



CITY DEAL

Preston, South Ribble & Lancashire

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

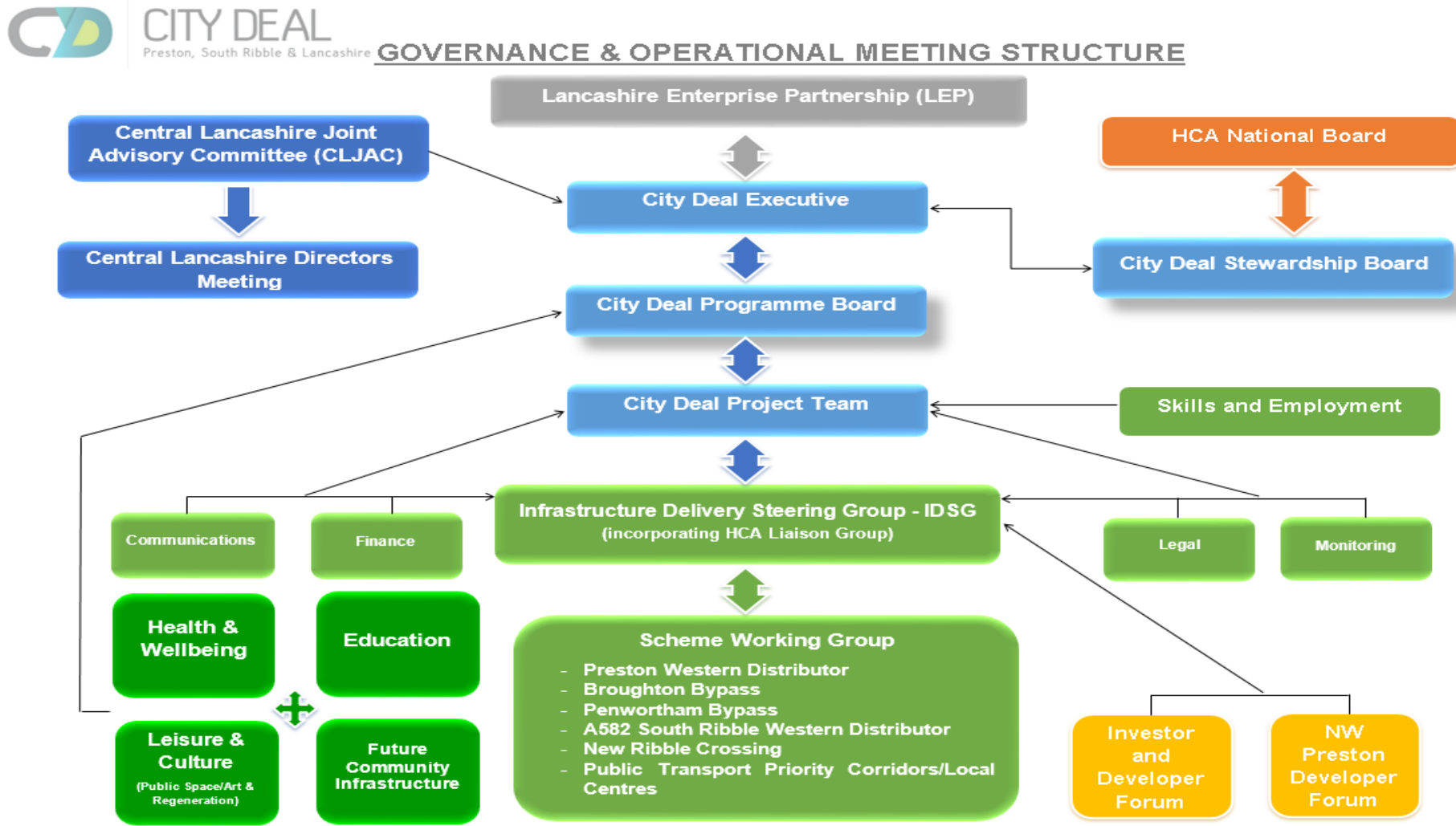
- Worden Park Improvements – External access improvements, extension of exiting car park and road/footpath improvements completed

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.



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
Surplus/ (Deficit)	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	
Cumulative Surplus/ (Deficit)		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		
Delivery Programmes																		
North West Preston																		
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								
Whittingham / Broughton / Preston East																		
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															
Preston City Centre																		
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												
South Ribble																		
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	15.350	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	
Total Delivery Programmes	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

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 *													
Central Government																	
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
Developer contributions (less parish council share)	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
Lancashire County Council																	
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
Preston City Council																	
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
South Ribble Borough Council																	
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
Total Resources	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

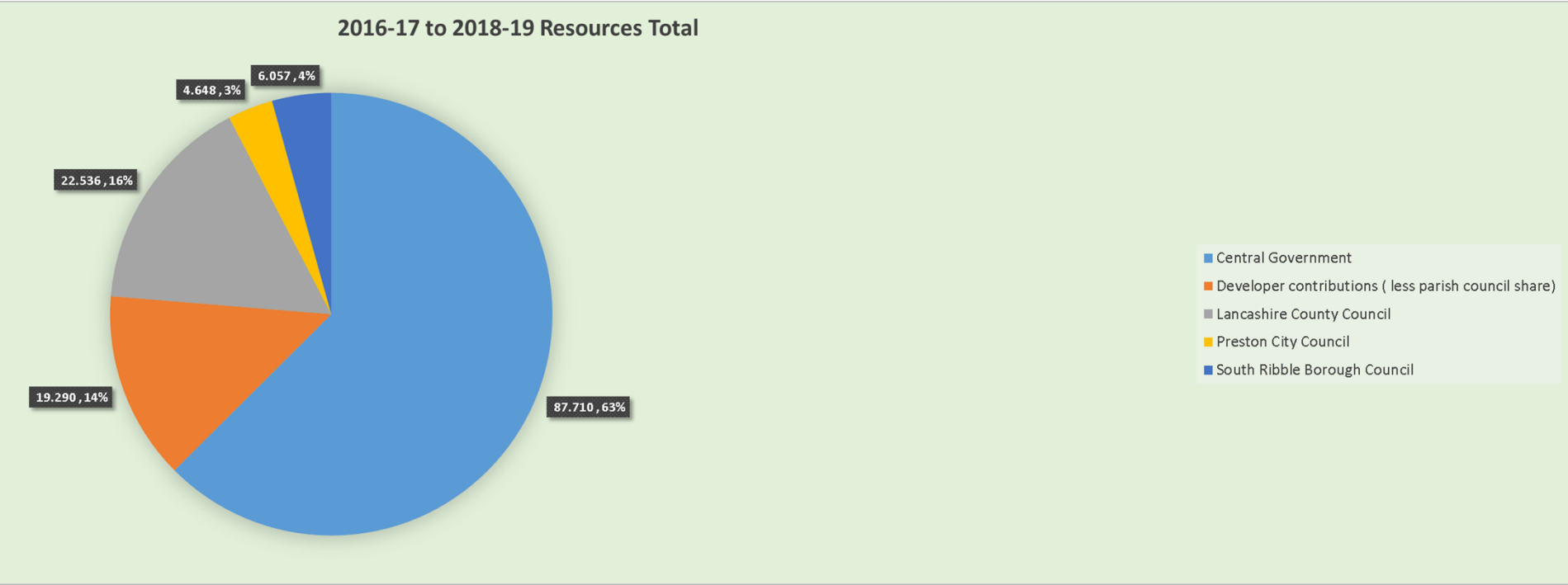
Finance Plan – 2016-19 (Years 3-5)

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
Resources		
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
Expenditure		
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



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
Total		948

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:-

	Baseline at 2015/16	2015/16 actual and Projection at 2016/17
Highways and Transport Hubs		
Public Transport Priority Corridors		
Community Infrastructure Improvements		

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

City Deal Ref:	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
Estimated Cost:	33.999	
Funding Sources:		
Developer Contributions	12.953	
Highways Agency	8.516	
LCC Capital Investment	7.1	
Growth Deal	5.43	
Construction Start Date:	Q4 15/16	
Construction Completion Date:	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	
1. Concept design complete	2015/16 Milestones 2015/16 actuals and 2016/17 Projected Milestones			9	13			14														
2. Consultation																						
3. Concept design approved				11																		
4. Outline business case submitted				12																		
5. Outline business case approved																						
6. Planning application submitted				9	11	13			14													
7. Planning application determined				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.

City Deal Ref:	T01 - 02	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
Estimated Cost:	104.5	
Funding Sources:		
Growth Deal	68.07	
Highways Agency	25	
Developer Contributions	11.43	
Construction Start Date:	Q4 17/18	
Construction Completion Date:	Q3 19/20	

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	8			6	4	7			10	9	13									14																
3. Concept design approved						5				11																											
4. Outline business case submitted										12																											
5. Outline business case approved																																					
6. Planning application submitted	2015/16 actuals and	8			6	4				9	13										14																
7. Planning application determined	2016/17 Projected Milestones						5			10																											
8. Commencement of land and property negotiation							7			11																											
9. CPO/SRO confirmed										12																											
10. Detailed design and contract documents complete																																					
11. Full business case approved																																					
12. Construction contract awarded	Expenditure Profile at 2016/17 (£m)																																				
13. Start on site		0.197				0.994				1.749				2.5				4.86				47.1				44.1				3							
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.

City Deal Ref: T01 - 04 Estimated Cost: 15 Funding Sources: Developer Contributions 15 Construction Start Date: Q2 21/22 Construction Completion Date: Q4 22/23	Zone: North West Preston Scheme: Cottam Parkway Infrastructure Type: Highways and Transport Hubs 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. 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
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			12	13					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		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	0.004	0.001	0.3	0.3	0.9	0.9	2	10.595	0	0	15															
13. Start on site																												
14. Site complete																												

City Deal Ref: P01 - 02 Estimated Cost: 2.625 Funding Sources: Intergrated Transport Fund 2.625 Construction Start Date: Q2 17/18 Construction Completion Date: Q1 18/19	Zone: North West Preston Scheme: Broughton/Fulwood (South of M55) Infrastructure Type: Public Transport Corridor/Local Centre 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. 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		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	Expenditure Profile at 2016/17 (£m)	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																				

City Deal Ref:	P01 - 03	Zone: North West Preston
Estimated Cost:	2.422	Scheme: North West Preston/Cottam/Ingol/City Centre
Funding Sources:		Infrastructure Type: Public Transport Corridor/Local Centre
Integrated Transport Fund	2.422	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.
Construction Start Date:	Q4 19/20	Organisation: Lancashire County Council
Construction Completion Date:	Q4 20/21	Project Manager(s): Phil Wilson

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	Expenditure Profile at 2016/17 (£m)	0	0	0	0.04	0.032	0	0.6	1.75	0	0	0	2.422							
13. Start on site																				
14. Site complete																				

City Deal Ref: P01 - 04 Estimated Cost: 1.25 Funding Sources: Intergrated Transport Fund 1.25 Construction Start Date: Q3 18/19 Construction Completion Date: Q3 19/20	Zone: North West Preston Scheme: Warton to Preston Western Distributor Infrastructure Type: Public Transport Corridor/Local Centre 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. 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
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		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	0	0.01	0.24	1	0	0	0	0	1.25															
13. Start on site																												
14. Site complete																												

City Deal Ref: C01 - 01 Estimated Cost: 0.06 Funding Sources: Community/Green Infrastructure 0.06 Construction Start Date: Q4 16/17 Construction Completion Date: Q1 17/18	Zone: North West Preston Scheme: Guild Wheel Upgrade Link - P1 Bluebell Way Infrastructure Type: Community Infrastructure 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. Organisation: Preston City Council Project Manager(s): Russell Rees
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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					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																												
Expenditure Profile at 2016/17 (£m)					0			0	0.02			0.04	0			0	0			0	0			0	0			0

City Deal Ref: C01 - 02 Estimated Cost: 0.05 Funding Sources: Community/Green Infrastructure 0.05 Construction Start Date: Q4 16/17 Construction Completion Date: Q2 17/18	Zone: North West Preston Scheme: Guild Wheel Upgrade Link - P2 Watery Lane Infrastructure Type: Community Infrastructure 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. Organisation: Preston City Council Project Manager(s): Russell Rees
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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			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																				
Expenditure Profile at 2016/17 (£m)	0	0	0	0.01	0.04	0	0	0	0	0	0	0	0	0	0	0	0	0	0.05	

City Deal Ref: C01 - 03 Estimated Cost: 0.1 Funding Sources: Community/Green Infrastructure 0.08 Lancashire County Council 0.02 Construction Start Date: Q2 18/19 Construction Completion Date: Q4 18/19	Zone: North West Preston Scheme: Guild Wheel Upgrade Link - P3 Blackpool Road Infrastructure Type: Community Infrastructure 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. Organisation: Preston City Council Project Manager(s): Russell Rees
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Community Infrastructure Milestones

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

2015/16 Milestones

2015/16 actuals and

2016/17 Projected 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
	3 7 9							
	4 8 10							
		1 2 3 4 5 6 7 10						
			9					

	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
Expenditure Profile at 2016/17 (£m)	0	0	0	0	0.005	0.095	0	0	0	0	0	0.1

NB: Scheme being reviewed.

City Deal Ref:	C01 - 05	Zone:	North West Preston
Estimated Cost (£m):	0.45	Scheme:	Tom Benson Way
Funding Sources:		Infrastructure Type:	Community Infrastructure
Developer Contributions	0.45	Scheme Description:	A new cycle path along Tom Benson Way, starting from Cottam to the City Centre.
Construction Start Date:	Q4 16/17	Organisation:	Lancashire County Council
Construction Completion Date:	Q1 17/18	Project Manager(s):	Phil Wilson

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																												
Expenditure Profile at 2016/17 (£m)																												
	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																

Zone 2 – North East Preston

<p>City Deal Ref: P02 - 01</p> <p>Estimated Cost: 1.8</p> <p>Funding Sources: Intergrated Transport Fund 1.8</p> <p>Construction Start Date: Q3 17/18</p> <p>Construction Completion Date: 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	Expenditure Profile at 2016/17 (£m)	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	0	0	0	0
13. Start on site																																					
14. Site complete																																					

City Deal Ref:	C03 - 02	Zone: Preston City Centre
Estimated Cost:	1.233	Scheme: Fishergate/Winckley Sq - P2 Winckley Sq Gardens
Funding Sources:		Infrastructure Type: Community Infrastructure
HLF	0.942	Scheme Description: Refurbishment of Winckley Square Gardens.
BID	0.12	Organisation: Preston City Council
In Kind	0.061	Project Manager(s): Matthew Kelly
PCC	0.05	
Community/Green Infrastructure	0.03	
LEF	0.03	
Construction Start Date:	Q1 16/17	
Construction Completion Date:	Q3 16/17	

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				
1. Design developed and completed																																					
2. Design approved	2015/16 Milestones		4	7	8				10																												
3. Planning application submitted				9																																	
4. Planning application determined																																					
5. Funding/match funding approved																																					
6. Member decision	2015/16 actuals and 2016/17 Projected Milestones		4	7		8	10																														
7. Contract documents complete																																					
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																								
	Expenditure Profile at 2016/17 (£m)	0	0	0	1.233	0	0	0	0	0	0	0	1.233																								

City Deal Ref: C03 - 04 Estimated Cost: 1 Funding Sources: Community/Green Infrastructure 0.2 Network Rail 0.55 Pension Fund 0.25 Construction Start Date: Q3 16/17 Construction Completion Date: 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	Project under review																																			
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	Information to be finalised																							
	Expenditure Profile at 2016/17 (£m)																																				

City Deal Ref: T04 - 08 Estimated Cost: 0 Funding Sources:	Zone: Penwortham & Lostock Hall Scheme: A582 Dualling Infrastructure Type: Highways and Transport Hubs Scheme Description: An enhanced South Ribble Western Distributor will substantially increase vehicle capacity between Preston City Centre and the motorway network, at the point at which the M65, M6 and M61 connect. This enhancement will enable full development of, and access to, Cuerden Strategic Employment Site and will support housing sites to create over 2,700 homes. This dualling programme will include a new junction configuration at Croston Road Roundabouts. Organisation: Lancashire County Council Project Manager(s): Phil Wilson
Construction Start Date: Q3 18/19 Construction Completion Date: Q3 21/22	

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
Expenditure Profile at 2016/17 (£m)	Information to be finalised											

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

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	Expenditure Profile at 2016/17 (£m)	0	0	0	0.05	1.25	3.2	0	0	0	0	0	4.5							
13. Start on site																				
14. Site complete																				

City Deal Ref:	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
Estimated Cost:	2	
Funding Sources:		
Developer Contributions	2	
Construction Start Date:	N/A	
Construction Completion Date:	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	Expenditure Profile at 2016/17 (£m)	0	0.005	0.027	0.75	1.218	0	0	0	0	0	0	2							
13. Start on site																				
14. Site complete																				

City Deal Ref:	P04 - 01	Zone: Penwortham & Lostock Hall
Estimated Cost:	3.125	Scheme: Hutton/Higher Penwortham/City Centre
Funding Sources:		Infrastructure Type: Public Transport Corridor/Local Centre
Integrated Transport Fund	3.125	Scheme Description: As one of the main routes into Preston City Centre from the west, improving the A59 is a important part of the development. The A59 runs through a number of key junctions, including Cop Lane and Leyland Road. Key locations and centres served by this route include Hutton and Penwortham, this corridor will benefit from the delivery of Penwortham Bypass and A582 South Ribble Western Distributor.
Construction Start Date:	Q2 18/19	Organisation: Lancashire County Council
Construction Completion Date:	Q1 19/20	Project Manager(s): Phil Wilson

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				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			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	Total							
12. Construction contract awarded	Expenditure Profile at 2016/17 (£m)	0	0.027	0.02	0.05	0.075	2.953	0	0	0	0	0	3.125							
13. Start on site																				
14. Site complete																				

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

City Deal Ref:	P04 - 02	Zone: Penwortham & Lostock Hall Scheme: North of Lostock Lane Infrastructure Type: Public Transport Corridor/Local Centre 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. Organisation: Lancashire County Council Project Manager(s): Phil Wilson
Estimated Cost:	2.5	
Funding Sources:		
Integrated Transport Fund	2.5	
Construction Start Date:	Q4 17/18	
Construction Completion Date:	Q4 20/21	

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.

City Deal Ref:	P05 - 01	Zone: Leyland and Cuerden
Estimated Cost:	3	Scheme: South of Lostock Lane
Funding Sources:		Infrastructure Type: Public Transport Corridor/Local Centre
Integrated Transport Fund	3	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.
Construction Start Date:	Q1 19/20	Organisation: South Ribble Borough Council
Construction Completion Date:	Q4 20/21	Project Manager(s): Howerd Booth

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	Information being finalised																		
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	Expenditure Profile at 2016/17 (£m)	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.

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
RESOURCE		
1.	Quantity of Resource	Mitigation
(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.
COST		
2.	Cost Estimation	Mitigation
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.
3. Cost Overrun	Mitigation
<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>
TIMING	
4. Phasing Shifts	Mitigation
<p>(i) The risk that the developments may not come forward in line with the timescales set out in the CD proposal.</p> <p>(ii) The risk that licences and consents from third parties aren't secured.</p>	<p>(i) This risk has been mitigated through phasing of income in line with the statutory position of timescales when income streams, particularly New Homes Bonus and Business Rates, are payable. Legal agreements to capture private sector contributions will 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>
PLANNING		
5.	Delay in Road Planning	Mitigation
<p>(i) The risk that road schemes may be subject to both local and national planning processes thereby increasing delivery timescales.</p> <p>(ii) The risk that road schemes may be delayed through local planning processes.</p> <p>(iii) The risk that road schemes may be delayed due to inability to assemble land.</p> <p>(iv) The risk that the scheme may be delayed by Highway Act procedures.</p>		<p>(i) This risk is likely to be wholly mitigated through proposed amendments to the Planning Act which will remove the need for local major schemes, which connect into the Strategic Road Network, to use the Development Control Order Process.</p> <p>(ii) In addition, the road schemes are set out in the Central Lancashire Highways and Transport Masterplan, adopted in March 2013, and therefore have already been subject to extensive consultation.</p> <p>(iii) & (iv) This will be mitigated through early commencement of the order processes and land acquisitions.</p>
6.	Planning Approval	Mitigation
<p>(i) The risk that housing/employment sites set out in the CD proposals may not receive planning consent as they are brought forward by the private sector.</p> <p>(ii) The risk of planning appeals.</p> <p>(iii) The risk that sites don't get allocated because Masterplans are not in place.</p>		<p>(i), (ii) & (iii) This risk has been mitigated, as all housing and employment sites set out in the CD area are set within the Central Lancashire Core Strategy, adopted in summer 2012, and therefore have already been subject to extensive consultation. The CD local authorities welcome the scope and scale of development set out in the Core Strategy. Site Allocations, Masterplans and other development documents are being resourced and progressed to ensure that proposals are supported by an up-to-date development plan. Overall, this risk continues to be monitored closely to make sure that delivery and output timescales are met.</p>
COMMERCIAL		
7.	Commercial Delivery	Mitigation

RISK TYPE		MITIGATION MEASURE
(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.
MARKETING AND COMMUNICATION		
8.	Consultation and marketing risk	Mitigation
(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.
POLICY		
9.	New Homes Bonus/CIL/NNDR Policy Change	Mitigation
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.
POLITICAL		
10.	Political Administration Change	Mitigation

RISK TYPE	MITIGATION MEASURE
<p>(i) The risk that local political administration changes may impact upon the CD proposals.</p> <p>(ii) The risk of being unable to secure partner agreement and co-operation throughout the life of the CD programme.</p>	<p>(i) & (ii) This risk has been mitigated by the respective Cabinets for each of the 3 CD local authorities endorsing the CD. City Deal governance arrangements provide the mechanism for managing this.</p>

Index of Infrastructure Schemes and Development Sites

Zone 1 – North West Preston

Scheme Type	Scheme	Pg Number
Highways & Transport Hubs	Broughton Bypass	24
Highways & Transport Hubs	Preston Western Distributor	25
Highways & Transport Hubs	East West Link Road	26
Highways & Transport Hubs	Cottam Parkway	27
Priority Corridor/Local Centre	Broughton/Fulwood (North of M55)	28
Priority Corridor/Local Centre	Broughton/Fulwood (South of M55)	29
Priority Corridor/Local Centre	North West Preston/Cottam/Ingol/City Centre	30
Priority Corridor/Local Centre	Warton to Preston Western Distributor	31
Community Infrastructure	Guild Wheel Phase 1 – Bluebell Way	32
Community Infrastructure	Guild Wheel Phase 2 – Watery Lane	33
Community Infrastructure	Guild Wheel Phase 3 – Blackpool Road	34
Community Infrastructure	Lancaster Canal Towpath	35
Community Infrastructure	Tom Benson Way	36
Community Infrastructure	Guild Wheel Improvements	37
Community Infrastructure	Upgrade of Existing Gates	38

Zone 2 – North East Preston

Scheme Type	Scheme	Pg Number
Priority Corridor/Local Centre	Longridge/Grimsargh/Ribbleton/City Centre	39
Community Infrastructure	Grimsargh Green	40

Zone 3 – Preston City Centre

Scheme Type	Scheme	Pg Number
Highways & Transport Hubs	Preston Bus Station	41
Highways & Transport Hubs	Fishergate Central Gateway - Phase 3	42
Highways & Transport Hubs	Fishergate/Winckley Sq - P1 THI	43
Priority Corridor/Local Centre	PWD to Samlesbury - Corridor & Local Centre	44
Community Infrastructure	Preston Bus Station - Youth Zone	45
Community Infrastructure	Fishergate/Winckley Sq - P2 Winckley Sq Gardens	46
Community Infrastructure	East Cliff Cycle Hub	47
Community Infrastructure	East Cliff Bridge & Cycle Link	48
Community Infrastructure	Extended City Cultural Development Programme	49

Zone 4 – Penwortham & Lostock Hall

Scheme Type	Scheme	Pg Number
Highways & Transport Hubs	Penwortham Bypass	50
Highways & Transport Hubs	A582 Pope Lane Roundabout	51
Highways & Transport Hubs	A582 Dualling	52
Highways & Transport Hubs	Pickerings Farm Link Road	53
Highways & Transport Hubs	New Ribble Crossing	54
Priority Corridor/Local Centre	Hutton to Higher Penwortham	55
Priority Corridor/Local Centre	North of Lostock Lane	56
Community Infrastructure	Landmark Features – Iron Horse	57
Community Infrastructure	Landmark Features – Leyland Tractor	58

Zone 5 – Leyland & Cuerden

Scheme Type	Scheme	Pg Number
Highways & Transport Hubs	Heatherleigh and Moss Lane (Croston Road) Spine Road	59
Highways & Transport Hubs	Moss Side Test Track Road Infrastructure	60
Highways & Transport Hubs	Cuerden Strategic Site Road Infrastructure	61
Priority Corridor/Local Centre	South of Lostock Lane	62

Zone 6 – Bamber Bridge

Scheme Type	Scheme	Pg Number
Priority Corridor/Local Centre	Bamber Bridge/City Centre	63

Non-Specific

Scheme Type	Scheme	Pg Number
Community Infrastructure	Central Park Development Plan	64
Community Infrastructure	Leisure Development Plan	65
Community Infrastructure	Cycling Strategy	66