

**FINAL DRAFT FOR PUBLICATION**

**Appendix A**

**Preston,  
South Ribble  
and Lancashire  
City Deal**

Infrastructure Delivery Plan

2014/15

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

## **1. INTRODUCTION**

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

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

Over a ten-year period the deal will generate:

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

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

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

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

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

## **Purpose of the City Deal Infrastructure Delivery Plan**

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

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

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

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

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

## 2. GOVERNANCE

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

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

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

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

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

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

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

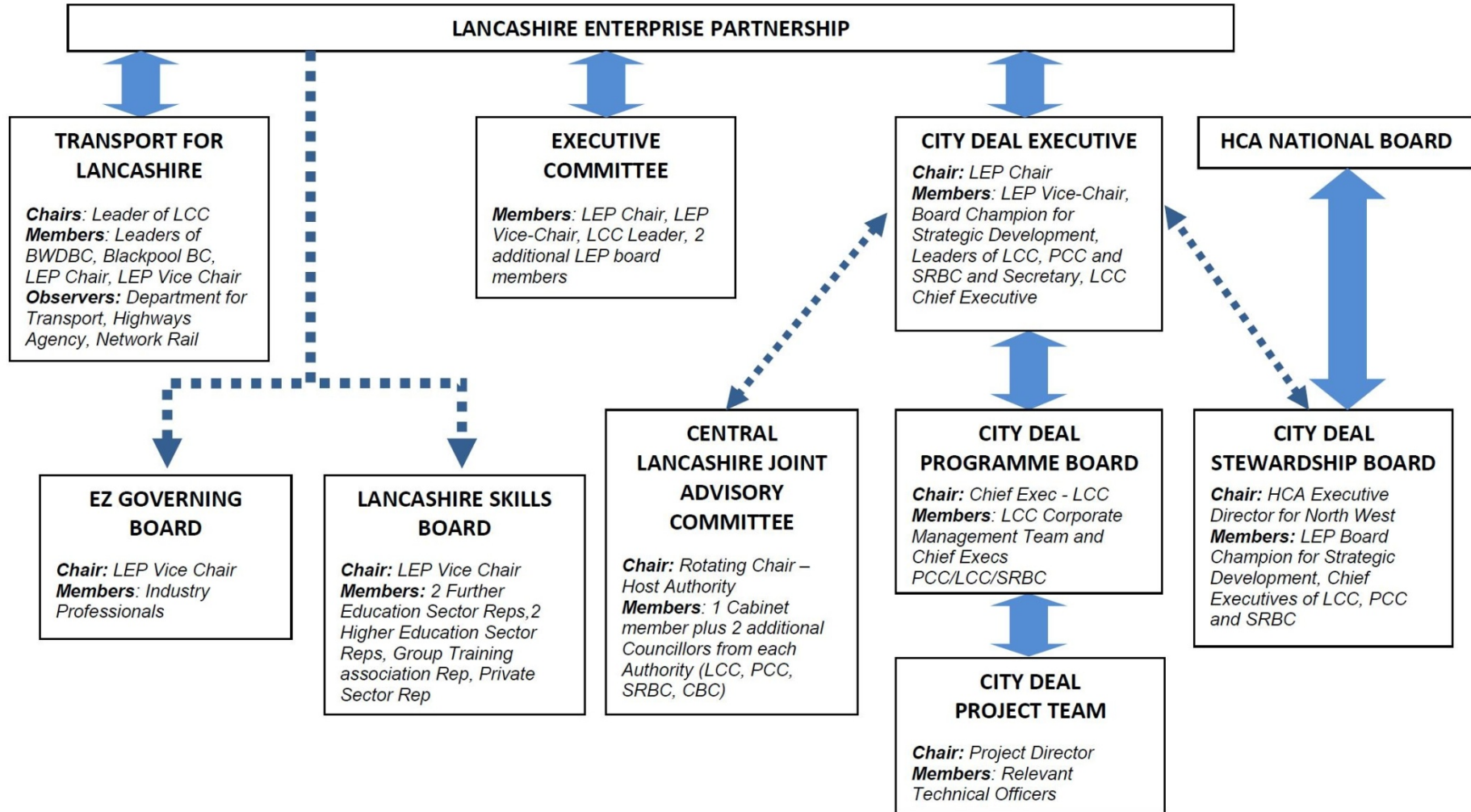
The **City Deal Project Team** is chaired by the City Deal Project Director and comprises City Deal Lead officers from the two District councils as well as senior technical officers from the three councils and the HCA. The Project Team co-ordinates and directs the activity of a number of work streams.

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

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



**PRESTON, SOUTH RIBBLE AND LANCASHIRE CITY DEAL – GOVERNANCE STRUCTURE**



### 3. FINANCE

#### Infrastructure Delivery Fund

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

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

#### Fund Value

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

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

## 10-year Infrastructure Delivery Fund

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

Table 1 - Expenditure

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

\*Includes congestion relief, and M55 and M6 junction improvements

Table 2 - Resources

|  |                | Year 0       | Year 1        | Year 2        | Year 3        | Year 4        | Year 5        | Year 6        | Year 7        | Year 8        | Year 9        | Year 10       |
|--|----------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|  | Total          | 2013/14      | 2014/15       | 2015/16       | 2016/17       | 2017/18       | 2018/19       | 2019/20       | 2020/21       | 2021/22       | 2022/23       | 2023/24       |
|  | £m             | £m           | £m            | £m            | £m            | £m            | £m            | £m            | £m            | £m            | £m            | £m            |
| <b>Central Government</b>                                  |                |              |               |               |               |               |               |               |               |               |               |               |
| Transport Funding  | 80.200         | 0.600        | 6.700         | 0.100         | 14.100        | 11.700        | 23.300        | 23.300        | 0.100         | 0.100         | 0.100         | 0.100         |
| HCA - Locally Retained Landhold Receipts                   | 49.013         | 1.470        | 4.259         | 4.784         | 4.952         | 6.161         | 6.431         | 4.643         | 4.302         | 2.861         | 2.342         | 6.809         |
| HCA Revenue Contribution - Project Staff                   |                | -            |               |               |               |               |               |               |               |               |               |               |
| <b>Developer Contributions (less Parish Council share)</b> | <b>73.654</b>  | <b>-</b>     | <b>2.029</b>  | <b>5.164</b>  | <b>5.780</b>  | <b>7.196</b>  | <b>9.283</b>  | <b>8.530</b>  | <b>10.137</b> | <b>10.218</b> | <b>8.105</b>  | <b>7.213</b>  |
| <b>Lancashire County Council</b>                           |                |              |               |               |               |               |               |               |               |               |               |               |
| Capital Programme & Grants                                 | 40.800         | 5.400        | 4.400         | 11.000        | 2.500         | 2.500         | 2.500         | 2.500         | 2.500         | 2.500         | 2.500         | 2.500         |
| Capital Receipts   | 0.800          | -            | 0.800         | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| New Homes Bonus  | 12.953         | -            | -             | -             | 0.062         | 0.430         | 0.889         | 1.379         | 1.890         | 2.389         | 2.835         | 3.079         |
| Revenue Contribution - Capital Financing Cost              | 10.598         | - 0.005      | 0.137         | 0.416         | 0.745         | 1.269         | 1.865         | 1.947         | 1.619         | 1.278         | 0.820         | 0.507         |
| Revenue Contribution - Project Staff                       | 6.623          | -            | 0.662         | 0.662         | 0.662         | 0.662         | 0.662         | 0.662         | 0.662         | 0.662         | 0.662         | 0.662         |
| <b>Preston City Council</b>                                |                |              |               |               |               |               |               |               |               |               |               |               |
| Business Rates Retention                                   | 5.135          | -            | 0.031         | 0.263         | 0.500         | 0.670         | 0.692         | 0.714         | 0.124         | 0.435         | 0.746         | 0.961         |
| New Homes Bonus  | 28.051         | -            | -             | 0.151         | 0.586         | 1.190         | 1.846         | 2.702         | 3.740         | 4.907         | 6.069         | 6.859         |
| Revenue Contribution - Project Staff                       | 1.530          | -            | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         |
| <b>South Ribble Borough Council</b>                        |                |              |               |               |               |               |               |               |               |               |               |               |
| Business Rates Retention                                   | 4.350          | -            | 0.042         | 0.085         | 0.671         | 0.774         | 0.877         | 0.980         | 0.103         | 0.188         | 0.273         | 0.357         |
| New Homes Bonus  | 25.583         | -            | -             | 0.076         | 0.258         | 0.866         | 1.798         | 2.827         | 3.749         | 4.553         | 5.578         | 5.877         |
| Revenue Contribution - Project Staff                       | 1.530          | -            | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         | 0.153         |
| Moss Side Test Track Land Receipt                          | 5.000          | -            | 1.250         | -             | 1.250         | -             | 1.250         | -             | 1.250         | -             | -             | -             |
| <b>Resources Total</b>                                     | <b>345.821</b> | <b>7.465</b> | <b>20.616</b> | <b>23.008</b> | <b>32.374</b> | <b>33.725</b> | <b>51.698</b> | <b>50.491</b> | <b>30.482</b> | <b>30.396</b> | <b>30.335</b> | <b>35.231</b> |

Table 3 - Surplus/Deficit

|                                      |              | Year 0       | Year 1          | Year 2          | Year 3          | Year 4          | Year 5           | Year 6          | Year 7          | Year 8          | Year 9          | Year 10       |
|--------------------------------------|--------------|--------------|-----------------|-----------------|-----------------|-----------------|------------------|-----------------|-----------------|-----------------|-----------------|---------------|
|                                      | Total        | 2013/14      | 2014/15         | 2015/16         | 2016/17         | 2017/18         | 2018/19          | 2019/20         | 2020/21         | 2021/22         | 2022/23         | 2023/24       |
|                                      | £m           | £m           | £m              | £m              | £m              | £m              | £m               | £m              | £m              | £m              | £m              | £m            |
| <b>Surplus/ (Deficit)</b>            | <b>2.983</b> | <b>0.520</b> | <b>- 14.712</b> | <b>- 13.249</b> | <b>- 19.662</b> | <b>- 32.718</b> | <b>- 26.841</b>  | <b>18.619</b>   | <b>14.189</b>   | <b>19.945</b>   | <b>25.842</b>   | <b>31.049</b> |
| <b>Cumulative Surplus/ (Deficit)</b> |              | <b>0.520</b> | <b>- 14.192</b> | <b>- 27.441</b> | <b>- 47.102</b> | <b>- 79.820</b> | <b>- 106.661</b> | <b>- 88.042</b> | <b>- 73.853</b> | <b>- 53.908</b> | <b>- 28.067</b> | <b>2.983</b>  |

## Changes in Cost and Resources

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

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

Table 4

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

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

Table 5 – Projected Expenditure – As at March 2014

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

\*Includes congestion relief, and M55 and M6 junction improvements

Table 6 – Projected Resources – As at March 2014

|  |                | Year 0       | Year 1        | Year 2        | Year 3        | Year 4        | Year 5        | Year 6        | Year 7        | Year 8        | Year 9        | Year 10       |
|--|----------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|  | Total          | 2013/14      | 2014/15       | 2015/16       | 2016/17       | 2017/18       | 2018/19       | 2019/20       | 2020/21       | 2021/22       | 2022/23       | 2023/24       |
|  | £m             | £m           | £m            | £m            | £m            | £m            | £m            | £m            | £m            | £m            | £m            | £m            |
| <b>Central Government</b>                                  |                |              |               |               |               |               |               |               |               |               |               |               |
| Transport Funding  | 108.809        | 0.600        | 8.709         | -             | 14.000        | 25.350        | 36.950        | 23.200        | -             | -             | -             | -             |
| HCA - Locally Retained Landhold Receipts                   | 38.970         | -            | 1.835         | 1.142         | 3.797         | 4.696         | 6.615         | 4.894         | 4.392         | 4.270         | 3.427         | 3.903         |
| <b>Developer Contributions (less Parish Council share)</b> | <b>90.332</b>  | <b>-</b>     | <b>6.180</b>  | <b>6.336</b>  | <b>4.958</b>  | <b>7.315</b>  | <b>8.921</b>  | <b>10.424</b> | <b>13.169</b> | <b>10.113</b> | <b>10.408</b> | <b>12.508</b> |
| <b>Lancashire County Council</b>                           |                |              |               |               |               |               |               |               |               |               |               |               |
| Capital Programme & Grants                                 | 40.030         | 5.900        | 3.130         | 11.000        | 2.500         | 2.500         | 2.500         | 2.500         | 2.500         | 2.500         | 2.500         | 2.500         |
| Capital Receipts   | 0.800          | -            | 0.800         | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| New Homes Bonus  | 12.953         | -            | -             | -             | 0.143         | 0.593         | 1.042         | 1.464         | 1.968         | 2.511         | 2.923         | 2.310         |
| Revenue Contribution - Capital Financing Cost              | 7.376          | -            | 0.022         | 0.384         | 1.073         | 1.258         | 1.290         | 1.271         | 0.933         | 0.700         | 0.368         | 0.077         |
| <b>Preston City Council</b>                                |                |              |               |               |               |               |               |               |               |               |               |               |
| Business Rates Retention                                   | 5.135          | -            | 0.031         | 0.263         | 0.500         | 0.670         | 0.692         | 0.714         | 0.124         | 0.435         | 0.746         | 0.961         |
| New Homes Bonus  | 28.051         | -            | -             | 0.154         | 0.579         | 1.197         | 1.902         | 2.671         | 3.754         | 5.055         | 6.200         | 6.539         |
| <b>South Ribble Borough Council</b>                        |                |              |               |               |               |               |               |               |               |               |               |               |
| Business Rates Retention                                   | 4.350          | -            | 0.042         | 0.085         | 0.671         | 0.774         | 0.877         | 0.980         | 0.103         | 0.188         | 0.273         | 0.357         |
| New Homes Bonus  | 25.409         | -            | -             | 0.145         | 0.721         | 1.681         | 2.686         | 3.605         | 4.537         | 5.409         | 5.910         | 0.715         |
| Moss Side Test Track Land Receipt                          | 5.000          | -            | -             | -             | -             | -             | -             | -             | -             | -             | -             | 5.000         |
| <b>Resources Total</b>                                     | <b>367.214</b> | <b>6.500</b> | <b>20.750</b> | <b>19.509</b> | <b>28.942</b> | <b>46.033</b> | <b>63.474</b> | <b>51.722</b> | <b>31.480</b> | <b>31.180</b> | <b>32.754</b> | <b>34.870</b> |

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

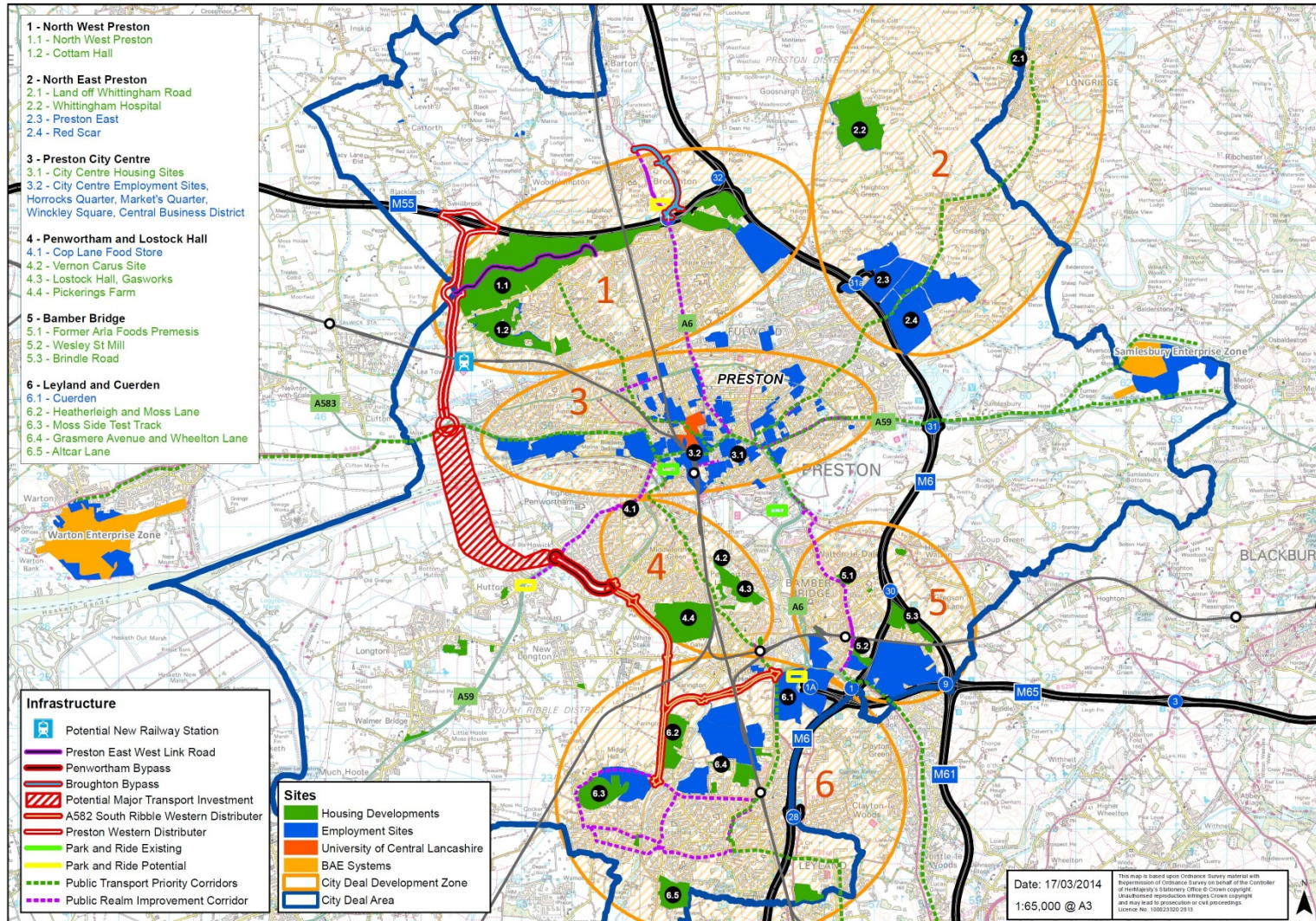
|                                      |              | Year 0       | Year 1         | Year 2          | Year 3          | Year 4          | Year 5          | Year 6          | Year 7          | Year 8          | Year 9         | Year 10       |
|--------------------------------------|--------------|--------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|---------------|
|                                      | Total        | 2013/14      | 2014/15        | 2015/16         | 2016/17         | 2017/18         | 2018/19         | 2019/20         | 2020/21         | 2021/22         | 2022/23        | 2023/24       |
|                                      | £m           | £m           | £m             | £m              | £m              | £m              | £m              | £m              | £m              | £m              | £m             | £m            |
| <b>Surplus/ (Deficit)</b>            | <b>9.437</b> | <b>0.900</b> | <b>- 4.018</b> | <b>- 32.186</b> | <b>- 36.705</b> | <b>18.251</b>   | <b>- 21.490</b> | <b>23.377</b>   | <b>10.447</b>   | <b>12.881</b>   | <b>20.287</b>  | <b>17.693</b> |
| <b>Cumulative Surplus/ (Deficit)</b> |              | <b>0.900</b> | <b>- 3.118</b> | <b>- 35.303</b> | <b>- 72.008</b> | <b>- 53.757</b> | <b>- 75.247</b> | <b>- 51.870</b> | <b>- 41.423</b> | <b>- 28.542</b> | <b>- 8.256</b> | <b>9.437</b>  |

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



## 4. ASSET MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT

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



## 4a. HCA Assets

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

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

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

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

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

## **4b. Local Partner Assets**

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

### **Bluebell Way**

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

### **Preston Central Assets**

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

### **Cuerden**

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

### **Lancashire Business Park LBP (part of)**

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

## **4c. Housing Sites**

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

### **North West Preston**

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

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

### **North East Preston**

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

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

## **Preston City Centre**

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

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

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

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

## **Penwortham and Lostock Hall**

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

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

## **Leyland and Cuerden**

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

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

### **Bamber Bridge**

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

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

### **City Deal Area**

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

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

## **4d. Employment Sites**

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

### **North West Preston**

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

### **North East Preston**

This area contains a number of smaller allocated employment sites within a broader footprint that is already home to many leading Lancashire businesses. The sites are Bluebell Way, Red Scar, Preston East, Roman Road Farm and Whittingham Hospital. Combined, approximately 350000m<sup>2</sup> of employment floorspace and nearly £300m of additional economic activity could be generated in this zone of economic activity.

### **Preston City Centre**

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

### **Penwortham and Lostock Hall**

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

### **Leyland and Cuerden**

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

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

### **Enterprise Zone**

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



## **5. HIGHWAY INFRASTRUCTURE DELIVERABLES, MILESTONES AND RISK**

### **5a. Highway Infrastructure Proposals**

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

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

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

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

#### **East-west Link Road**

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

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

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

### Pickerings Farm Link Road

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

### Moss Side Test Track

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

### Land between Heatherleigh and Moss Lane

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

### Cuerden Strategic Site road infrastructure

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

### **Broughton Bypass:**

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

#### **Penwortham Bypass:**

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

## **5b. Public Transport Corridors and Local Centres**

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

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

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

In Preston:

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

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

In South Ribble:

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

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

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

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

## **5c. Community Infrastructure**

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

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

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

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

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

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

**Table 8a – Major Road Schemes Infrastructure Delivery Timescales**

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

|  |     |  |   |   |  |  |                 |  |
|--|-----|--|---|---|--|--|-----------------|--|
| <b>A582 South Ribble Western Distributor</b> | LCC |  | Scheme Identified<br><br>Start of Works | Planning Application<br><br>CPO/SRO Procedures underway |  |  | Works Completed |  |
|--|-----|--|---|---|--|--|-----------------|--|

**Table 8b – Associated Major Development Site Highway Infrastructure Delivery Timescales**

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



|   |                 |  |                      |                      |                |  |  |  |
|---|-----------------|--|----------------------|----------------------|----------------|--|--|--|
|   |                 |  |                      | <i>Built</i>         |                |  |  |  |
| <b>Cuerden Strategic Site road infrastructure</b> | Developer / LCC |  | Masterplan Completed | Planning Application | Start of Works | Works Completed<br><br><i>First Business Letting</i> |  |  |

**Table 8c – Public Transport, Corridors and Local Centres Infrastructure Delivery Timescales**

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

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

## 5c. City Deal Milestones

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

**Table 9 – City Deal Milestones**

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



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

## 6. RISK

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

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

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

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

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



| <b>RISK TYPE</b>  | <b>MITIGATION MEASURE</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>  |
| <p><b>6. Planning Approval Risks</b></p> <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><b>Mitigation</b></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.</p>  |
| <b>COMMERCIAL RISKS</b>   |  |
| <p><b>7. Commercial Delivery Risk</b></p> <p>(i) The risk that the private sector may not come forward with investment proposals for housing and employment sites.</p> <p>(ii) The risk that landowners may not sell due to market viability issues.</p> <p>(iii) The risk that sites outside the agreed list of City Deal development sites come forward and undermine the City Deal Programme.</p>        | <p><b>Mitigation</b></p> <p>(i), (ii) &amp; (iii) This risk has been mitigated, in part, through the proven private sector confidence and investment appetite in the CD area. House-builders and commercial developers are willing to invest heavily in schemes and associated infrastructure and to secure end users, subject to a clear strategy to provide the critical infrastructure set out in the CD.</p> <p>Ultimately, commercial delivery will be influenced by national and international economic conditions. Preston and South Ribble Councils will work towards the adoption of their respective LDF's to secure the allocation of the City Deal sites. This will provide a strong policy position against which to resist unallocated sites coming forward.</p> |
| <b>MARKETING AND COMMUNICATION RISKS</b>  |  |
| <p><b>8. Consultation and marketing risk</b></p>  | <p><b>Mitigation</b></p>   |

| <b>RISK TYPE</b>  |  | <b>MITIGATION MEASURE</b>  |
|---|--|--|
| <p>(i) The risk that the project is not communicated adequately to all stakeholders.</p> <p>(ii) The risk that the potential of City Deal is not marketed sufficiently to attract people to live and work in the area.</p> <p>(iii) The reputational risk to all partner authorities if the Deal fails to deliver the intentions and aspirations set out in the Agreement</p> |  | <p>(i) &amp; (ii) Early communication and establishment of working forums with key stakeholder groups, supported by a robust marketing and communications plan put in place for each project.</p> <p>(iii) Robust partnership working in place supported by strong governance arrangements and an effective marketing and communications plan.</p> |
| <b>POLICY RISKS</b>   |  |  |
| <b>9.</b>   | <b>New Homes Bonus/CIL/NNDR Policy Change Risk</b> | <b>Mitigation</b>  |
| <p>The risk that Government may change its policy regarding the New Homes Bonus/CIL/NNDR thereby reducing the resources available to deliver the CD Delivery Infrastructure Programme.</p>  |  | <p>This risk will be managed through negotiation between Government, the LEP and CD local authorities.</p>   |
| <b>POLITICAL RISKS</b>  |  |  |
| <b>10.</b>  | <b>Political Administration Change Risk</b>        | <b>Mitigation</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>  |

## **7. COMMUNICATIONS AND MARKETING**

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

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

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

### **Approach**

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

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

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

### **Audiences**

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

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

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

Activity will broadly focus on the following key areas:

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

## Key messages and benefits

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

Messages include:

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

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

### Key Communication Activities

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

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>a) Identify stakeholder groups in conjunction with project team.</li> <li>b) Identify any particular issues and concerns relevant to each group.</li> <li>c) Map out specific key messages and appropriate methods of communication for each group.</li> </ul>   | <p>April 2014</p> <p>May 2014, reviewed periodically</p>       |
| <b>5. Identify list of schemes and key milestones in scope of City Deal</b>   | <b>Timings/Notes</b>   |
| <ul style="list-style-type: none"> <li>a) To include those that are directly funded by City Deal and a secondary list of those that should have an association with it.</li> <li>b) The timeline will show dates for planned activity on site, planning applications etc as far as possible and serve as a communications tool in itself while also enabling effective scheduling of communications and other support other activities.</li> </ul>  | <p>Ongoing</p> <p>Ongoing</p>                                  |
| <b>6. Identify and co-ordinate audience briefing sessions for specific audience groups</b>  | <b>Timings/Notes</b>   |
| <ul style="list-style-type: none"> <li>a) To include key groups including media, communities and key stakeholders.</li> <li>b) Map out specific key messages appropriate for each group.</li> <li>c) Identify any particular issues and concerns relevant to each group.</li> </ul>   | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>                   |
| <b>7. Develop media strategy and protocol</b>   | <b>Timings/Notes</b>   |
| <ul style="list-style-type: none"> <li>a) To include traditional media, local national and international press.</li> <li>b) Trade publications.</li> <li>c) Social media channels.</li> <li>d) Online media.</li> <li>e) Agree timetable of pro-active releases.</li> <li>f) Manage re-active media calls.</li> </ul>   | <p>Implemented by end April 2014 and reviewed periodically</p> |
| <b>8. Develop audience engagement plan</b>  | <b>Timings/Notes</b>   |
| <ul style="list-style-type: none"> <li>a) To include policing the City Deal brand, ensuring correct and appropriate usage.</li> <li>b) Develop a schedule of advertising opportunities including high profile publications such as The Times Business Insight.</li> <li>c) Develop a programme of audience specific events, appropriate to project milestones and delivery activity.</li> <li>d) Develop a range of promotional materials to be used to promote the City Deal to key audiences</li> </ul> | <p>Annual plan developed by end April 2014</p> <p>Ongoing</p>  |

## **8. MONITORING**

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

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

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

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

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

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

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

### **Housing**

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

### **Commercial Floorspace**

3. Quantity of Commercial Floorspace granted planning permission in Year 1 against planned.
4. Quantity of new Commercial Floorspace completed in Year 1 (gross internal area in m<sup>2</sup>) against planned.

### **Finance**

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



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

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

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

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

#### 9a. Disposal of HCA Assets – 2014-2015

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

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

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

| Site Name                                      | YEAR 1 – 2014/15                           |   |                         |  |
|--|--|---|-------------------------|--|
|  | Q1   | Q2  | Q3                      | Q4                                     |
| Cottam Brickworks                              |  | Conditional Legal Agreement.  |                         |  |
| Land at Eastway, Broughton                     | Section 106 Signed/Planning Consent Issued |   |                         | Site Marketing Commenced               |
| <b>North East Preston (East of A6)</b>         |  |   |                         |  |
| Preston East Employment Area                   |  | Adoption in DPD.  |                         |  |
| Whittingham Hospital                           | Outline planning application approved.     | Reserved Matters Application approved – Taylor Wimpey Phase 1<br><br>Site Marketing Commenced – Phase 2 | Start on site – Phase 1 | Preferred Developer Selected – Phase 2 |
| <b>Penwortham and Lostock Hall</b>             |  |   |                         |  |
| 'Pickerings Farm' (Central Lancashire Village) |  |   |                         | Pre-application work commences         |

| Site Name                     | YEAR 1 – 2014/15  |  |   |   |
|-------------------------------|---|--|---|---|
|                               | Q1  | Q2                                     | Q3  | Q4  |
| Lostock Hall Gas Works        |   | Reserved matters application submitted | Reserved matters application approved<br><br>Commence design/development of the section of the link road between the Cawsey and Carrwood Road |   |
| <b>Bamber Bridge</b>          |   |  |   |   |
| Hospital Inn Crossing Site    | First Housing Completion<br><br>HCA receipt paid in to Infrastructure delivery Fund |  |   | HCA receipt paid in to Infrastructure delivery Fund |
| <b>Leyland and Cuerden</b>    |   |  |   |   |
| Croston Road South, Farington |   | Preferred developer selected.          | Conditional legal agreement.  |   |
| Croston Road North, Farington |   |  | Outline planning application approved.  | Section 106 Signed/Planning Consent Issued          |
| Altcar Lane, Leyland          |   |  | Masterplan submitted to SRBC  | Masterplan approved by planning committee           |

## 9b. Local Partner Assets

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

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

| Site Name                  | YEAR 1  |    |                      |                    |
|----------------------------|---|----|----------------------|--------------------|
|                            | Q1  | Q2 | Q3                   | Q4                 |
| <b>North East Preston</b>  |   |    |                      |                    |
| Blue Bell Way              |   |    | Development prepared | brief              |
| <b>Preston City Centre</b> |   |    |                      |                    |
| Preston Central Assets     | Transfer of ownership of Preston Bus station complete |    |                      |                    |
| <b>Leyland and Cuerden</b> |   |    |                      |                    |
| Cuerden                    |   |    |                      | Masterplan Adopted |

|                          |  |  |  |  |
|--------------------------|--|--|--|--|
|                          |  |  |  |  |
| Lancashire Business Park |  |  |  |  |

## 9c. Housing Sites

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

**Table 12 – Housing Activity 2014 – 15**

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

| Site Area and Site Name                | YEAR 1 2014-15  |   |   |                              |
|--|---|---|---|------------------------------|
|  | Q1  | Q2  | Q3                                      | Q4                           |
| <b>North East Preston (East of A6)</b> |   |   |   |                              |
| <b>North of Eastway</b>                | Outline application determined.   |   | Reserved Matters applications submitted |                              |
| <b>Lime Chase</b>                      |   |   |   | Development completed        |
| <b>Former Whittingham Hospital</b>     | Planning application determined<br><br>First developer to submit RM for Phase 1. HCA will then procure development partners to deliver remaining units. |   |   |                              |
| <b>Whittingham Road (north)</b>        | Outline permission for 200 dwellings granted on appeal.   | Further application on adjoining land to the north for 190 dwellings likely.  |   |                              |
| <b>Whittingham Road (south)</b>        | Appeal decision on site for 80 units imminent.  |   |   |                              |
| <b>Preston City Centre</b>             |   |   |   |                              |
| <b>Preston City Centre (General)</b>   |   | City Centre Plan – Publication Draft  |   | City Centre Plan – submitted |
| <b>Penwortham and Lostock Hall</b>     |   |   |   |                              |
| <b>Pickerings Farm</b>                 |   | Pre-application masterplan negotiations commenced between landowners and SRBC |   |                              |

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

## 9d. Employment Sites

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

**Table 13 Employment Site Activity 2014-15**

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



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

|                                   |   |                          |  |                |
|-----------------------------------|---|--------------------------|--|----------------|
|                                   | expressions of interest from potential developer partners | partner                  |  | masterplanning |
| <b>Samlesbury Enterprise Zone</b> | LIF funding secured                                       | Site clearance commenced |  |                |

## **10. HIGHWAY INFRASTRUCTURE DELIVERY – YEAR 1 2014-15**

### **10a. MAJOR SCHEMES**

#### **1. Preston Western Distributor including the East West Link Road**

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

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

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

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

#### **East West Link Road**

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

- Land Assembly by agreement/funding arrangements agreed

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

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

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

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

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

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

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

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

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

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

### **3. Broughton Bypass**

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

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

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

#### **4. Penwortham Bypass**

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

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

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

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

## **10b. ASSOCIATED SCHEMES – Year 1 2014-15**

### **Public Transport Corridors and Local Centres**

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

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

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

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

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

### **Enterprise Zone**

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

### **Preston Bus Station/Interchange Facilities**

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

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

### **Fishergate Central**

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



### 10c. INFRASTRUCTURE DELIVERY MILESTONES 2014-15

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

**Table 18 – Infrastructure Delivery Milestones 2014-15**

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

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

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

## 11. COMMUNITY INFRASTRUCTURE – Year 1 2014-15

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

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

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

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

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

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

**Leisure, Parks and Open Green space and the natural environment** – Community infrastructure developments will include leisure and open green space for quality of life and wellbeing. With it will come the potential for high levels of bio diversity to ensure local people and employees have the necessary access to a diverse natural environment that is known to be required for good wellbeing

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

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

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

## **12. FINANCE PLAN – YEAR 1 2014-15**

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

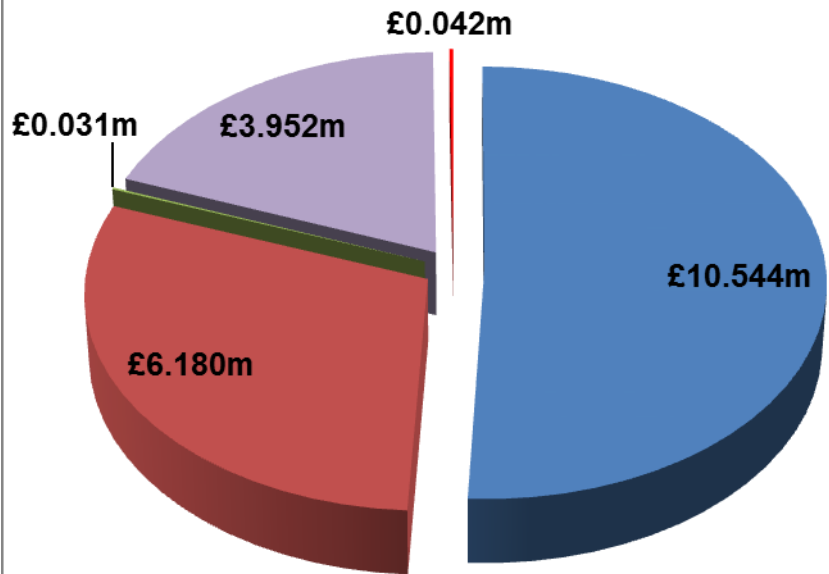
The A582 South Ribble Western Distributor/ B5253 Flensburg Way, and Broughton congestion and motorway improvements, form the greatest proportions of City Deal works and expenditure in 2014/15. This expenditure is forecast to occur evenly during 2014/15. These works are to be carried out by the County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

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

Summary of total resources and expenditure in 2014/15

**2014/15 Resources Total**

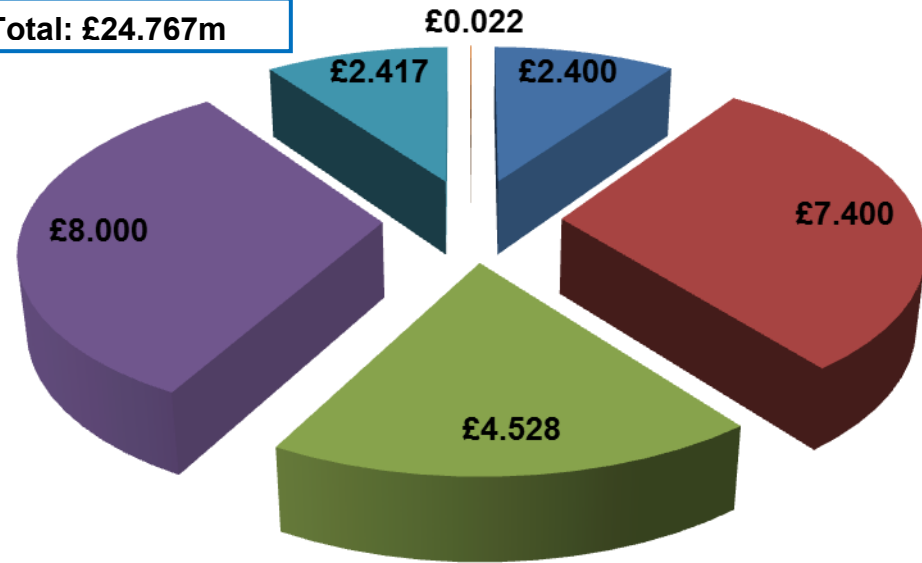
Total: £20.750m



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

**2014/15 Expenditure Total**

Total: £24.767m



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

Table 19

## Expenditure Breakdown 2014/15

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

\*Includes congestion relief, and M55 and M6 junction improvements



Table 20

## Resources Breakdown 2014/15

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

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

### 13. COMMUNICATIONS AND MARKETING – YEAR 1 2014-15

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

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

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

## **CONCLUSION**

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

# APPENDIX 1

## Works programme for Chain House Lane Junction Improvement

Table 21

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

# APPENDIX 2

## Works Programme for Signalisation of Stanifield Lane Roundabout

Table 22

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

# APPENDIX 3

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

Table 23

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

# APPENDIX 4

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

Table 24

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

## **Glossary**

### **Homes and Communities Agency (HCA)**

The national housing and regeneration delivery agency for England

### **Community Infrastructure Levy (CIL)**

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

### **Department for Transport (DfT)**

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

### **New Homes Bonus (NHB)**

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

### **Business Rates (NNDR)**

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



**Accountable body**

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