



CITY DEAL

Preston, South Ribble & Lancashire

Infrastructure Delivery Plan 2014/15

CITY DEAL INFRASTRUCTURE DELIVERY PLAN

The heart of Lancashire can become one of the fastest growing and commercially dynamic locations in the UK over the next decade ~ thanks to the Preston, South Ribble and Lancashire City Deal.

Signed by Government, the Lancashire Enterprise Partnership, South Ribble Borough Council, Preston City Council and Lancashire County Council in September 2013, this once-in-a-lifetime funding programme will transform Central Lancashire, creating thousands of new jobs and homes, while growing the local economy by £1 billion. An Infrastructure Delivery and Investment Programme with a value of more than £430 million will expand transport infrastructure in Preston and South Ribble at an unprecedented rate, driving the creation of some 20,000 new jobs and generating the development of more than 17,000 new homes.

Since the City Deal was signed all partners have worked hard to put in place all legal, financial and governance frameworks to ensure that we are able to successfully implement the City Deal and this City Deal Infrastructure Delivery Plan sets out the major activity for the next 12 months with an investment programme of nearly £25 million planned for this year alone.

Regular progress updates on the City Deal will be provided on the City Deal web site: www.lancashirelep.co.uk and we look forward to working with investors, developers, house-builders and businesses to bring our City Deal to fruition.



A handwritten signature in black ink, appearing to read 'Edwin Booth'.

Edwin Booth
Chair of Lancashire Enterprise Partnership
and Chair of the City Deal Executive

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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 Deal 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. The City Deal 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
- £2.3 billion in leveraged commercial investment

To deliver the City Deal, partners have established a City Deal Infrastructure Delivery and Investment Programme which together are worth £430m 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.
- Lancashire County Pension Fund, has allocated £150m to be invested on a commercial basis in housing and development schemes in the City Deal area and wider county.

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 Transport Schemes and funding the Homes and Communities Agency (HCA) through the local retention of value uplift from land sales. The councils will make contributions from New Homes Bonus (NHB), Business Rates (NNDR), capital programme resources and land.

INTRODUCTION

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 Agency 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 ~ 2014/15, 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 on page 6. Information to support the governance structure is set out below.

The Lancashire Enterprise Partnership (LEP) The LEP is a business-led Board representing 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 of the Exec Committee comprises the Chair and Vice Chair of the LEP, the 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 Vice 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.

GOVERNANCE

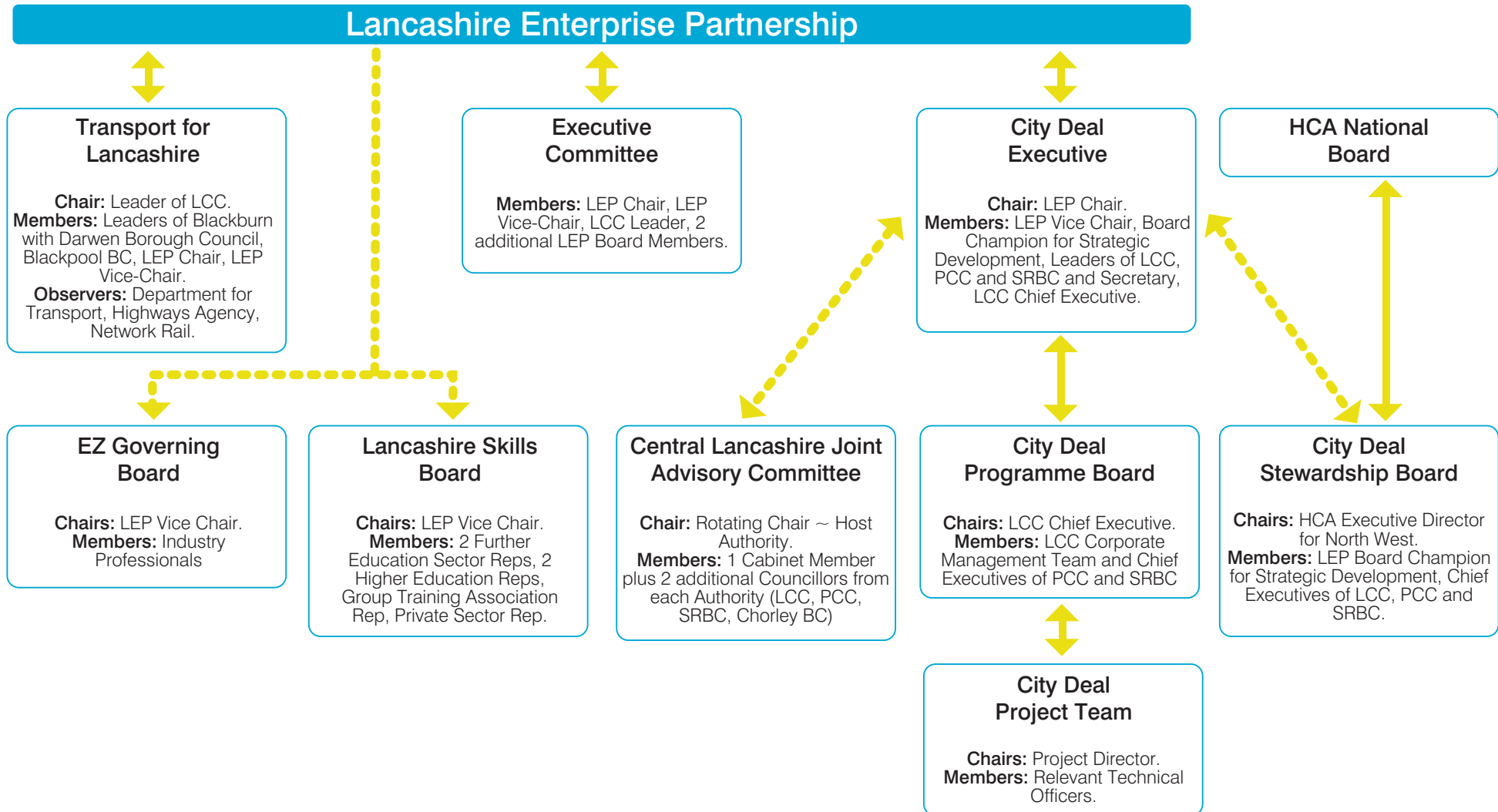
Transport for Lancashire is the local transport body for Lancashire and is a sub-committee of the LEP. It develops, approves and funds major transport schemes.

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 Preston City Council and South Ribble Borough Council 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 and 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 training providers and employers to ensure a demand-led approach to skills planning and delivery and seek to establish a robust evidence base to influence the allocation of devolved government funding.



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, together with greater certainty on the phasing of the development of the housing and employment sites, has impacted upon the estimates for the City Deal Infrastructure Delivery Fund and cash flow presented in September 2013. Further details are set out in the following tables 2, 3 and 4.

Lancashire County Council has made a City Deal commitment to provide cash-flow support for up to £107m in any one financial year during the 10-year period from internal reserves. In the forecast overleaf, 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 the following Tables 1, 2 and 3.

Table 1 ~ Expenditure

<i>All Figures £m</i>	Total	Year 0 2013/14	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19	Year 6 2019/20	Year 7 2020/21	Year 8 2021/22	Year 9 2022/23	Year 10 2023/24
Preston Transport Programmes												
Major Development Site Infrastructure ~ to be determined as part of masterplanning process	20	-	-	4	4	4	4	4	-	-	-	-
Preston Western Distributor	109.5	0.5	4.167	4.167	5.666	22	50	20	3	-	-	-
Cottam Parkway	15	-	-	-	-	-	-	1.5	8	5.5	-	-
Broughton*	33.3	3.2	7.4	5	17.7	-	-	-	-	-	-	-
Preston Bus Station	7.3	2	5.3	-	-	-	-	-	-	-	-	-
Fishergate Central Gateway	3.4	1	2.4	-	-	-	-	-	-	-	-	-
Public Transport & Public Realm Corridors	12.5	-	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Education Infrastructure	9.3	-	-	-	3.1	3.1	3.1	-	-	-	-	-
South Ribble Transport Programmes												
Major Development Site Infrastructure ~ to be determined as part of masterplanning process	20	-	5	4.25	4.25	5.25	1.25	-	-	-	-	-
A582 South Ribble Western Distributor/B5253 Flensburg Way	52.5	--	6	13.25	9.250	18	5.750	0.25	-	-	-	-
Penwortham Bypass	17.5	-	0.5	0.75	1.5	7.25	7	0.5	-	-	-	-
New Ribble Bridge ~ Preliminary Works & Route Protection	2	0.25	0.75	0.75	0.25	-	-	-	-	-	-	-
Public Transport & Public Realm Corridors	12.5	-	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Education Infrastructure ~ South Ribble	5.7	-	-	-	1.9	1.9	1.9	-	-	-	-	-
Community Provision ~ Preston City Council	7.28	-	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	4.46	-	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	0.82	0.507
Expenditure Total	342.838	6.945	35.328	36.257	52.035	66.443	78.539	31.871	16.293	10.452	4.494	4.181

* includes congestion relief, M55 and M6 junction improvements

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Table 2 ~ Resources

All Figures £m	Total	Year 0 2013/14	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19	Year 6 2019/20	Year 7 2020/21	Year 8 2021/22	Year 9 2022/23	Year 10 2023/24
Central Government												
Transport Funding	80.2	0.6	6.7	0.1	14.1	11.7	23.3	23.3	0.1	0.1	0.1	0.1
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		-										
Developer Contributions (Less Parish Council Share)	73.654	-	2.029	5.164	5.780	7.196	9.283	8.530	10.137	10.218	8.105	7.213
Lancashire County Council												
Capital Programme & Grants	40.8	5.4	4.4	11	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Capital Receipts	0.8	-	0.80	-	-	-	-	-	-	-	-	-
New Homes Bonus	12.953	-	-	-	0.062	0.43	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
Preston City Council												
Business Rates Retention	5.135	-	0.031	0.263	0.5	0.67	0.692	0.714	0.124	0.435	0.746	0.961
New Homes Bonus	28.051	-	-	0.151	0.586	1.19	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
South Ribble Borough Council												
Business Rates Retention	4.350	-	0.042	0.085	0.671	0.774	0.877	0.98	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	-	1.25	-	1.25	-	1.25	-	1.25	-	-	-
Resources Total	345.821	7.465	20.616	23.008	32.374	33.725	51.698	50.491	30.482	30.396	30.335	35.231

Table 3 ~ Surplus/Deficit

All Figures £m	Total	Year 0 2013/14	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19	Year 6 2019/20	Year 7 2020/21	Year 8 2021/22	Year 9 2022/23	Year 10 2023/24
Surplus/ (Deficit)	2.983	0.52	-14.712	-13.249	-19.662	-32.718	-26.841	18.619	14.189	19.945	25.842	31.049
Cumulative Surplus/ (Deficit)		0.52	-14.192	-27.441	-47.102	-79.820	-106.661	-88.042	-73.853	-53.908	-28.067	2.983

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.

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 4 ~ Model Changes

	<i>All Figures £m</i>
Surplus on Model when signed (September 2013)	2.983
Increased cost of Educational Infrastructure based on the current planning gain charging mechanism	-28.68
Additional Transport Funding ~ Pinch Point Funding A582 Golden Way	2.109
Additional Transport Funding ~ M55 Junction 2 (based on midpoint of announced range)	27.5
Increased Developer Contributions	16.678
Other minor changes to scheme costs and resources	-11.153
Revised surplus on the Model (March 2014)	9.437

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Table 5 ~ Projected Expenditure - as at March 2014

All Figures £m	Total	Year 0 2013/14	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19	Year 6 2019/20	Year 7 2020/21	Year 8 2021/22	Year 9 2022/23	Year 10 2023/24
Preston Delivery Programme												
Major Development Site Infrastructure	20	20	0.1	0.7	9.275	2.275	1.275	1.275	1.275	1.275	1.275	1.275
~ Of which, East-West Link Road	9.8	-	0.1	0.7	8	1	-	-	-	-	-	-
~ 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	104.5	0.2	1	1	1	7.1	74.1	20.1	-	-	-	-
Cottam Parkway	15	-	-	-	-	-	-	1.5	8	5.5	-	-
Broughton*	33.3	3.2	7.4	5	16.7	1	-	-	-	-	-	-
Preston Bus Station	7.3	0.1	2	5.2	-	-	-	-	-	-	-	-
Fishergate Central Gateway	3.4	1	2.4	-	-	-	-	-	-	-	-	-
Public Transport Corridors & Local Centres	12.125	0.250	0.625	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Education Infrastructure ~ Preston	28.495	-	-	6.722	0.018	0.018	0.018	0.018	5.426	5.426	5.426	5.426
South Ribble Delivery Programmes												
Major Development Site Infrastructure	20	-	0.3	2.25	12.65	4.8	-	-	-	-	-	-
~ Of which, Pickerings Farm Link Road	4.5	-	-	0.05	1.25	3.2	-	-	-	-	-	-
~ Of which, Moss Side Test Track Road Infrastructure	2.05	-	0.05	-	2	-	-	-	-	-	-	-
~ Of which, Land Between Heatherleigh & Moss Ln Spine Rd	2	-	0.2	0.6	1.2	-	-	-	-	-	-	-
~ Of which, Cuerden Strategic Site Road Infrastructure	5.05	-	0.05	-	5	-	-	-	-	-	-	-
~ Of which, Community/Green Infrastructure	6.4	-	-	1.6	3.2	1.6	-	-	-	-	-	-
A582 South Ribble Western Distributor/B5253 Flensburg Way	45.5	0.35	8	14.3	12.15	6.6	4.1	-	-	-	-	-
Penwortham Bypass	17.5	-	0.25	8.35	8.35	0.55	-	-	-	-	-	-
New Ribble Bridge ~ Preliminary Works & Route Protection	2	0.25	0.75	0.75	0.25	-	-	-	-	-	-	-
Public Transport Corridors & Local Centres	12.125	0.25	0.625	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Other South Ribble Schemes	5	-	-	-	-	-	-	-	-	-	-	5
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	1.29	1.271	0.933	0.7	0.368	0.077
Expenditure Total	357.777	5.6	24.767	51.694	65.647	27.782	84.964	28.345	21.033	18.299	12.468	17.177

* includes congestion relief, M55 and M6 junction improvements

FINANCE

Table 6 ~ Projected Resources - as at March 2014

<i>All Figures £m</i>	Total	Year 0 2013/14	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19	Year 6 2019/20	Year 7 2020/21	Year 8 2021/22	Year 9 2022/23	Year 10 2023/24
Central Government												
Transport Funding	108.809	0.6	8.709	-	14	25.35	36.950	23.2	-	-	-	-
HCA ~ Locally Retained Landhold Receipts	38.970	-	1.835	1.142	3.979	4.696	6.615	4.894	4.392	4.27	3.427	3.903
Developer Contributions (Less Parish Council Share)	90.332	-	6.180	6.336	4.958	7.315	8.921	10.424	13.169	10.113	10.408	12.508
Lancashire County Council												
Capital Programme & Grants	40.03	5.9	3.13	11	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Capital Receipts	0.8	-	0.8	-	-	-	-	-	-	-	-	-
New Homes Bonus	12.953	-	-	-	0.143	0.593	1.042	1.464	1.968	2.511	2.923	2.31
Revenue Contribution ~ Capital Financing Cost	7.376	-	0.022	0.384	1.073	1.258	1.29	1.271	0.933	0.7	0.368	0.077
Preston City Council												
Business Rates Retention	5.135	-	0.031	0.263	0.5	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	6.2	6.539
South Ribble Borough Council												
Business Rates Retention	4.35	-	0.042	0.085	0.671	0.774	0.877	0.98	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	5.91	0.715
Moss Side Test Track Land Receipt	5	-	-	-	-	-	-	-	-	-	-	5
Resources Total	367.214	6.5	20.75	19.509	28.942	46.033	63.474	21.722	31.48	31.18	32.754	34.870

Table 7 ~ Projected Surplus/Deficit - as at March 2014

<i>All Figures £m</i>	Total	Year 0 2013/14	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19	Year 6 2019/20	Year 7 2020/21	Year 8 2021/22	Year 9 2022/23	Year 10 2023/24
Surplus/ (Deficit)	9.437	0.9	-4.018	-32.186	-36.705	18.251	-21.490	23.377	10.447	12.881	20.287	17.693
Cumulative Surplus/ (Deficit)		0.9	-3.118	-35.303	-72.008	-53.757	-75.247	-51.870	-41.423	-28.542	-8.256	9.437

Note ~ The details of the funding from the Highways Agency for the M55 Junction 2 scheme have been announced but not confirmed in detail and the sum included represents the

midpoint of the range announced phased evenly over two years. These assumptions will be revised when further information becomes available.

ASSET MANAGEMENT & INFRASTRUCTURE DEVELOPMENT

4. Asset Management and Infrastructure Development

The map on the following page 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 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:

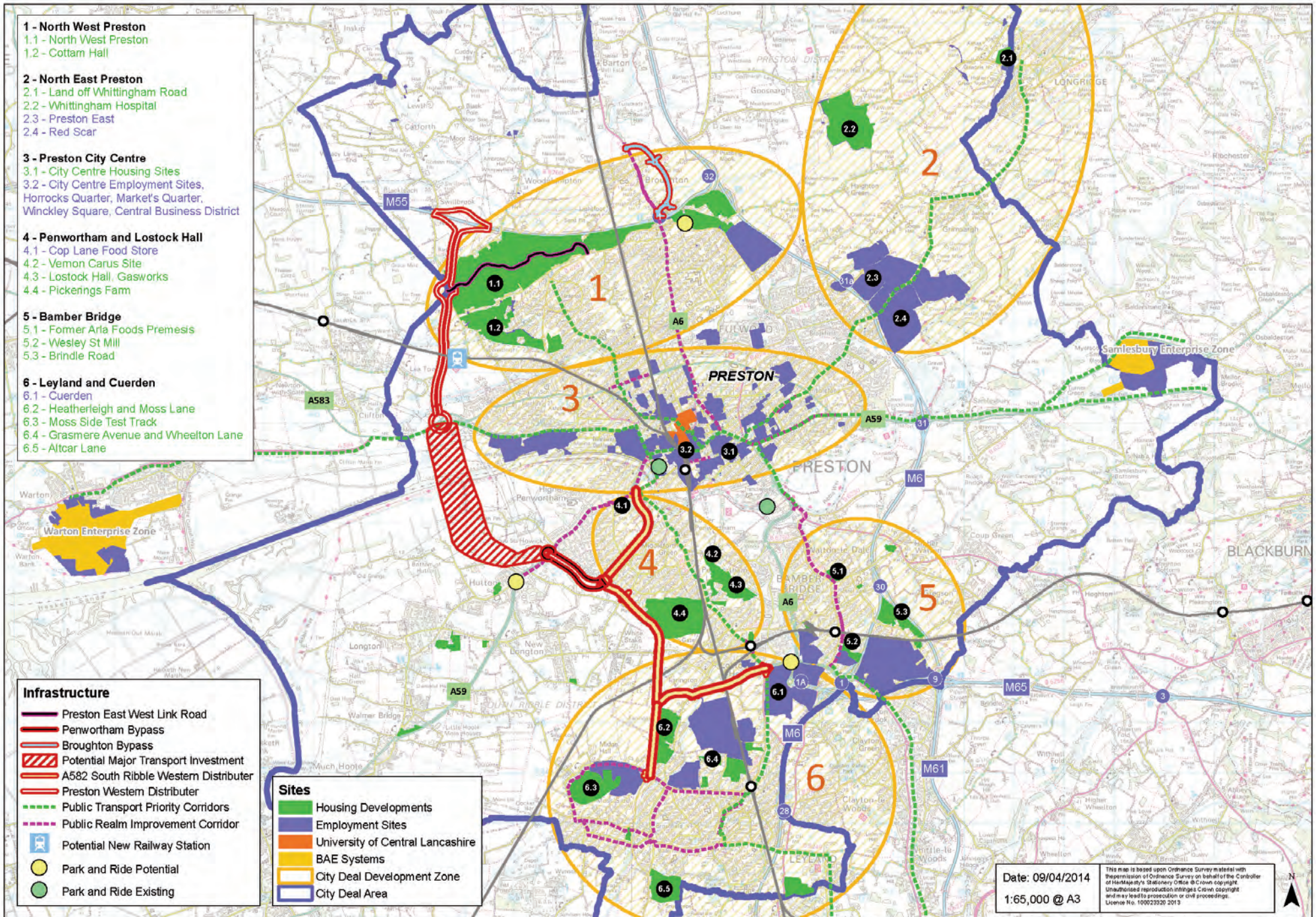
- Cottam Hall
- Eastway
- Preston East Employment Area
- Cottam Brickworks
- Whittingham Hospital
- Pickerings Farm
- Croston Road (North and South.)
- Altcar Lane
- Brindle Road
- Lostock Hall Gas Works

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.



ASSET MANAGEMENT & INFRASTRUCTURE DEVELOPMENT

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 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 4,540, which will be delivered in the following locations:

- Cottam 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 1,576, 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 1,396, 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.

ASSET MANAGEMENT & INFRASTRUCTURE DEVELOPMENT

In addition major sites at Argyll Road and New Hall Lane (Tetrad) are expected to come forward delivering up to 150 and 100 homes respectively. Approximately 300 homes 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 2,765, 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 Road/Jubilee Road

Leyland and Cuerden

The total number of houses to be accommodated in this area is 2,742, which will be delivered in the following locations:

- Moss Side Test Track
- Altcar Lane
- Heatherleigh and Moss Lane
- Grasmere Avenue
- 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 1,069, 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 1,400 homes are also 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 2,000 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 earmarked for housing with local service centres only, and therefore no strategic employment sites are allocated.

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 350,000m² of employment floorspace and nearly £300m of additional economic activity could be generated in this zone.

Preston City Centre

This area includes a number of city centre employment sites including; Central Business District (now Corporation Street), Winckley Square, City Centre North, UCLan and Horrocks' Mill site. 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 750 new homes, over 300,000 square feet 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 the Samlesbury and Warton sites have Local Development Orders. Collectively, almost £300m additional economic activity is projected.

HIGHWAY INFRASTRUCTURE DELIVERABLES & MILESTONES

5. Highway Infrastructure Deliverables and Milestones

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

The 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) and 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. 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

The Pickerings Farm 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 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.

HIGHWAY INFRASTRUCTURE DELIVERABLES & MILESTONES

The masterplan exercise will begin in 2015/16 with a view to development of the site beginning in 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 new segregated accesses to the site. An infrastructure delivery schedule linked to the phases of development of 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 masterplanning exercise has been completed on this development site which identified the need for 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 to detail the development proposals. This will ensure that the delivery of the spine road is coordinated across the different phases of 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. This will be finalised during 2014/15, to enable planning applications 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 South Ribble Western Distributor 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 the road 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 Preston Western Distributor.

HIGHWAY INFRASTRUCTURE DELIVERABLES & MILESTONES

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 network 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 so maintaining or improving highway safety will be paramount, as too will the effect 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 potential 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 completely 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 Road/Gammull Lane, 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

HIGHWAY INFRASTRUCTURE DELIVERABLES & MILESTONES

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 following tables 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.

HIGHWAY INFRASTRUCTURE DELIVERABLES & MILESTONES

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 and support the living wage; 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.

HIGHWAY INFRASTRUCTURE DELIVERABLES & MILESTONES

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.

HIGHWAY INFRASTRUCTURE DELIVERABLES & MILESTONES

Table 8a ~ Major Road Schemes Infrastructure Delivery Timescales

Project	Delivery Agency	Year 0 2013/14	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19	Year 6 2019/20
A6 Broughton Bypass	LCC	Renew Planning Application	CPO/SRO procedures underway Major Scheme Business Case	Start of Works	Road Open			
M6 Junction 32	Highways Agency		Start of Works Project Completed					
Preston Western Distributor	LCC		Scheme Identified/ Route Protected Major Scheme Business Case	CPO/SRO procedures underway	Planning Application	Start of Works		Road Open
Completion of Penwortham Bypass	LCC		Scheme Identified/ Route Protected Major Scheme Business Case	CPO/SRO procedures underway	Planning Application	Start of Works	Road Open	
A582 South Ribble Western Distributor	LCC		Scheme Identified Start of Works	Planning Application CPO/SRO Procedures underway			Works Completed	

HIGHWAY INFRASTRUCTURE DELIVERABLES & MILESTONES

Table 8b ~ Associated Major Development Site Highway Infrastructure Delivery Timescales

Project	Delivery Agency	Year 0 2013/14	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19	Year 6 2019/20
North West Preston East West Link Road	Developer / District / LCC	Masterplan Completed	Scheme Identified / Route Protected First Houses Built	Planning Application CPO/SRO procedures underway Start of Works	Road Open			
Pickerings Farm Link Road	Developer / LCC		Masterplan Completed Planning Application	Start of Works First Houses Built		Road Open		
Moss Side Test Track road infrastructure	Developer		Masterplan Completed	Planning Application	Start of Works First Houses Built	Works Completed		
Heatherleigh & Moss Lane Spine Road	Developer	Masterplan Completed	Planning Application	Start of Works First Houses Built	Road Open			
Cuerden Strategic Site road infrastructure	Developer / LCC		Masterplan Completed	Planning Application	Start of Works	Works Completed First Business Letting		

HIGHWAY INFRASTRUCTURE DELIVERABLES & MILESTONES

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

Project	Delivery Agency	Year 0 2013/14	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19	Year 6 2019/20	Year 7 2020/21
Public Transport Corridors / Local Centre Improvement Plans	Districts / LCC	EZ Warton-City Centre (CC)-Samlesbury	Broughton ~Fulwood~CC Hutton ~Penwortham ~CC Bamber Bridge~CC Leyland~Cuerden ~Lostock Hall ~CC	Longridge~CC NW Preston ~Cottam~CC					
Completion of Local Centre Improvements	District / LCC			New Hall Lane Bamber Bridge	Ribbleton Lane Longridge Rd / Gammull Ln	Broughton	Penwortham	Leyland Tardy Gate	Lane Ends
Completion of Public Transport Corridor Improvements	LCC		Chorley~Bamber Bridge~CC	EZ Warton~CC ~Samlesbury	Longridge~CC	Broughton ~Fulwood~CC	Hutton ~Penwortham ~CC	Leyland ~Cuerden ~Lostock Hall ~CC	NW Preston ~Cottam~CC
Fishergate Central Improvements	LCC		Start of Works	Phase 1 Completed Future Phase Business Case	Future Phase Completed				
Cottam Parkway Railway Station	Network Rail							Planning Application	Start of Works 2022/23 ~ Project Completed
Preston Bus Station / Interchange Facilities	LCC		Start of Works	Project Completed					

HIGHWAY INFRASTRUCTURE DELIVERABLES & MILESTONES

5d. 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

	At the beginning of the year			During the year			By the year end		
Year 1 2014/15	City Deal Political Approvals in place	CIL charging schedules in place	Work commences on Phase 1 - South Ribble Western Distributor (A582) Chain House Lane and Golden Way North	All road routes protected Work Commences on M6 Junction 32 Work Commences on Phase 2 ~ South Ribble Western Distributor (A582) Stanifield Roundabout and Golden Way South	Enterprise Zone Infrastructure and development underway	Development sites allocated in adopted Local Plans	Improvement Plans for PTPC and Local Centres produced for • Broughton ~ Preston • Hutton ~ Preston • Bamber Bridge ~ Preston • Leyland ~ Lostock Hall ~ Preston	First tranche of reserved matters for NW Preston development determined	South Ribble Leisure Facilities Plan produced Central Park Plan produced
Year 2 2015/16	CIL reviews launched			Land Assembled for Broughton Bypass	Start on major HCA sites at Cottam Hall Whittingham Works underway on Local Centre improvements in Broughton Penwortham Tardy Gate Leyland Bamber Bridge	Work Commences on Broughton Bypass Samlesbury Enterprise Zone first letting	PTPC Improvement Plans underway for • Longridge ~ Preston • NW Preston ~ Cottam ~ Preston	Rail industry agreement in place for Cottam Parkway	Rail industry agreement for WCML / Ormskirk railway bridge works
Year 3 2016/17	Major scheme business cases accepted by the LTB/LEP under DfT arrangements			Construction of East West Link road underway	Performance on finance model reviewed		Planning permission for Preston Western Distributor in place	All land assembled for road infrastructure	
Year 4 2017/18	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
Year 5 2018/19								5 Year Financial Performance Review	Review Programme for New Ribble Bridge

RISK

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 in the following tables.

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.

Cost Risks	
Risk Type	Mitigation Measure
<p>Cost Estimation Risk The risk that the cost estimates set out in the City Deal (CD) may be outside accepted tolerances.</p>	<p>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.</p>
<p>Cost Overrun Risk (i) The risk that once land acquisition commences/compulsory purchase is concluded, unanticipated factors affecting land and compensation costs lead to an increase against estimates negatively impacting upon the infrastructure delivery fund. (ii) The risk that once construction commences unanticipated abnormal factors and/or changes to design could lead to an increase against tendered prices.</p>	<p>i) Partners will seek to be indemnified through relevant legal agreements against compensation claims. (ii) This risk will be managed through LCC's robust capital cost control processes to ensure costs are maintained within approved budgets and tendered prices. Any under-utilised resources will not be released until all identified cost pressures have been addressed. Ultimately, if it is not possible to mitigate adverse cost pressures, LCC, as the delivery agent for the infrastructure schemes, will manage any cost pressures within its overall capital programme.</p>
Resource Risk	
Risk Type	Mitigation Measure
<p>Quantity of Resource Risk (i) The risk that the level of resources available from the different funding sources may be less than set out in the CD proposal. (ii) The risk that there is a lack of skill and/or capacity to deliver the project, internally amongst the four partners. (iii) The risk that the Neighbourhood Planning regulations in relation to CIL destabilise the project. (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. (ii) Expert resources are prioritised to the project by each partner. (iii) Close collaboration and partnership working with the Parish and Town Councils and Neighbourhood forums are to be established early in the project. (iv) Procedures have been established to enter into s106 agreements for the equivalent sum to cover off this risk.</p>

Timing Risks	
Risk Type	Mitigation Measure
<p>Phasing Shifts Risk</p> <p>(i) The risk that the developments may not come forward in line with the timescales set out in the CD proposal.</p> <p>(ii) The risk that licences and consents from third parties aren't secured.</p>	<p>(i) This risk has been mitigated through phasing of income in line with the statutory position of timescales when income streams, particularly New Homes Bonus and Business Rates, are payable. Legal agreements to capture private sector contributions will also ensure that private sector contributions are phased in line with the CD Infrastructure Delivery Programme. In addition in recognition of the fact that the cash flow profile for the Infrastructure Delivery Programme is not even, Lancashire County Council will financially stand behind the CD to allow both the base case cash-flow and some degree of slippage to be effectively managed. In addition, the close monitoring of both incoming resources and expenditure will allow sufficient advance warning of issues for further mitigating action, such as adjustments to programme phasing, to be undertaken without destabilising the overall programme.</p> <p>(ii) Effective forward planning and early engagement with statutory bodies.</p>
Planning Risks	
Risk Type	Mitigation Measure
<p>Delay in Road Planning Risk</p> <p>(i) The risk that road schemes may be subject to both local and national planning processes thereby increasing delivery timescales.</p> <p>(ii) The risk that road schemes may be delayed through local planning processes.</p> <p>(iii) The risk that road schemes may be delayed due to inability to assemble land.</p> <p>(iv) The risk that the scheme may be delayed by Highway Act procedures.</p>	<p>(i) This risk is likely to be wholly mitigated through proposed amendments to the Planning Act which will remove the need for local major schemes, which connect into the Strategic Road Network, to use the Development Control Order Process.</p> <p>(ii) In addition, the road schemes are set out in the Central Lancashire Highways and Transport Masterplan, adopted in March 2013, and therefore have already been subject to extensive consultation.</p> <p>(iii) & (iv) This will be mitigated through early commencement of the order processes and land acquisitions.</p>
<p>Planning Approval Risks</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>(i), (ii) & (iii) This risk has been mitigated, as all housing and employment sites set out in the CD area are set within the Central Lancashire Core Strategy, adopted in summer 2012, and therefore have already been subject to extensive consultation. The CD local authorities welcome the scope and scale of development set out in the Core Strategy. Site Allocations, Masterplans and other development documents are being resourced and progressed to ensure that proposals are supported by an up-to-date development plan.</p>

RISK

Commercial Risks	
Risk Type	Mitigation Measure
<p>Commercial Delivery Risk</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>i), (ii) & (iii) This risk has been mitigated, in part, through the proven private sector confidence and investment appetite in the CD area. House-builders and commercial developers are willing to invest heavily in schemes and associated infrastructure and to secure end users, subject to a clear strategy to provide the critical infrastructure set out in the CD. 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 LDFs to secure the allocation of the City Deal sites. This will provide a strong policy position against which to resist unallocated sites coming forward.</p>
Marketing and Communication Risks	
Risk Type	Mitigation Measure
<p>Consultation and Marketing Risk</p> <p>(i) The risk that the project is not communicated adequately to all stakeholders.</p> <p>(ii) The risk that the potential of City Deal is not marketed sufficiently to attract people to live and work in the area.</p> <p>(iii) The reputational risk to all partner authorities if the Deal fails to deliver the intentions and aspirations set out in the Agreement.</p>	<p>(i) & (ii) Early communication and establishment of working forums with key stakeholder groups, supported by a robust marketing and communications plan put in place for each project.</p> <p>(iii) Robust partnership working in place supported by strong governance arrangements and an effective marketing and communications plan.</p>

Policy Risks	
Risk Type	Mitigation Measure
<p>New Homes Bonus/CIL/NNDR Policy Change Risk The risk that Government may change its policy regarding the New Homes Bonus/CIL/NNDR thereby reducing the resources available to deliver the CD Delivery Infrastructure Programme.</p>	<p>This risk will be managed through negotiation between Government, the LEP and CD local authorities.</p>
Political Risks	
Risk Type	Mitigation Measure
<p>Political Administration Change Risk (i) The risk that local political administration changes may impact upon the CD proposals. (ii) The risk of being unable to secure partner agreement and co-operation throughout the life of the CD programme.</p>	<p>(i) & (ii) This risk has been mitigated by the respective Cabinets for each of the 3 CD local authorities endorsing the CD. City Deal governance arrangements provide the mechanism for managing this.</p>

COMMUNICATIONS & MARKETING

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 overleaf 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 activities listed within this plan will be led by the three councils with the support of the City Deal Project Team. These activities 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.

COMMUNICATIONS & MARKETING

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

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.

Activity will broadly focus on the following key areas:

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

Key messages and benefits

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

COMMUNICATIONS & MARKETING

Key Communication Activities

Coordinate a local launch event to take place in May 2014	Timings/Notes
a) Involve key stakeholders; improve understanding of City Deal aims and approach to implementation. b) Achieve significant media coverage; develop suitable supporting materials for media.	To be delivered by May 2014
Create, manage and police the City Deal brand	Timings/Notes
a) Develop options for City Deal brand; ensure solution is agreed at Programme Board level and consistent with Cabinet Office position on branding. b) Develop tone of voice, logo, templates for communication materials etc to ensure effective implementation of the brand.	Initial designs presented to Project Team in February 2014
Create and maintain the City Deal web presence	Timings/Notes
a) Establish City Deal web presence, including scope for significant expansion during the implementation phase. b) Establish online strategy including role of partners' websites and social media.	Development starts April 2014 ongoing
Establish and build a stakeholder communications framework	Timings/Notes
a) Identify stakeholder groups in conjunction with project team. b) Identify any particular issues and concerns relevant to each group. c) Map out specific key messages and appropriate methods of communication for each group.	April 2014 May 2014, reviewed periodically

COMMUNICATIONS & MARKETING

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

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 track macro performance measures of the City Deal area.

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

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

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

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

Housing

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

Commercial Floorspace

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

Finance

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

Part II - Preston, South Ribble and Lancashire City Deal 2014/15

This Part of the IDP sets out in more detail the activity planned in Year 1 ~ 2014/15, 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.

Table 10 ~ Planning and disposal of HCA Assets 2014/15

Site Name	Year 1 ~ 2014/15			
North West Preston (West of A6)	Q1	Q2	Q3	Q4
Cottam Hall	Site marketing commenced ~ Phase 2	First Housing Completion ~ Phase 1	Preferred Developer Selected ~ Phase 2	Site marketing commenced ~ Phase 3. Conditional Legal Agreement ~ Phase 2 HCA receipt paid in to Infrastructure delivery Fund
Cottam Brickworks		Conditional Legal Agreement		
Land at Eastway, Broughton	Section 106 Signed/Planning Consent Issued			Site Marketing Commenced
North East Preston (East of A6)				
Preston East Employment Area		Adoption in DPD		
Whittingham Hospital	Outline planning application approved	Reserved Matters Application approved ~ Taylor Wimpey Phase 1 Site Marketing Commenced ~ Phase 2	Start on site ~ Phase 1	Preferred Developer Selected ~ Phase 2

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. HCA Assets ~ 2014/15

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.

SITE OUTPUT & ACTIVITY

Site Name	Year 1 ~ 2014/15			
Penwortham and Lostock Hall	Q1	Q2	Q3	Q4
'Pickering's Farm' (Central Lancashire Village)				Pre-application work commences
Lostock Hall Gas Works		Reserved matters application submitted	Reserved matters application approved	
Land at Eastway, Broughton			Commence design/development of the section of the link road between The Cawsey and Carrwood Road	
Bamber Bridge				
Hospital Inn Crossing Site	First Housing Completion HCA receipt paid in to Infrastructure delivery Fund			HCA receipt paid in to Infrastructure delivery Fund
Leyland and Cuerden				
Croston Road South, Farington		Preferred developer selected	Conditional legal agreement	
Croston Road North, Farington			Outline planning application approved	Section 106 Signed/Planning Consent Issued
Altcar Lane, Leyland			Masterplan submitted to SRBC	Masterplan approved by planning committee

9b. Local Partner Assets

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

Table 11 ~ Planning and Disposal of Local Partner Assets 2014/15

Site Name	Year 1 ~ 2014/15			
	Q1	Q2	Q3	Q4
North East Preston				
Bluebell Way			Development Brief Prepared	
Preston City Centre				
Preston Central Assets	Transfer of Ownership Completed			
Leyland and Cuerden				
Cuerden				Masterplan Adopted
Lancashire Business Park				

SITE OUTPUT & ACTIVITY

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, for the Parties work together to bring forward serviced sites i.e. sites with supporting infrastructure, to be funded and delivered at the earliest opportunity to facilitate these developments used to service the bulk of housing development occurring on sites,

and in particular the larger housing sites included below, Several of these will require substantial road infrastructure as detailed in Section 5. The table shows the sites where activity is planned in 2014/15, together with the nature of that activity.

Table 12 ~ Housing Activity 2014/15

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

SITE OUTPUT & ACTIVITY

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

SITE OUTPUT & ACTIVITY

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

SITE OUTPUT & ACTIVITY

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).

We have established a City Deal Investor and Developer Forum to progress development on these sites.

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 Name and Area	Year 1 ~ 2014/15			
North West Preston	Q1	Q2	Q3	Q4
North West Preston Employment Area				Preston City Council formal adoption of Local Plan
North East Preston				
North East Preston Employment Area				Preston City Council formal adoption of Local Plan Development brief produced for Preston East
Whittingham Hospital	Outline planning permission renewed			
Preston City Centre				
Preston City Centre Employment Area			Collaboration Agreement signed off	Preston City Council formal adoption of Local Plan
University Technical College		Preliminary decision expected on University Technical College		
Winckley Square	Winckley Square Townscape Heritage Initiative Stage 2 bid to HLF	THI Scheme commences		Winckley Square Gardens Stage 2 Bid to HLF Cannon Street public realm improvements completed
Fishergate Central		Fishergate Central Complete		

HIGHWAY INFRASTRUCTURE DELIVERY

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 2014/15 work will develop and be concluded 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 topographical 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 the 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 topographical 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 topographical surveys will enable detailed engineering design to start in 2015/16.

HIGHWAY INFRASTRUCTURE DELIVERY

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 2014/15 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~September) a route will be protected.

Preparation of a major scheme business case will begin in Q2 (July~September) 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 topographical 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.

HIGHWAY INFRASTRUCTURE DELIVERY

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, with future plans to reconfigure 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.

HIGHWAY INFRASTRUCTURE DELIVERY

10c. Infrastructure Delivery Milestones ~ 2014/15

The table below shows the key infrastructure delivery milestones in respect of the major highway schemes listed

previously and the public transport and public realm corridor work to be undertaken in 2014/15.

Table 14 ~ Infrastructure Delivery Milestones 2014/15

Site Name and Area	Year 1 ~ 2014/15			
North West Preston	Q1	Q2	Q3	Q4
Preston Western Distributor	Preferred route consulted on and route protected Major Scheme Business Case commenced Topographical and environmental surveys carried out	Detailed design underway		
East West link Road	Preferred route consulted on and route protected		Topographical and environmental surveys carried out Detailed design underway	Land Assembly by agreement/funding arrangements agreed
Cottam Parkway Railway Station				
Priority Corridor Improvements				
North East Preston				
Broughton Bypass	Land Assembly by agreement / compulsory purchase order and associated side roads orders made Major Scheme Business Case begun		Construction contract drawn up	Planning Conditions discharged
Priority Corridor Improvements		Preparatory work commences on the Broughton ~ Preston Improvement Plan		Broughton ~ Fulwood ~ City Centre Improvement Plan published

HIGHWAY INFRASTRUCTURE DELIVERY

Site Name and Area	Year 1 ~ 2014/15			
Preston City Centre	Q1	Q2	Q3	Q4
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 Corridor Improvements	New Hall Lane ~ options development and scheme identification	New Hall Lane ~ options development and scheme identification	New Hall Lane ~ Stakeholder consultation	New Hall Lane ~ public consultation
Penwortham and Lostock Hall				
Penwortham Bypass		Preferred route consulted on and route protected Major Scheme Business Case commenced	Topographical and environmental surveys carried out Detailed design underway	
A582 South Ribble Western Distributor	Junction capacity improvement to Chain House Lane ~ crossroads started Road dualling works to northern Golden Way (north of Cop Lane) started	Preferred scope of dualling determined and consulted on Topographical and environmental surveys carried out	Junction capacity improvements to Stanifield Lane roundabout started Road dualling works to southern Golden Way (south of Cop Lane) started Detailed dualling design underway	
Priority Corridor Improvements		Preparatory work commences on the Leyland ~ Preston Improvement Plan and the Hutton ~ Preston improvement plan		Hutton ~ Higher Penwortham ~ City Centre Improvement Plan published

HIGHWAY INFRASTRUCTURE DELIVERY

Site Name and Area	Year 1 ~ 2014/15			
Leyland and Cuerden	Q1	Q2	Q3	Q4
Priority Corridor Improvements		Preparatory work commences on the Leyland ~ Preston Improvement Plan		Moss Side ~ Leyland ~ Cuerden ~ Lostock Hall ~ Lower Penwortham ~ City Centre Improvement Plan published
Bamber Bridge				
Priority Corridor Improvements	Station Road/Wigan Road/Lostock Lane junction - Works underway identified under Chorley-Preston Corridor Route Management Study			Bamber Bridge ~ City Centre Improvement Plan published
Enterprise Zone				
Access to Enterprise Zone	A59 new access road to Enterprise Zone started			
Priority Corridor Improvements	Priority Corridor Improvements Works underway identified under Warton-Samlesbury Corridor Route Management Study			

COMMUNITY INFRASTRUCTURE

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 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 this will come the potential for high levels of bio diversity, which will 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 for 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. This money is likely to be used to fund 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 overleaf.

The two pie charts show summaries of the total expenditure and resources (funding) in 2014/15. Tables 15 and 16 show a breakdown of expenditure and resources..

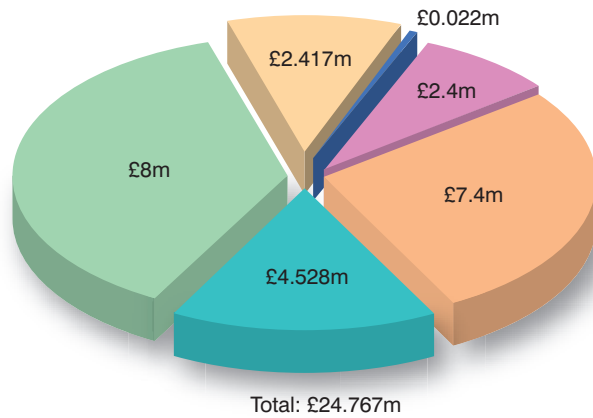
The A582 South Ribble Western Distributor/ B5253

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 in the following Table.

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.

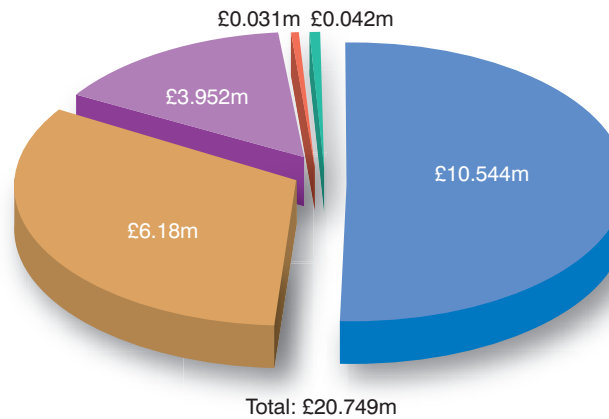
Summary of total expenditure and resources in 2014/15

2014/15 Expenditure Total



- Fishergate
- Broughton Congestion and Motorway Improvements
- Other Preston Transport Programmes
- A582 South Ribble Western Distributor/B5253 Flensburg Way
- Other South Ribble Transport Programmes
- Capital Financing Cost

2014/15 Resources Total



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

FINANCE PLAN

Table 15 ~ Expenditure Breakdown 2014/15

<i>All Figures £m</i>						
Preston Transport Programmes	Total	Q1	Q2	Q3	Q4	
East-West Link Road	0.1	0.025	0.025	0.025	0.025	0.025
Preston Western Distributor	1	0.25	0.25	0.25	0.25	0.25
Broughton*	7.4	1.85	1.85	1.85	1.85	1.85
Preston Bus Station	2	0.5	0.5	0.5	0.5	0.5
Fishergate Central Gateway	2.4	2.4				
Public Transport and Public Realm Corridors	0.625	0.156	0.156	0.156	0.156	0.156
Community Provision ~ Preston City Council	0.803	0.201	0.201	0.201	0.201	0.201
South Ribble Transport Programmes						
Moss Side Test Track Road Infrastructure	0.05	0.013	0.013	0.013	0.013	0.013
Land Between Heatherleigh and Moss Lane Spine Road	0.2	0.05	0.05	0.05	0.05	0.05
Cuerden Strategic Site Road Infrastructure	0.05	0.013	0.013	0.013	0.013	0.013
A582 South Ribble Western Distributor/B5253 Flensburg Way	8	2	2	2	2	2
Penwortham Bypass	0.25	0.063	0.063	0.063	0.063	0.063
New Ribble Bridge ~ Preliminary Works and Route Protection	0.75	0.188	0.188	0.188	0.188	0.188
Public Transport and Public Realm Corridors	0.492	0.123	0.123	0.123	0.123	0.123
Community Provision ~ South Ribble Borough Council	0.022					0.022
Capital Financing Cost	24.767	7.986	5.586	5.586	5.586	5.586

* includes congestion relief, M55 and M6 junction improvements

Table 16 ~ Resources Breakdown 2014/15

<i>All Figures £m</i>						
	Central Government	Total	Q1	Q2	Q3	Q4
Transport Funding		8.709	8.709			
HCA ~ Locally Retained Landhold Receipts		1.835	0.239	0.101	0.101	1.396
Developer Contributions (Less Parish Council share)		6.18	4.9	0.427	0.427	0.427
Lancashire County Council						
Capital Programme and Grants		3.13	3.13			
Capital Receipts		0.8	0.2	0.2	0.2	0.2
Revenue Contribution ~ Capital Financing Cost		0.022				0.022
Preston City Council						
Business Rates Retention		0.031				0.031
South Ribble Borough Council						
Business Rates Retention		0.042				0.042
Resources Total		20.75	17.178	0.727	0.727	2.118

The level of certainty around the amount and timing of resources differs between each funding stream. The funding streams with the greatest level of certainty are central government transport funding, and Lancashire County Council capital programme and grants. The HCA land receipts, Lancashire County Council capital receipts, and South Ribble Borough Council land receipts, are reliant on the sale of assets and therefore there is a greater level of uncertainty around the amounts and timing of receipt of these resources.

Developer contributions are dependent on development commencing on City Deal sites, whilst there is some certainty around the contribution amounts (due to the Community Infrastructure Levy charging schedule) the timing of contributions being made is less certain as this is dependent on development commencing. Business rates contributed to the City Deal fund by District Councils are dependent on commercial development taking place, and importantly on an increase in collected business rate overall in each district council area.

COMMUNICATIONS & MARKETING

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 outlines the basic communications activity to be undertaken for each project.

Projects	Lead	Timings/Notes
All Key Projects and Deliverables set out in Sections 8, 9 and 10 of the Infrastructure Delivery Plan ~Disposal of HCA Assets ~Local Partner Assets ~Housing Sites ~Key Employment Sites ~Highway Infrastructure ~Community Infrastructure	TBA	As per the project milestones set out in the Infrastructure Delivery Plan
Communications Activity		
Stakeholder Engagement ~Briefing sessions for specific audiences/stakeholder groups ~Map out specific issues/priorities for each group Media Relations ~Including proactive and reactive media management ~Using traditional media, social media and online (local, national and international) Community Engagement ~Community briefing sessions appropriate to delivery plan timetable ~Councillor communications using relevant and appropriate channels E-Communications ~Develop and keep up to date City Deal online presence (including partner websites) ~Develop social media plan in line with delivery plan timetable		

Conclusion

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

Appendix 4

Table 21 ~ Works Programme for Golden Way (south of Cop Lane) Dualling

Golden Way Cop Lane to Broad Oak Roundabout	2013				2014												2015			
	Quarter 4				Quarter 1				Quarter 2				Quarter 3				Quarter 4			
	Jan Week 1 2 3 4	Feb Week 1 2 3 4	Mar Week 1 2 3 4	Apr Week 1 2 3 4	May Week 1 2 3 4	Jun Week 1 2 3 4	July Week 1 2 3 4	Aug Week 1 2 3 4	Sep Week 1 2 3 4	Oct Week 1 2 3 4	Nov Week 1 2 3 4	Dec Week 1 2 3 4	Jan Week 1 2 3 4	Feb Week 1 2 3 4	Mar Week 1 2 3 4					
Scoping (Client, env, stratgic dev, signals, cycling, safety eng & drainage)	█																			
Programme to client (and estimate if possible)	█	█	█																	
Highway co-ord/advance TMA notices	█																			
Initial F10 notice	█																			
Prelim design (inc orders for adv works, site visits)				█	█															
Initial consultation (inc 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 TROs if necessary				█	█	█	█													
Advance environmental work/tree cutting etc				█	█	█	█													
Detailed design (inc TMRA etc)				█	█	█	█													
LCC/EA consent for drainage (culverts, discharge etc)				█	█	█	█													
Submit scheme for RSA2 and consult cycling rep				█	█	█	█													
Prepare scheme documents (inc take off)				█	█	█	█													
Revise programme and estimate				█	█	█	█													
ENWL electrical order process				█	█	█	█													
Procurement				█	█	█	█													
Mobilisation (inc 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

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 (National Non Domestic Rates, (NNDR))

Business rates are taxes to help pay for local services. They are 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.



CITY DEAL

Preston, South Ribble & Lancashire



Lancashire
Enterprise Partnership

