Phil Wilson
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**Highways and Transport/Public Transport Milestones**

	Year 2 15/16				Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Concept design complete																																				
2. Consultation																																				
3. Concept design approved																																				
4. Outline business case submitted																																				
5. Outline business case approved																																				
6. Planning application submitted																																				
7. Planning application determined																																				
8. Commencement of land and property negotiation																																				
9. CPO/SRO confirmed																																				
10. Detailed design and contract documents complete																																				
11. Full business case approved																																				
12. Construction contract awarded																																				
13. Start on site																																				
14. Site complete																																				

	Year 0 13/14	Year 1 14/15	Year 2 15/16	Year 3 16/17	Year 4 17/18	Year 5 18/19	Year 6 19/20	Year 7 20/21	Year 8 21/22	Year 9 22/23	Year 10 23/24	Total
<b>Expenditure Profile at 2016/17 (£m)</b>	0.197	0.994	1.749	2.5	4.86	47.1	44.1	3	0	0	0	104.5

**NB: Due to statutory consultation and the consideration of submissions and representations and objections there will be implications for the whole programme and there is further work underway to clarify and report this.**

<b>City Deal Ref:</b>	T01 - 03	Zone: North West Preston Scheme: East West Link Road Infrastructure Type: Highways and Transport Hubs Scheme Description: The East West Link Road will connect the North West Preston housing area to the PWD from Lightfoot Lane. Organisation: Lancashire County Council Project Manager(s): Phil Wilson
<b>Estimated Cost:</b>	9.8	
<b>Funding Sources:</b>		
Developer Contributions	9.8	
<b>Construction Start Date:</b>	Q3 16/17	
<b>Construction Completion Date:</b>	Q3 17/18	

Highways and Transport/Public Transport Milestones			Year 2 15/16				Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Concept design complete				6		7	12			14																												
2. Consultation																																						
3. Concept design approved							10	13																														
4. Outline business case submitted																																						
5. Outline business case approved																																						
6. Planning application submitted																																						
7. Planning application determined																																						
8. Commencement of land and property negotiation																																						
9. CPO/SRO confirmed																																						
10. Detailed design and contract documents complete																																						
11. Full business case approved																																						
12. Construction contract awarded	<b>Expenditure Profile at 2016/17 (£m)</b>	0	0.141	0.693	2.216	6.75	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.8				
13. Start on site																																						
14. Site complete																																						

**NB: Due to statutory consultation and the consideration of submissions and representations and objections there will be implications for the whole programme and there is further work underway to clarify and report this.**

<p><b>City Deal Ref:</b> T01 - 04  <b>Estimated Cost:</b> 15  <b>Funding Sources:</b>  Developer Contributions 15</p> <p><b>Construction Start Date:</b> Q2 21/22  <b>Construction Completion Date:</b> Q4 22/23</p>	<p>Zone: North West Preston</p> <p>Scheme: Cottam Parkway</p> <p>Infrastructure Type: Highways and Transport Hubs</p> <p>Scheme Description: A new 'Parkway' rail station in the Cottam area, similar in concept to Buckshaw Parkway, will serve the North West Preston strategic housing location. The station will be accessed from the PWD road to provide rail-based Park and Ride opportunities to Preston/Manchester/Liverpool and Blackpool.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): Phil Wilson</p>
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**Highways and Transport/Public Transport Milestones**

		Year 2 15/16		Year 3 16/17			Year 4 17/18			Year 5 18/19			Year 6 19/20			Year 7 20/21			Year 8 21/22			Year 9 22/23			Year 10 23/24				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Concept design complete																													
2. Consultation	2015/16 Milestones		2		3		4																				14		
3. Concept design approved																													
4. Outline business case submitted																													
5. Outline business case approved																													
6. Planning application submitted	2015/16 actuals and			2	3	4	5						6	7			9	10										14	
7. Planning application determined	2016/17 Projected Milestones											8																	
8. Commencement of land and property negotiation																													
9. CPO/SRO confirmed																													
10. Detailed design and contract documents complete																													
11. Full business case approved																													
12. Construction contract awarded	<b>Expenditure Profile at 2016/17 (£m)</b>		0		0.004		0.001		0.3		0.3		0.9		0.9		2		10.595		0		0					15	
13. Start on site																													
14. Site complete																													



<p><b>City Deal Ref:</b> P01 - 01</p> <p><b>Estimated Cost:</b> 1</p> <p><b>Funding Sources:</b></p> <p>Intergrated Transport Fund 1</p> <p><b>Construction Start Date:</b> Q3 17/18</p> <p><b>Construction Completion Date:</b> Q3 18/19</p>	<p>Zone: North West Preston</p> <p>Scheme: Broughton/Fulwood (North of M55)</p> <p>Infrastructure Type: Public Transport Corridor/Local Centre</p> <p>Scheme Description: As one of the main routes into Preston City Centre from the north, improving the A6 is a important part of the development of sustainable communities across the City Deal area. This corridor will benefit from the delivery of the Broughton Bypass.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): John Gatheral</p>
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**Highways and Transport/Public Transport Milestones**

	Year 2 15/16				Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24															
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4												
1. Concept design complete																																																
2. Consultation	2015/16 Milestones																																															
	2	3										13		14																																		
3. Concept design approved																																																
4. Outline business case submitted																																																
5. Outline business case approved																																																
6. Planning application submitted	2015/16 actuals and																																															
	2	3										13		14																																		
7. Planning application determined	2016/17 Projected Milestones																																															
8. Commencement of land and property negotiation																																																
9. CPO/SRO confirmed																																																
10. Detailed design and contract documents complete																																																
11. Full business case approved	Year 0 13/14				Year 1 14/15				Year 2 15/16				Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24				Total			
12. Construction contract awarded	Expenditure Profile at 2016/17 (£m)				0				0.009				0.029				0				0.962				0				0				0				0				0				1			
13. Start on site																																																
14. Site complete																																																

**NB: The information contained in this template relating to this corridor will be reviewed following the outcome of discussions at the City Deal Executive/Stewardship Board in relation to Broughton Bypass on the 30th September as this scheme is dependant on the completion of the bypass.**

<p><b>City Deal Ref:</b> P01 - 02  <b>Estimated Cost:</b> 2.625  <b>Funding Sources:</b>                  Intergrated Transport Fund 2.625</p> <p><b>Construction Start Date:</b> Q2 17/18  <b>Construction Completion Date:</b> Q1 18/19</p>	<p>Zone: North West Preston</p> <p>Scheme: Broughton/Fulwood (South of M55)</p> <p>Infrastructure Type: Public Transport Corridor/Local Centre</p> <p>Scheme Description: The A6 runs through a number of key junctions, including Black Bull Lane, Watling Street Road, Blackpool Road and North Road. Key locations and centres served by this route include Fulwood and Preston City Centre. This corridor will benefit from the delivery of PWD and East West Link Road.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): Phil Wilson</p>
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**Highways and Transport/Public Transport Milestones**

		Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		Total
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
1. Concept design complete																				
2. Consultation	2015/16 Milestones				2	10	13		14											
3. Concept design approved					3	12														
4. Outline business case submitted																				
5. Outline business case approved																				
6. Planning application submitted	2015/16 actuals and				2	3	13		14											
7. Planning application determined	2016/17 Projected Milestones					10														
8. Commencement of land and property negotiation																				
9. CPO/SRO confirmed																				
10. Detailed design and contract documents complete																				
11. Full business case approved		Year 0 13/14	Year 1 14/15	Year 2 15/16	Year 3 16/17	Year 4 17/18	Year 5 18/19	Year 6 19/20	Year 7 20/21	Year 8 21/22	Year 9 22/23	Year 10 23/24								
12. Construction contract awarded	<b>Expenditure Profile at 2016/17 (£m)</b>	0	0.003	0.009	0.5	1.853	0.26	0	0	0	0	0							2.625	
13. Start on site																				
14. Site complete																				

<p><b>City Deal Ref:</b> P01 - 03  <b>Estimated Cost:</b> 2.422  <b>Funding Sources:</b>                  Intergrated Transport Fund 2.422</p> <p><b>Construction Start Date:</b> Q4 19/20  <b>Construction Completion Date:</b> Q4 20/21</p>	<p>Zone: North West Preston</p> <p>Scheme: North West Preston/Cottam/Ingol/City Centre</p> <p>Infrastructure Type: Public Transport Corridor/Local Centre</p> <p>Scheme Description: As one of the main routes into Preston City Centre from the north west, improving the B5411 is a important part of the development. The B5411 runs through a number of junctions, including Tom Benson Way and Blackpool Rad before merging with the A583 Fylde Road into the City Centre. Key locations and centres served by this route include Tanterton, Ingol and Cadely.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): Phil Wilson</p>
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**Highways and Transport/Public Transport Milestones**

		Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		Total
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
1. Concept design complete																				
2. Consultation	2015/16 Milestones				2															
3. Concept design approved					3															
4. Outline business case submitted																				
5. Outline business case approved																				
6. Planning application submitted	2015/16 actuals and				2	3					10	13		14						
7. Planning application determined	2016/17 Projected Milestones																			
8. Commencement of land and property negotiation																				
9. CPO/SRO confirmed																				
10. Detailed design and contract documents complete																				
11. Full business case approved		Year 0 13/14	Year 1 14/15	Year 2 15/16	Year 3 16/17	Year 4 17/18	Year 5 18/19	Year 6 19/20	Year 7 20/21	Year 8 21/22	Year 9 22/23	Year 10 23/24								
12. Construction contract awarded	<b>Expenditure Profile at 2016/17 (£m)</b>	0	0	0	0.04	0.032	0	0.6	1.75	0	0	0	2.422							
13. Start on site																				
14. Site complete																				

<p><b>City Deal Ref:</b> P01 - 04  <b>Estimated Cost:</b> 1.25  <b>Funding Sources:</b>                  Intergrated Transport Fund 1.25</p> <p><b>Construction Start Date:</b> Q3 18/19  <b>Construction Completion Date:</b> Q3 19/20</p>	<p>Zone: North West Preston</p> <p>Scheme: Warton to Preston Western Distributor</p> <p>Infrastructure Type: Public Transport Corridor/Local Centre</p> <p>Scheme Description: The Warton to Samlesbury Corridor has been identified as a priority corridor. The section from Warton to the PWD forms part of this corridor, improving the A584 and the A583 is a key part of the development of sustainable communities across the City Deal area.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): Phil Wilson</p>
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**Highways and Transport/Public Transport Milestones**

		Year 2 15/16		Year 3 16/17			Year 4 17/18			Year 5 18/19			Year 6 19/20			Year 7 20/21			Year 8 21/22			Year 9 22/23			Year 10 23/24			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
1. Concept design complete																												
2. Consultation	2015/16 Milestones					2	3	10							14													
3. Concept design approved								12																				
4. Outline business case submitted																												
5. Outline business case approved																												
6. Planning application submitted	2015/16 actuals and							2	3	10		13		14														
7. Planning application determined	2016/17 Projected Milestones																											
8. Commencement of land and property negotiation																												
9. CPO/SRO confirmed																												
10. Detailed design and contract documents complete																												
11. Full business case approved																												
12. Construction contract awarded	<b>Expenditure Profile at 2016/17 (£m)</b>					0	0	0	0	0.01	0.24	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.25	
13. Start on site																												
14. Site complete																												

<p><b>City Deal Ref:</b> C01 - 01</p> <p><b>Estimated Cost:</b> 0.06</p> <p><b>Funding Sources:</b> Community/Green Infrastructure 0.06</p> <p><b>Construction Start Date:</b> Q4 16/17</p> <p><b>Construction Completion Date:</b> Q1 17/18</p>	<p>Zone: North West Preston</p> <p>Scheme: Guild Wheel Upgrade Link - P1 Bluebell Way</p> <p>Infrastructure Type: Community Infrastructure</p> <p>Scheme Description: This involves the surfacing of an off road section of Guild Wheel route to an approved standard to allow the delivery of the Bluebell Way alternative route section on the Guild Wheel in advance of the delivery of development on the HCA owned employment land at Preston East.</p> <p>Organisation: Preston City Council</p> <p>Project Manager(s): Russell Rees</p>
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Community Infrastructure Milestones	Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		Total		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Q3	Q4
1. Design developed and completed																					
2. Design approved					7	3		9													
3. Planning application submitted					8	4		10													
4. Planning application determined																					
5. Funding/match funding approved																					
6. Member decision																					
7. Contract documents complete																					
8. Contract awarded																					
9. Start on site																					
10. Site complete																					
<b>Expenditure Profile at 2016/17 (£m)</b>					0			0.02	0.04				0				0				0.06

<p><b>City Deal Ref:</b> C01 - 02  <b>Estimated Cost:</b> 0.05  <b>Funding Sources:</b>          Community/Green Infrastructure 0.05</p> <p><b>Construction Start Date:</b> Q4 16/17  <b>Construction Completion Date:</b> Q2 17/18</p>	<p>Zone: North West Preston</p> <p>Scheme: Guild Wheel Upgrade Link - P2 Watery Lane</p> <p>Infrastructure Type: Community Infrastructure</p> <p>Scheme Description: This involves the surfacing of an off road section of Guild Wheel route to an approved standard to allow the resurfacing of Watery Lane to provide a usable link for cyclists to access the Guild Wheel/Fishwick from the inner East Preston area. This links to the planned improvements to the New Hall Lane Corridor and promotes cycle links to the neighbourhood centre.</p> <p>Organisation: Preston City Council</p> <p>Project Manager(s): Russell Rees</p>
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Community Infrastructure Milestones	Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		Total		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Q3	Q4
1. Design developed and completed																					
2. Design approved			7				9														
3. Planning application submitted			8				10														
4. Planning application determined																					
5. Funding/match funding approved																					
6. Member decision							1	5	7	9	10										
7. Contract documents complete							2	8													
8. Contract awarded																					
9. Start on site																					
10. Site complete																					
<b>Expenditure Profile at 2016/17 (£m)</b>							0	0.01	0.04	0	0	0	0	0	0	0	0	0	0	0	0.05

<p><b>City Deal Ref:</b> C01 - 03  <b>Estimated Cost:</b> 0.1  <b>Funding Sources:</b>          Community/Green Infrastructure 0.08          Lancashire County Council 0.02</p> <p><b>Construction Start Date:</b> Q2 18/19  <b>Construction Completion Date:</b> Q4 18/19</p>	<p>Zone: North West Preston</p> <p>Scheme: Guild Wheel Upgrade Link - P3 Blackpool Road</p> <p>Infrastructure Type: Community Infrastructure</p> <p>Scheme Description: This involves the surfacing of an off road section of Guild Wheel route to an approved standard to allow year round access for Guild Wheel users between Blackpool Road and the Lancaster Canal towpath.</p> <p>Organisation: Preston City Council</p> <p>Project Manager(s): Russell Rees</p>
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Community Infrastructure Milestones	Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		Total		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Q3	Q4
1. Design developed and completed																					
2. Design approved																					
3. Planning application submitted																					
4. Planning application determined																					
5. Funding/match funding approved																					
6. Member decision																					
7. Contract documents complete																					
8. Contract awarded																					
9. Start on site																					
10. Site complete																					
<b>Expenditure Profile at 2016/17 (£m)</b>	0				0				0.005				0.095				0				0.1

**NB: Scheme being reviewed.**

<p><b>City Deal Ref:</b> C01 - 04</p> <p><b>Estimated Cost (£m):</b> 0.428</p> <p><b>Funding Sources:</b> Developer Contributions 0.428</p> <p><b>Construction Start Date:</b> Q3 16/17</p> <p><b>Construction Completion Date:</b> Q3 16/17</p>	<p>Zone: North West Preston</p> <p>Scheme: Lancaster Canal Towpath</p> <p>Infrastructure Type: Community Infrastructure</p> <p>Scheme Description: The Lancaster Canal Cycle improvement will involve a series of towpath improvements for cycling/walking in the Lancaster Canal.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): Phil Wilson</p>
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Community Infrastructure Milestones		Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		Total
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
1. Design developed and completed																				
2. Design approved	2015/16 Milestones		2	7	9															
3. Planning application submitted				8																
4. Planning application determined																				
5. Funding/match funding approved																				
6. Member decision	2015/16 actuals and																			
7. Contract documents complete	2016/17 Projected Milestones																			
8. Contract awarded																				
9. Start on site																				
10. Site complete																				
<b>Expenditure Profile at 2016/17 (£m)</b>		<b>Year 0 13/14</b>	<b>Year 1 14/15</b>	<b>Year 2 15/16</b>	<b>Year 3 16/17</b>	<b>Year 4 17/18</b>	<b>Year 5 18/19</b>	<b>Year 6 19/20</b>	<b>Year 7 20/21</b>	<b>Year 8 21/22</b>	<b>Year 9 22/23</b>	<b>Year 10 23/24</b>	<b>Total</b>							
		0	0	0	0.428	0	0	0	0	0	0	0	0.428							



<p><b>City Deal Ref:</b> C01 - 05</p> <p><b>Estimated Cost (£m):</b> 0.45</p> <p><b>Funding Sources:</b> Developer Contributions 0.45</p> <p><b>Construction Start Date:</b> Q4 16/17</p> <p><b>Construction Completion Date:</b> Q1 17/18</p>	<p>Zone: North West Preston</p> <p>Scheme: Tom Benson Way</p> <p>Infrastructure Type: Community Infrastructure</p> <p>Scheme Description: A new cycle path along Tom Benson Way, starting from Cottam to the City Centre.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): Phil Wilson</p>
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Community Infrastructure Milestones	Year 2 15/16		Year 3 16/17			Year 4 17/18			Year 5 18/19			Year 6 19/20			Year 7 20/21			Year 8 21/22			Year 9 22/23			Year 10 23/24				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Design developed and completed																												
2. Design approved																												
3. Planning application submitted																												
4. Planning application determined																												
5. Funding/match funding approved																												
6. Member decision																												
7. Contract documents complete																												
8. Contract awarded																												
9. Start on site																												
10. Site complete																												
<b>Expenditure Profile at 2016/17 (£m)</b>																												
	Year 0 13/14	Year 1 14/15	Year 2 15/16	Year 3 16/17	Year 4 17/18	Year 5 18/19	Year 6 19/20	Year 7 20/21	Year 8 21/22	Year 9 22/23	Year 10 23/24	Total																
	0	0	0	0.2	0.25	0	0	0	0	0	0	0.45																

<p><b>City Deal Ref:</b> C01 - 06</p> <p><b>Estimated Cost (£m):</b> 0.06</p> <p><b>Funding Sources:</b></p> <p>Developer Contributions 0.06</p> <p><b>Construction Start Date:</b> Q3 17/18</p> <p><b>Construction Completion Date:</b> Q4 17/18</p>	<p>Zone: North West Preston</p> <p>Scheme: Guild Wheel Improvements</p> <p>Infrastructure Type: Community Infrastructure</p> <p>Scheme Description: Upgrading the existing cycle road from stone to tarmac from Blackpool Road to the Ribble Link Canal.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): Phil Wilson</p>
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Community Infrastructure Milestones	Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		Total	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Q3
1. Design developed and completed																				
2. Design approved																				
3. Planning application submitted																				
4. Planning application determined																				
5. Funding/match funding approved																				
6. Member decision																				
7. Contract documents complete																				
8. Contract awarded																				
9. Start on site																				
10. Site complete																				
<b>Expenditure Profile at 2016/17 (£m)</b>	0				0			0.06			0			0			0			0.06

<p><b>City Deal Ref:</b> C01 - 07  <b>Estimated Cost (£m):</b> 0.025  <b>Funding Sources:</b>          Developer Contributions 0.025</p> <p><b>Construction Start Date:</b> Q4 17/18  <b>Construction Completion Date:</b> Q4 17/18</p>	<p>Zone: North West Preston</p> <p>Scheme: Upgrade of Existing Gates</p> <p>Infrastructure Type: Community Infrastructure</p> <p>Scheme Description: Upgrade of existing gates in Cottam on to adjacent cycle paths, to allow access to cycles and mobility scooters.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): Phil Wilson</p>
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Community Infrastructure Milestones	Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Design developed and completed																				
2. Design approved																				
3. Planning application submitted																				
4. Planning application determined																				
5. Funding/match funding approved																				
6. Member decision								9												
7. Contract documents complete								10												
8. Contract awarded																				
9. Start on site																				
10. Site complete																				
<b>Expenditure Profile at 2016/17 (£m)</b>	0	0	0	0	0	0	0.025	0	0	0	0	0	0	0	0	0	0	0	0	0

## Zone 2 – North East Preston

<p><b>City Deal Ref:</b> P02 - 01</p> <p><b>Estimated Cost:</b> 1.8</p> <p><b>Funding Sources:</b> Intergrated Transport Fund 1.8</p> <p><b>Construction Start Date:</b> Q3 17/18</p> <p><b>Construction Completion Date:</b> Q4 17/18</p>	<p>Zone: North East Preston</p> <p>Scheme: Longridge/Grimsargh/Ribbleton/City Centre</p> <p>Infrastructure Type: Public Transport Corridor/Local Centre</p> <p>Scheme Description: As one of the main routes into Preston City Centre from the north east, improving the B6243 is a crucial part of the development of sustainable communities across the City Deal area. The B6243 runs through a number of key junctions, including Blackpool Road and serves Junction 31a at Preston East. Key locations and centres served by this route include Grimsargh, Ribbleton and the City Centre.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): Phil Wilson</p>
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### Highways and Transport/Public Transport Milestones

		Year 2 15/16				Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Concept design complete										3				10	13	14																					
2. Consultation	2015/16 Milestones																																				
3. Concept design approved														12																							
4. Outline business case submitted																																					
5. Outline business case approved																																					
6. Planning application submitted	2015/16 actuals and																																				
7. Planning application determined	2016/17 Projected Milestones																																				
8. Commencement of land and property negotiation																																					
9. CPO/SRO confirmed																																					
10. Detailed design and contract documents complete																																					
11. Full business case approved																																					
12. Construction contract awarded	<b>Expenditure Profile at 2016/17 (£m)</b>	0	0	0	0	0.05	1.75	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
13. Start on site																																					
14. Site complete																																					



# Zone 3 – Preston City Centre

<b>City Deal Ref:</b>	T03 - 01	Zone: Preston City Centre  Scheme: Preston Bus Station  Infrastructure Type: Highways & Transport Hubs  Scheme Description: The refurbishment of the car park including carrying out required structural repair work, providing new waterproof decks with improved spaces and vehicle circulation, new lighting and internal re-decoration throughout. The ground floor concourses will also be refurbished to accommodate all of the departure gates being housed on the eastern side of the building.  Organisation: Lancashire County Council  Project Manager(s): Andrew Barrow
<b>Estimated Cost:</b>	17,342,000	
<b>Funding Sources:</b>		
Lancashire County Council Capital Growth Deal	15.342 2	
<b>Construction Start Date:</b>	Q3 16/17	
<b>Construction Completion Date:</b>	Q2 18/19	

Highways and Transport/Public Transport Milestones	Concrete Repairs & Car Park Refurbishment	Year 2 15/16				Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Concept design complete	2015/16 actuals and 2016/17 Projected Milestones					6	7	13					14																								
2. Consultation																																					
3. Concept design approved																																					
4. Outline business case submitted																																					
5. Outline business case approved																																					
6. Planning application submitted																																					
7. Planning application determined																																					
8. Commencement of land and property negotiation																																					
9. CPO/SRO confirmed																																					
10. Detailed design and contract documents complete																																					
11. Full business case approved																																					
12. Construction contract awarded																																					
13. Start on site																																					
14. Site complete																																					

<b>City Deal Ref:</b>	T03 - 08	Zone: Preston City Centre  Scheme: Fishergate Central Gateway - Phase 3  Infrastructure Type: Highways and Transport Hubs  Scheme Description: A high quality public realm with re-configuration of key gateways to significantly enhance the attractiveness of the City Centre as a viable business location and act as a catalyst for private sector investment in the city. The project will improve the connectivity and accessibility of the two principal transport hubs, i.e. railway and bus station, with city centre strategic locations.  Organisation: Lancashire County Council  Project Manager(s): Andrew Barrow
<b>Estimated Cost:</b>	0	
<b>Funding Sources:</b>		
<b>Construction Start Date:</b>	0	
<b>Construction Completion Date:</b>	0	

**Highways and Transport/Public Transport Milestones**

		Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Concept design complete																									
2. Consultation	2015/16 Milestones			2				13	14																
3. Concept design approved				3																					
4. Outline business case submitted																									
5. Outline business case approved																									
6. Planning application submitted	2015/16 actuals and 2016/17 Projected Milestones	<b>Project under review</b>																							
7. Planning application determined																									
8. Commencement of land and property negotiation																									
9. CPO/SRO confirmed																									
10. Detailed design and contract documents complete																									
11. Full business case approved		Year 0 13/14	Year 1 14/15	Year 2 15/16	Year 3 16/17	Year 4 17/18	Year 5 18/19	Year 6 19/20	Year 7 20/21	Year 8 21/22	Year 9 22/23	Year 10 23/24	Total												
12. Construction contract awarded	Expenditure Profile at 2016/17 (£m)	<b>Information to be finalised</b>																							
13. Start on site																									
14. Site complete																									

**NB: This project will need to be reprogrammed and finance information confirmed once the outturn on phase 2 is known.**











<b>City Deal Ref:</b>	C03 - 03	Zone: Preston City Centre
<b>Estimated Cost:</b>	0.8	Scheme: East Cliff Cycle Hub
<b>Funding Sources:</b>		Infrastructure Type: Community Infrastructure
Virgin Rail	0.8	Scheme Description: Works will include the completion of a high quality cycle hub at the railway station.
<b>Construction Start Date:</b>	Q1 16/17	Organisation: Virgin Rail
<b>Construction Completion Date:</b>	Q2 16/17	Project Manager(s): Paul Holland

Community Infrastructure Milestones		Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		Total
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
1. Design developed and completed																				
2. Design approved	2015/16 Milestones	5		9		10														
3. Planning application submitted																				
4. Planning application determined																				
5. Funding/match funding approved																				
6. Member decision	2015/16 actuals and																			
7. Contract documents complete	2016/17 Projected Milestones																			
8. Contract awarded																				
9. Start on site																				
10. Site complete																				
<b>Expenditure Profile at 2016/17 (£m)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0.8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.8</b>

<b>City Deal Ref:</b> C03 - 04 <b>Estimated Cost:</b> 1 <b>Funding Sources:</b> Community/Green Infrastructure 0.2 Network Rail 0.55 Pension Fund 0.25  <b>Construction Start Date:</b> Q3 16/17 <b>Construction Completion Date:</b> Q3 16/17	Zone: Preston City Centre  Scheme: East Cliff Bridge & Cycle Link  Infrastructure Type: Community Infrastructure  Scheme Description: Works will include the completion of a high quality cycle path from both parks to the Railway Station and the replacement of the East Cliff Bailey Bridge with a new permanent bridge.  Organisation: Lancashire County Council  Project Manager(s): Gary Jones
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Community Infrastructure Milestones		Year 2 15/16				Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Design developed and completed																																					
2. Design approved	2015/16 Milestones	5	3	9					10																												
3. Planning application submitted			4																																		
4. Planning application determined																																					
5. Funding/match funding approved																																					
6. Member decision	2015/16 actuals and	<b>Project under review</b>																																			
7. Contract documents complete	2016/17 Projected Milestones																																				
8. Contract awarded																																					
9. Start on site																																					
10. Site complete																																					
		Year 0 13/14	Year 1 14/15	Year 2 15/16	Year 3 16/17	Year 4 17/18	Year 5 18/19	Year 6 19/20	Year 7 20/21	Year 8 21/22	Year 9 22/23	Year 10 23/24	Total	<b>Information to be finalised</b>																							
	Expenditure Profile at 2016/17 (£m)																																				



# Zone 4 – Penwortham & Lostock Hall

<p><b>City Deal Ref:</b> T04 - 01</p> <p><b>Estimated Cost:</b> 17.5</p> <p><b>Funding Sources:</b></p> <p>Developer Contributions 17.5</p> <p><b>Construction Start Date:</b> Q2 17/18</p> <p><b>Construction Completion Date:</b> Q3 18/19</p>	<p>Zone: Penwortham &amp; Lostock Hall</p> <p>Scheme: Penwortham Bypass</p> <p>Infrastructure Type: Highways &amp; Transport Hubs</p> <p>Scheme Description: A new section of road will complete the Penwortham Bypass, complementing the South Ribble Western Distributor capacity improvements and connecting the network to the Ringway. The completed bypass will significantly improve access between local and motorway networks, reducing congestion in Preston City Centre through by-passing the City Centre routes. It will also define the general alignment and connections to a new bridge crossing of the River Ribble linking with the PWD.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): Phil Wilson</p>
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Highways and Transport/Public Transport Milestones			Year 2 15/16		Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24								
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
1. Concept design complete																																									
2. Consultation																																									
3. Concept design approved																																									
4. Outline business case submitted																																									
5. Outline business case approved																																									
6. Planning application submitted																																									
7. Planning application determined																																									
8. Commencement of land and property negotiation																																									
9. CPO/SRO confirmed																																									
10. Detailed design and contract documents complete																																									
11. Full business case approved																																									
12. Construction contract awarded	<b>Expenditure Profile at 2016/17 (£m)</b>	0.019	0.227	0.829	1	7.096	7.5	0.829	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
13. Start on site																																									
14. Site complete																																									







<b>City Deal Ref:</b>	T04 - 09	Zone: Penwortham & Lostock Hall
<b>Estimated Cost:</b>	4.5	Scheme: Pickerings Farm Link Road
<b>Funding Sources:</b>		Infrastructure Type: Highways and Transport Hubs
Developer Contributions	4.272	Scheme Description: 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. 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.
LCC Land Receipts	0.228	
<b>Construction Start Date:</b>	Q4 17/18	Organisation: HCA
<b>Construction Completion Date:</b>	Q4 18/19	Project Manager(s): Nick Alderson

**Highways and Transport/Public Transport Milestones**

		Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		Total
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
1. Concept design complete																				
2. Consultation	2015/16 Milestones		3	6	7	12	13				14									
3. Concept design approved			10	8																
4. Outline business case submitted																				
5. Outline business case approved																				
6. Planning application submitted	2015/16 actuals and					6	7	8	10	13										
7. Planning application determined	2016/17 Projected Milestones																			
8. Commencement of land and property negotiation																				
9. CPO/SRO confirmed																				
10. Detailed design and contract documents complete																				
11. Full business case approved		Year 0 13/14	Year 1 14/15	Year 2 15/16	Year 3 16/17	Year 4 17/18	Year 5 18/19	Year 6 19/20	Year 7 20/21	Year 8 21/22	Year 9 22/23	Year 10 23/24								
12. Construction contract awarded	<b>Expenditure Profile at 2016/17 (£m)</b>	0	0	0	0.05	1.25	3.2	0	0	0	0	0	4.5							
13. Start on site																				
14. Site complete																				

<b>City Deal Ref:</b>	T04 - 10	Zone: Penwortham & Lostock Hall  Scheme: New Ribble Crossing Feasibility Study  Infrastructure Type: Highways and Transport Hubs  Scheme Description: The New Ribble Crossing will complete the Preston Western Distributor network between the M55 near Bartle and the M65 at Cuerden, providing substantial relief to Preston's road network in and around Riversway. The strategic and economic benefits to the wider region includes Central Lancashire and the Fylde Coast.  Organisation: Lancashire County Council  Project Manager(s): Phil Wilson
<b>Estimated Cost:</b>	2	
<b>Funding Sources:</b>		
Developer Contributions	2	
<b>Construction Start Date:</b>	N/A	
<b>Construction Completion Date:</b>	N/A	

**Highways and Transport/Public Transport Milestones**

		Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		Total
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
1. Concept design complete																				
2. Consultation	2015/16 Milestones					2	3													
3. Concept design approved																				
4. Outline business case submitted																				
5. Outline business case approved																				
6. Planning application submitted	2015/16 actuals and					Feasibility Study														
7. Planning application determined	2016/17 Projected Milestones																			
8. Commencement of land and property negotiation																				
9. CPO/SRO confirmed																				
10. Detailed design and contract documents complete																				
11. Full business case approved		Year 0 13/14	Year 1 14/15	Year 2 15/16	Year 3 16/17	Year 4 17/18	Year 5 18/19	Year 6 19/20	Year 7 20/21	Year 8 21/22	Year 9 22/23	Year 10 23/24								
12. Construction contract awarded	<b>Expenditure Profile at 2016/17 (£m)</b>	0	0.005	0.027	0.75	1.218	0	0	0	0	0	0	2							
13. Start on site																				
14. Site complete																				



<p><b>City Deal Ref:</b> P04 - 02</p> <p><b>Estimated Cost:</b> 2.5</p> <p><b>Funding Sources:</b> Integrated Transport Fund 2.5</p> <p><b>Construction Start Date:</b> Q4 17/18</p> <p><b>Construction Completion Date:</b> Q4 20/21</p>	<p>Zone: Penwortham &amp; Lostock Hall</p> <p>Scheme: North of Lostock Lane</p> <p>Infrastructure Type: Public Transport Corridor/Local Centre</p> <p>Scheme Description: The north of Lostock Lane runs through a number of key junctions, including Lostock Lane and Browndge Road. Key locations and centres served by this route include Lostock Hall, Tardy Gate and Lower Penwortham. This corridor will benefit from the delivery of the A582 South Ribble Western Distributor.</p> <p>Organisation: Lancashire County Council</p> <p>Project Manager(s): Phil Wilson</p>
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**Highways and Transport/Public Transport Milestones**

		Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
1. Concept design complete																				
2. Consultation	2015/16 Milestones			2	3				13											
3. Concept design approved																				
4. Outline business case submitted																				
5. Outline business case approved																				
6. Planning application submitted	2015/16 actuals and			2	3			10	13											
7. Planning application determined	2016/17 Projected Milestones																			
8. Commencement of land and property negotiation																				
9. CPO/SRO confirmed																				
10. Detailed design and contract documents complete																				
11. Full business case approved		Year 0 13/14	Year 1 14/15	Year 2 15/16	Year 3 16/17	Year 4 17/18	Year 5 18/19	Year 6 19/20	Year 7 20/21	Year 8 21/22	Year 9 22/23	Year 10 23/24	Total							
12. Construction contract awarded	Expenditure Profile at 2016/17 (£m)	0	0	0.022	0.05	0.428	0	2	0	0	0	0	2.5							
13. Start on site																				
14. Site complete																				

**NB: The information will be reviewed as part of the corridor masterplanning work.**

<p><b>City Deal Ref:</b> C04 - 01  <b>Estimated Cost:</b> 0.05  <b>Funding Sources:</b>          Community/Green Infrastructure 0.05</p> <p><b>Construction Start Date:</b> Q1 17/18  <b>Construction Completion Date:</b> Q2 17/18</p>	<p>Zone: Penwortham and Lostock Hall</p> <p>Scheme: Landmark Features - P1 Iron Horse</p> <p>Infrastructure Type: Community Infrastructure</p> <p>Scheme Description: Upgrading the local landmark feature at the Longmeanygate roundabout.</p> <p>Organisation: South Ribble Borough Council</p> <p>Project Manager(s): Howerd Booth</p>
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<u>Community Infrastructure Milestones</u>		Year 2 15/16				Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Design developed and completed																																					
2. Design approved	2015/16 Milestones		2	3					9																												
3. Planning application submitted				4					10																												
4. Planning application determined																																					
5. Funding/match funding approved																																					
6. Member decision	2015/16 actuals and						1		5	8	10																										
7. Contract documents complete	2016/17 Projected Milestones						2		6	9																											
8. Contract awarded							3		7																												
9. Start on site																																					
10. Site complete																																					
		<b>Year 0 13/14</b>	<b>Year 1 14/15</b>	<b>Year 2 15/16</b>	<b>Year 3 16/17</b>	<b>Year 4 17/18</b>	<b>Year 5 18/19</b>	<b>Year 6 19/20</b>	<b>Year 7 20/21</b>	<b>Year 8 21/22</b>	<b>Year 9 22/23</b>	<b>Year 10 23/24</b>	<b>Total</b>																								
	<b>Expenditure Profile at 2016/17 (£m)</b>	0	0	0	0	0.05	0	0	0	0	0	0	0.05																								

<p><b>City Deal Ref:</b> C04 - 02  <b>Estimated Cost:</b> 0.035  <b>Funding Sources:</b>  Community/Green Infrastructure 0.035</p> <p><b>Construction Start Date:</b> Q3 16/17  <b>Construction Completion Date:</b> Q3 16/17</p>	<p>Zone: Penwortham and Lostock Hall</p> <p>Scheme: Landmark Features - P2 Leyland Tractor</p> <p>Infrastructure Type: Community Infrastructure</p> <p>Scheme Description: Upgrading the local landmark feature at the Schleswig roundabout.</p> <p>Organisation: South Ribble Borough Council</p> <p>Project Manager(s): Howerd Booth</p>
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Community Infrastructure Milestones	Year 2 15/16				Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Design developed and completed																																				
2. Design approved																																				
3. Planning application submitted																																				
4. Planning application determined																																				
5. Funding/match funding approved																																				
6. Member decision																																				
7. Contract documents complete																																				
8. Contract awarded																																				
9. Start on site																																				
10. Site complete																																				
<b>Expenditure Profile at 2016/17 (£m)</b>																																				
	0				0				0.003				0.032				0				0				0				0				0			









<b>City Deal Ref:</b> P05 - 01 <b>Estimated Cost:</b> 3 <b>Funding Sources:</b> Intergrated Transport Fund 3  <b>Construction Start Date:</b> Q1 19/20 <b>Construction Completion Date:</b> Q4 20/21	Zone: Leyland and Cuerden  Scheme: South of Lostock Lane  Infrastructure Type: Public Transport Corridor/Local Centre  Scheme Description: The section south of Lostock Lane runs through a number of key junctions, including Lostock Lane, Stanifield Lane and Golden Hill Lane. Key locations and centres served by this route include Farington and Leyland Town Centre. This corridor will benefit from the delivery of A582 South Ribble Western Distributor.  Organisation: South Ribble Borough Council  Project Manager(s): Howerd Booth
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**Highways and Transport/Public Transport Milestones**

		Year 2 15/16		Year 3 16/17		Year 4 17/18		Year 5 18/19		Year 6 19/20		Year 7 20/21		Year 8 21/22		Year 9 22/23		Year 10 23/24		Total
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
1. Concept design complete																				
2. Consultation	2015/16 Milestones																			
3. Concept design approved																				
4. Outline business case submitted																				
5. Outline business case approved																				
6. Planning application submitted	2015/16 actuals and																			
7. Planning application determined	2016/17 Projected Milestones	<b>Information being finalised</b>																		
8. Commencement of land and property negotiation																				
9. CPO/SRO confirmed																				
10. Detailed design and contract documents complete																				
11. Full business case approved																				
12. Construction contract awarded	<b>Expenditure Profile at 2016/17 (£m)</b>	0	0	0.002	0.048	0	2.35	0.6	0	0	0	0	0	0	0	0	0	0	0	3
13. Start on site																				
14. Site complete																				

**NB: The information will be reviewed as part of the corridor masterplanning work.**

# Zone 6 – Bamber Bridge

<b>City Deal Ref:</b> P06 - 01 <b>Estimated Cost:</b> 3.35 <b>Funding Sources:</b> Intergrated Transport Fund 3.35  <b>Construction Start Date:</b> Q2 16/17 <b>Construction Completion Date:</b> Q2 17/18	Zone: Bamber Bridge  Scheme: Bamber Bridge/City Centre  Infrastructure Type: Public Transport Corridor/Local Centre  Scheme Description: As one of the main routes into Preston City Centre from the south, improving the A6/B5258 is a important part of the development. The route runs through a number of key junctions, including the A675. Key locations and centres served by this route include Bamber Bridge and Walton-le-dale.  Organisation: Lancashire County Council  Project Manager(s): Phil Wilson
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## Highways and Transport/Public Transport Milestones

		Year 2 15/16		Year 3 16/17				Year 4 17/18				Year 5 18/19				Year 6 19/20				Year 7 20/21				Year 8 21/22				Year 9 22/23				Year 10 23/24			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1. Concept design complete																																			
2. Consultation	2015/16 Milestones		3		13	14																													
3. Concept design approved																																			
4. Outline business case submitted																																			
5. Outline business case approved																																			
6. Planning application submitted	2015/16 actuals and 2016/17 Projected Milestones			3	10	13						14																							
7. Planning application determined																																			
8. Commencement of land and property negotiation																																			
9. CPO/SRO confirmed																																			
10. Detailed design and contract documents complete																																			
11. Full business case approved																																			
12. Construction contract awarded	<b>Expenditure Profile at 2016/17 (£m)</b>		0		0.017	0.011	3.322	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3.35					
13. Start on site																																			
14. Site complete																																			







## Completed Schemes

City Deal Completed Schemes	
Scheme	Completion Date
Fishergate Central Gateway - Phase 1	Q3 2014/15
A582 Chain House Lane	Q3 2014/15
A582 Golden Way North	Q4 2014/15
A582 Golden Way South	Q4 2014/15
A582 Stanifield Roundabout	Q2 2015/16
Worden Park Improvements - Phase 1	Q4 2015/16
Worden Park Improvements - Phase 2	Q4 2015/16
Worden Park Improvements - Phase 3	Q4 2015/16
St Catherine's Park	Q1 2016/17
Fishergate Central Gateway - Phase 2	Q2 2016/17
A582 Tank Roundabout	Q2 2016/17



# RISK

The table below provides a summary of the key programme risks that have been identified and their mitigation. As the City Deal continues to be implemented, the continuing changing environment will require additional risks to be identified and managed.

Ongoing risk management is undertaken at programme, project and operational levels to ensure risks are clearly identified and support the decision making process.

RISK TYPE		MITIGATION MEASURE
<b>RESOURCE</b>		
<b>1.</b>	<b>Quantity of Resource</b>	<b>Mitigation</b>
(i) The risk that the level of resources available from the different funding sources may be less than set out in the CD proposal. (ii) The risk that there is a lack of skill and/or capacity to deliver the project, internally amongst the four partners.		(ia) 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. Government policy changes to funding streams remains a risk and work is underway to analyse and mitigate. (ib) A " <i>stress test</i> " of the funding model and the assumptions within it, is being undertaken, in order to reduce the risk of over committing the fund and under delivering the programme. (ii) Expert resources are prioritised to the project by each partner.
<b>COST</b>		
<b>2.</b>	<b>Cost Estimation</b>	<b>Mitigation</b>
The risk that the cost estimates set out in the City Deal (CD) may be outside accepted tolerances.		(i) This risk was mitigated by basing initial CD costs on "live" tender costs and incorporating an optimism bias factor of 40%, in line with DfT guidelines. This therefore significantly reduces the risk of the cost outturn being under-estimated. This risk continues to be considered as further detailed design work is undertaken.

RISK TYPE	MITIGATION MEASURE
	(ii) A "stress test" of the funding model and the assumptions within it, is being undertaken, in order to reduce the risk of over committing the fund and under delivering the programme.
<b>3. Cost Overrun</b>	<b>Mitigation</b>
<p>(i) The risk that, for infrastructure schemes and public transport corridor schemes, 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</p> <p>(ii) The risk that once construction commences unanticipated abnormal factors and/or changes to design could lead to an increase against tendered prices.</p>	<p>(i) Partners will seek to be indemnified through relevant legal agreements against compensation claims.</p> <p>(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.</p>
<b>TIMING</b>	
<b>4. Phasing Shifts</b>	<b>Mitigation</b>
<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 aim to ensure that private sector contributions are phased in line with the CD Infrastructure Delivery Programme. In addition and 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) Assumptions made in the original delivery model are also continuously tested to give an updated forecast of likely development timescales</p>

RISK TYPE		MITIGATION MEASURE
		<p>(iii) Work is underway to look at opportunities for streamlining the planning process ensure CD applications can be dealt with efficiently to make sure that delivery and output timescales are met.</p> <p>(iv) Effective forward planning and early engagement with statutory bodies.</p>
<b>PLANNING</b>		
<b>5.</b>	<b>Delay in Road Planning</b>	<b>Mitigation</b>
<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) &amp; (iv) This will be mitigated through early commencement of the order processes and land acquisitions.</p>
<b>6.</b>	<b>Planning Approval</b>	<b>Mitigation</b>
<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) &amp; (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. Overall, this risk continues to be monitored closely to make sure that delivery and output timescales are met.</p>
<b>COMMERCIAL</b>		
<b>7.</b>	<b>Commercial Delivery</b>	<b>Mitigation</b>

<b>RISK TYPE</b>		<b>MITIGATION MEASURE</b>
(i) The risk that the private sector may not come forward with investment proposals for housing and employment sites. (ii) The risk that landowners may not sell due to market viability issues. (iii) The risk that sites outside the agreed list of City Deal development sites come forward and undermine the City Deal Programme.		(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 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. Ultimately, commercial delivery will be influenced by national and international economic conditions and overall, this risk continues to be monitored closely to make sure that delivery and output timescales are met.
<b>MARKETING AND COMMUNICATION</b>		
<b>8.</b>	<b>Consultation and marketing risk</b>	<b>Mitigation</b>
(i) The risk that the project is not communicated adequately to all stakeholders. (ii) The risk that the potential of City Deal is not marketed sufficiently to attract people to live and work in the area. (iii) The reputational risk to all partner authorities if the Deal fails to deliver the intentions and aspirations set out in the Agreement		(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.  (v) Robust partnership working in place supported by strong governance arrangements and an effective marketing and communications plan. (vi) A strong focus is on promoting central Lancashire regionally and nationally, to attract inward investment and appeal to a business audience.
<b>POLICY</b>		
<b>9.</b>	<b>New Homes Bonus/CIL/NNDR Policy Change</b>	<b>Mitigation</b>
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.		A piece of work is being done to identify the impact of proposed changes in national policy on the City Deal. Any risks identified will be managed through negotiation between Government, the LEP and CD local authorities.
<b>POLITICAL</b>		
<b>10.</b>	<b>Political Administration Change</b>	<b>Mitigation</b>

<b>RISK TYPE</b>	<b>MITIGATION MEASURE</b>
<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) &amp; (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>

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# Agenda Item 15

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