

Scrutiny Committee

Tuesday, 17th January, 2023, 6.00 pm

Shield Room, Civic Centre, West Paddock, Leyland, PR25 1DH

Supplementary Agenda

I am now able to enclose, for consideration at the above meeting of the Scrutiny Committee, the following information:

6 Leyland Town Deal Update

Report of the Chief Executive attached.

(Pages 121 - 138)

Chris Sinnott
Chief Executive

Electronic agendas sent to Members of the Scrutiny Committee

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Report of	Meeting	Date
Chief Executive	Scrutiny Committee	Tuesday, 17 January 2023

Leyland Town Deal Update

Is this report confidential?	No
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Is this decision key?	Not Applicable
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Purpose of the Report

- To present governance arrangements on the Leyland Town Deal scheme including, town deal board arrangements, programme, risk and financial management and stakeholder engagement.

Recommendations

- N/A

Reasons for recommendations

- N/A

Other options considered and rejected

- N/A

Corporate priorities

- The report relates to the following corporate priorities:

An exemplary council	Thriving communities
A fair local economy that works for everyone	Good homes, green spaces, healthy places

Background to the report

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6. In October 2020 South Ribble Borough Council in conjunction with the Leyland Town Deal Board submitted a Town Investment Plan (TIP) to propose a regeneration project for Leyland Town Centre. The submission proposed a £24.950 million investment from Town Deal. This funding submission was successful subject to submission of a business case for the proposed projects.
7. The TIP describes Leyland as being dispersed without a clear centre. The aim of the project is to create a high-quality central heart to Leyland, with investment in strategic connections to the north and south to improve connectivity. The Plan proposed 3 key projects including Project A: Town Centre Transformation; Project B: Market Regeneration and Project C: The BASE2.
8. The objective of the Town Deal is to drive the economic regeneration of towns to deliver long term economic and productivity growth through:
 - **Urban regeneration, planning and land use:** ensuring towns are thriving places for people to live and work, including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.
 - **Skills and enterprise infrastructure:** driving private sector investment and ensuring towns have the space to support skills and small business development.
 - **Connectivity:** developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity
9. The Leyland Town Deal is supported by the Leyland Town Deal Board who have participated in workshops and have been actively involved in defining, shaping and providing advice throughout the development stages of the project proposals. The authorising body for Leyland Town Deal is South Ribble Borough Council.
10. Three projects were identified within the TIP during the development of the RIBA Stage 2. It was identified that in order to maximise the strategic alignment, complementarity and value for money, and to ensure proportionality in the production of the business cases, that South Ribble Borough Council combine two projects into one, which ultimately proposed the submission of two business cases as opposed to three. A summary of which is provided below.

TIP Projects / Previous Business Cases	Final Business Cases to be Submitted*
Project A: Town Centre Transformation	Project A: The Town Centre Transformation (includes Market Regeneration project)
Project B: Market Regeneration	
Project C: The BASE2	Project B: The BASE2

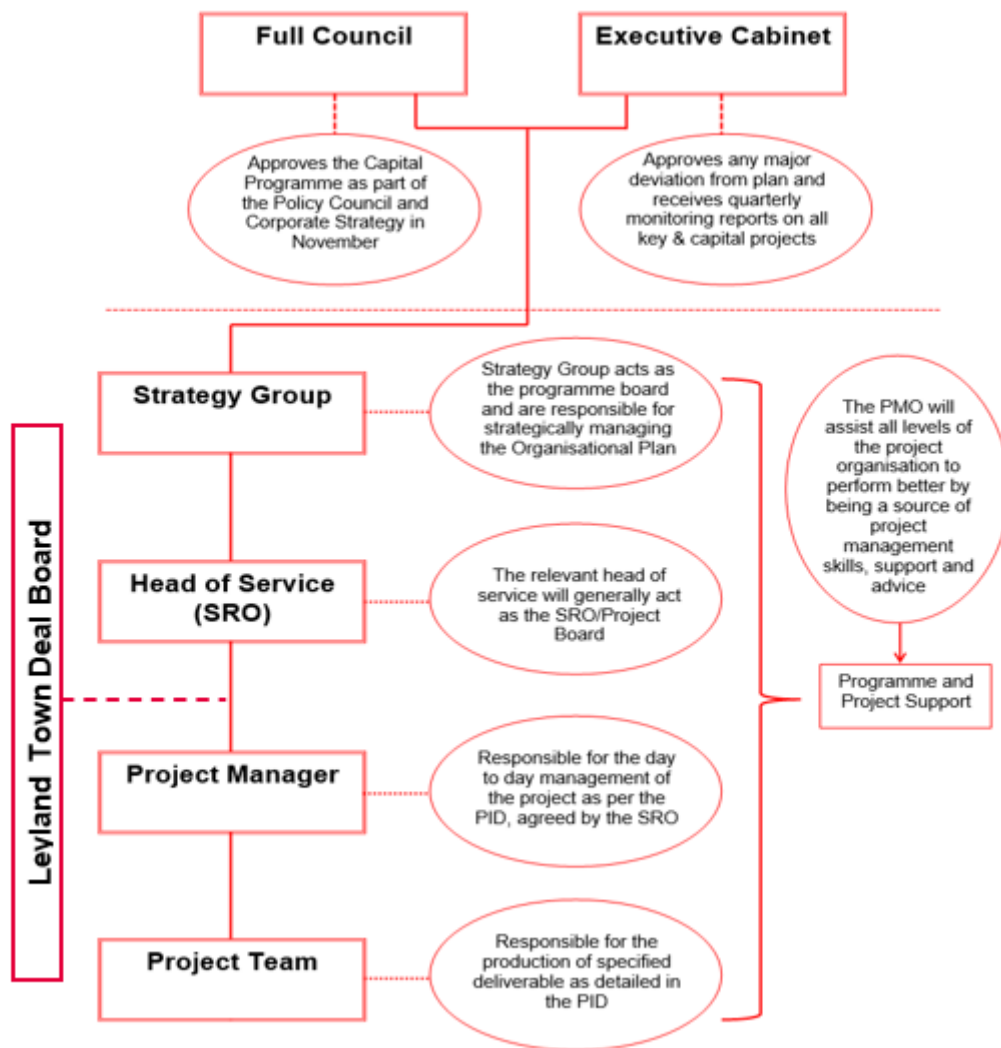
11. Business Cases were submitted in March 2022 and following a period of scrutiny from the Town Deal the business cases were approved in October 2022 and the first tranche of funding was released in November 2022.

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Governance of the Board

12. The Leyland Town Deal Board (LTDB) is a strategic body created following Leyland being identified as a town that may benefit from the Towns Fund. The LTDB brings together the private, public and voluntary sectors to provide strategic leadership to develop and deliver a Town Investment Plan and schedule of interventions to secure government funding, and which sets out a clear understanding of the area, focusing on its assets, opportunities and challenges.
13. The LTDB is an advisory board only, providing strategic direction and oversight of the Leyland Town Deal delivery. The authorising body for Leyland Town Deal is South Ribble Borough Council as identified at Figure 1.

Figure 1 – Governance Structure



14. During the development of the Town Investment Plan there were 35 members of the LTDB. Following approval of the Town Investment Plan the LTDB Members were requested to declare any conflicts of interest and to accept the code of conduct set out in the Terms of Reference, which had been developed in accordance with the Town Deal guidance and approved by the Director of Governance.

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15. The LTDB membership was subject to completion of the declaration of interest and signing of the code of conduct. 16 returns were received reducing the board to 16 Members, with one member recently resigning due to a change of job. The board terms of reference and signed declarations are included on the Leyland Town Deal website ([1. Duties and Terms of Reference - Leyland Town Deal. Membership - Leyland Town Deal](#)).
16. The LTDB meet at least quarterly, more regularly if the scheme negates this. All minutes of the meetings are recorded and uploaded onto the Leyland Town Deal website.

Risk and Financial Management

17. The Project Manager is responsible for ensuring that risks are identified, recorded, and regularly reviewed throughout the project lifetime. The initial stage of risk management is the Risk Analysis. This involves identifying the risk, assessing its impact, probability, and overall evaluation.
18. Once a Risk is analysed, the Project Manager will manage the risk through planning, resourcing, monitoring and controlling it. This will be achieved through the following options:

Contingency – plan of action to come into force when a risk materializes;

Acceptance – accept the possibility that the risk may occur;

Reduction – reduces the likelihood of the risk occurring or limits its impact;

Prevention – act to prevent the risk occurring or having an impact on the project;

Exploit – risks can present opportunities - Acting to take advantage of the risk; and

Transference – pass the risk to a third party (e.g. use of insurance or penalty clauses).

19. A series of risks to delivering the project's outputs and realising intended benefits have been identified for the Leyland Town Deal Project. These risks have been rated as a product of the 'Impact' on the project and the 'Probability' of occurring. The key residual risks have been identified and action owners assigned, these will need to continue be managed throughout the design and delivery of the schemes.
20. Risk is managed through the internal GRACE risk management system. All risks and mitigating actions are recorded within GRACE. The risk register is regularly reviewed at Town Deal Board meeting, internal officer meetings and project group meetings, held, fortnightly, monthly or quarterly dependant on the stage within the project. Board Members, Officers and the design are actively encouraged to report any risks that are identified for inclusion on the risk register. The Risk Register is included at Appendix 1.

Financial

21. A cost consultant has been appointed for the scheme who provides cost advice on the delivery of the scheme. A cost plan has been developed and is actively monitored throughout the design stages. A design development allowance, construction risk allowance and risk allowance are included within the cost plan. A cost report is updated monthly and tracked against the budget that was approved by Full Council in March 2022.

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Programme

22. A full detailed programme has been developed using the Microsoft Project software package. Microsoft Projects allows projects to be programmed in a Gantt chart format which identifies any resource conflicts and allows a critical path to be developed to ensure that the works are being delivered in accordance with the delivery milestone of 31 March 2026.
23. At this stage within the scheme a planner has been appointed to develop an overall programme for Leyland Town Deal scheme. The programme is reviewed at the monthly progress meetings. Any delivery risks are highlighted and addressed through the risk management system. When construction partners are appointed, they will be contractually obliged to deliver the build within a stipulated timescale and will therefore develop a programme to reflect this and update on a regular basis (normally monthly) for their element of the project.
24. A monthly dashboard is prepared which monitors performance of the scheme. The latest project dashboard is included at Appendix 2.
25. A programme overview for element of the project is provided below. These dates are subject to change as each scheme is progressed, the key date is that all elements of the scheme are delivered by 31 March 2026.

Conversion of Balfour Court & Refurbishment of Leyland Market

Activity	Programme	Date
Conversion of Balfour Court & Refurbishment of Leyland Market	Survey Period – Balfour Court	21/11/22 – 02/06/23
	Design Period - Market	01/12/22 – 16/02/23
	Design Period - Balfour Court	09/01/23 – 20/03/23
	Tender Period*	21/03/23 - 24/07/23
	Provide Temporary Market & Decant	22/08/23 – 16/10/23
	Construction Period – Market	17/10/23 – 28/08/24
	Traders Relocate Back To Market	29/08/24 – 25/09/24
	Construction Period - Balfour Court	26/09/24 – 14/07/25



Quinn Street Residences including Remediation and Church Place

Activity	Programme	Date
Quinn Street Residences including Remediation and Church Place	Stage 3 Design Available	12/10/22
	Tender Period*	23/03/23 – 04/08/23
	Remediation Period**	07/07/23 – 30/05/25
	Tender Period (2-stage)	07/08/23 – 10/11/23
	Construction Period (Residential)***	03/01/24 – 30/05/25



*Tender Period includes billing/tender preparation; tender period; assessment and moderation; internal approvals period; contractor appointment

**Remediation Period includes mobilisation period and remediation period

*** Church place delivery subject to aquisition.

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BASE2 & Commercial Building A

Activity	Programme	Date
Construction of BASE2 & Commercial Building A	Design Period	24/10/23 – 07/03/24
	Tender Period*	07/03/24 – 15/08/24
	Construction Period**	15/08/24 – 11/02/26



*Tender Period includes billing/tender preparation; tender period; assessment and moderation; internal approvals period; contractor appointment

**Construction Period includes mobilisation period and construction period

Public Realm & Highways (S278)

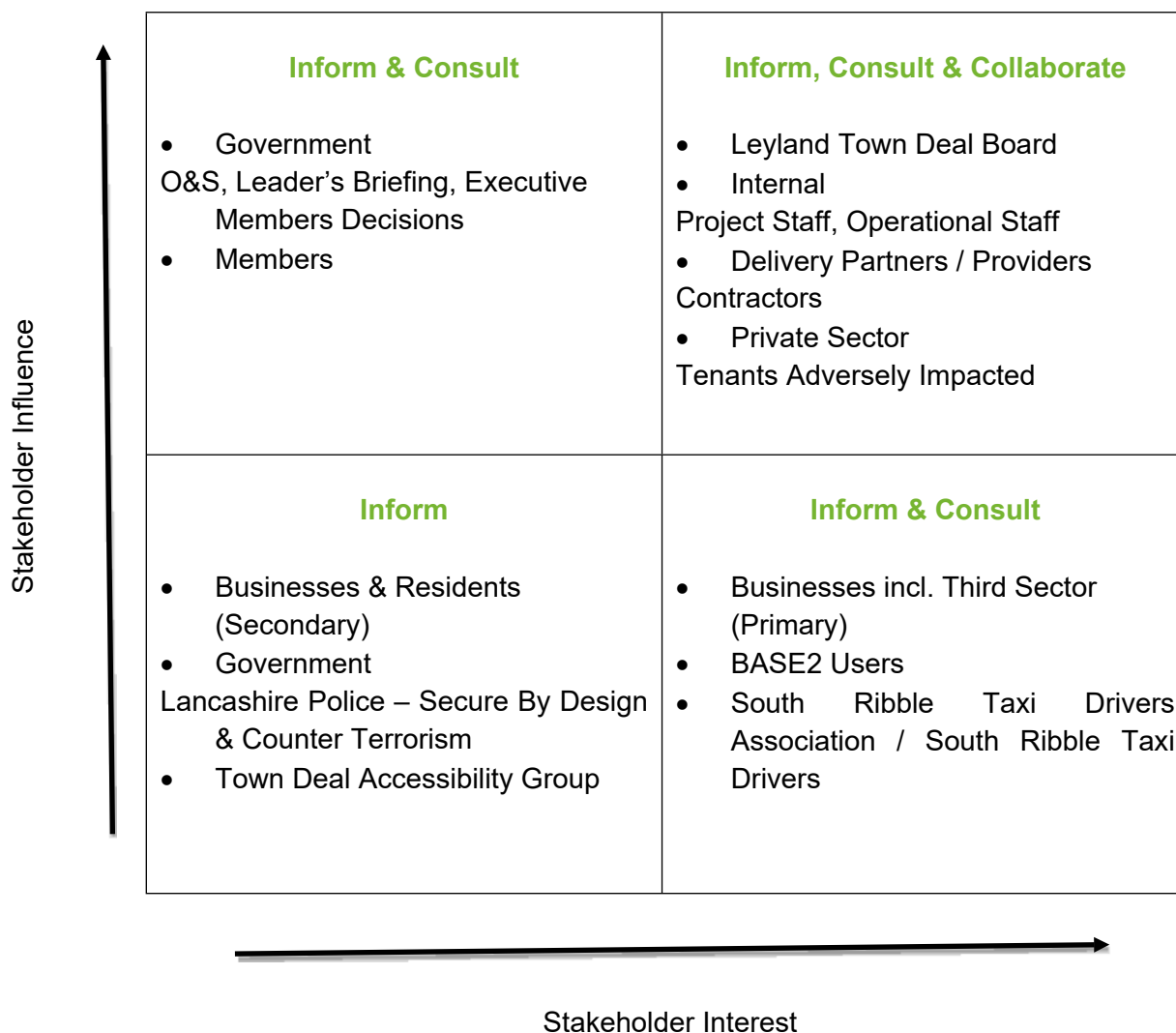
Activity	Programme	Date
Public Realm	Design Period	03/10/22 -22/12/23
	278 Technical Approval Submission & Consultation	26/12/22 - 12/05/23
	Tender Period*	05/12/22 – 22/12/23
	Construction Period 1 – Hough Lane and associated side streets (phased)	29/07/24 – 19/02/25
	Construction Period A – Chapel Brow, Churchill Way, Church Brow (phased)	20/02/25 – 13/02/26

*Tender Period includes billing/tender preparation; tender period; assessment and moderation; internal approvals period; contractor appointment for stage 1 and stage 2

Stakeholder Engagement

- A Stakeholder Engagement Matrix has been devised based on a ranking of interest and influence to determine the best strategies and channels to communicate and engage with each group / quadrant.

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- High interest, high influence – Inform, Consult & Collaborate
This zone is the closest to the project and interactions/impacts on stakeholders will be on a very frequent basis.
 - High interest, low influence – Inform & Consult
Stakeholders of zone 2 deal frequently with the project interactions/impacts however the impacts are not as significant as in zone 1 but still important.
 - Low interest, high influence – Inform & Consult
A stakeholder interaction with your project will be limited in time and potentially restricted to a specific phase of the project however these are powerful stakeholders we need to engage with
 - Low interest, low influence – Inform
Interactions could occur on an incidental or occasional basis with these stakeholders, and impacts are either very limited or inexistent.
27. Several platforms will allow clear communications with stakeholders alongside residents and potential investors; this will include a dedicated micro-site; dedicated

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email address; dedicated hashtag amongst other mediums. Business Engagement will be ongoing by the Investment and Skills team.

Specific Town Deal Board Feedback Sessions

28. The initial engagement will be held with the Board and they will be encouraged to attend and promote the public facing stakeholder engagement events to promote Leyland Town Deal.

Leyland Town Deal Micro-site

29. A Leyland Town Deal micro-site has been established to promote the brand and provide useful information to businesses, residents and potential investors. The website hosts an investment plan summary, images, town deal delivery timescales, town deal board meetings dates and minutes, news, updates and an enquiry webform for stakeholders. The website address: <https://leylandtowndeal.com/>

Leyland Town Deal Email

30. A dedicated Leyland Town Deal email address has been established for direct communications with the delivery team for businesses, residents and potential investors, which includes a number of stakeholders. This central depository for Leyland Town Deal related communications provides a data source for reporting enquiries from sources including stakeholders, potential investors, and residents. The dedicated email address (info@leylandtowndeal.com) and enquiries via the website are issued to Jonathan Noad and Jennifer Clough, SRBC who log and coordinate enquiries / responses.

Direct Meetings

31. For those businesses adversely affected, dedicated staff will be assigned and direct meetings undertook to provide a direct point of contact for these businesses for enquiries related to the relocation and to enable the provision of bespoke business support in identifying premises.

Leyland Town Deal Hashtag

32. A dedicated Leyland Town Deal hashtag will be established to enable engagement with as wide an audience as possible in delivering the project. It is recognised that many of our stakeholders, particularly businesses, may be on social media therefore it is proposed this hashtag is used in any social media posts communicated so they can keep updated with the project.

Utilising the Above Platforms (Regular News Updates)

33. Utilising the above platforms by publishing regular news updates via the website and across socials frequently, and email as appropriate depending on the nature of the news /update issued, is key to ensure good level of stakeholder engagement.

'Drop In' Sessions

34. Drop in sessions at a suitable venue will be held to allow stakeholders to drop in and review the scheme updates and an opportunity to discuss any concerns or ask any questions about the project. All sessions will invite stakeholders to complete a questionnaire to record their feedback. Drop in sessions have been held in November 2021 and May 2022.

Planning consultation

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35. The planning consultations allow members of the public and statutory consultees to comment on the scheme.

Letters

36. Following an exercise undertaken by Officers to collate contact numbers and email addresses for stakeholders, not all of this information is readily available. Therefore, letter correspondence may be required for some forms of engagement.

37. Internal Communications (Meetings, Emails, Yammer, Reports)

For internal stakeholders within the Council and Town Deal Board organisations, the relevant communication platform for each stakeholder may include face-to-face or virtual briefings / meetings and intranet updates.

Member Engagement

38. For Members, engagement will take place via Member meetings as appropriate.

Climate change and air quality

39. N/A to this report.

Equality and diversity

40. N/A to this report

Risk

41. See Appendix

Comments of the Statutory Finance Officer

42. There are no direct financial implications of this report as it is for update only.

Comments of the Monitoring Officer

43. There are no comments on this update report.

Background documents

N/A

Appendices

Appendix 1 – Risk Register

Appendix 2 – Project Dashboard

Report Author:	Email:	Telephone:	Date:
Rachel Salter (Strategic Lead (Future Investments))	rachel.salter@southribble.gov.uk	01257 515 332	09.01.2022

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For Export Report

Risk	Risk Description	Risk Owner	Inherent Risk Score	Existing Control Measure	Existing Control Measure Description	Residual Risk Score	Risk Category	Target Risk Level	Action Plan Title	Action Plan Description	Action Plan Owners	Type	Action Date	Review Date
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Items in Group: 32

Deliver transformational regeneration projects incl Town Deal

Capacity of Existing Drainage	Identifying the capacity of the existing drainage network for foul and surface water.	Neil Currie	8	Identify the extents of the drainage network, develop a drainage strategy and apply for a PDE		4								05/12/2022
Carbon Strategy	The RIBA Stage 2 report notes that the BASE building is to be zero carbon (embedded and operational) but this can only be achieved through sequestration and self-generation. Has this been costed and is it hardwired into the funding application?	Neil Currie	16	Establish the base criteria for the funding on the Town Centre Deal and confirm clients brief		4								05/12/2022
Change in direction or requirements from Members, South Ribble Borough Council	Change in direction or requirements from Members, South Ribble Borough Council	Rachel Salter (Service Lead (Development and Business))	4	Hold communications and updates with Members via meetings, reporting and consultations	Hold communications and updates with Members via meetings, reporting and consultations	4	Risks associated with financial planning & control Risks relating to operational activity	4						05/12/2022
Clash with Future Highways Works	Ensuring that any public realm works are co-ordinated with other highway works to ensure new surfaces are not excavated shortly after having been placed.	Rachel Salter (Service Lead (Development and Business))	6	Ensure that stakeholders for services and highways are included within the consultation		12	Risks relating to the failure of partners/contractors or the contract itself Risks relating to information held	4						05/12/2022
Contaminated land	Extents and type of contaminated land within the development to be determined.	Neil Currie	8	Undertake SI early in programme to gain contamination cost certain		16								05/12/2022
Costs Associated with Diversion/Reinforcement of Existing Services	Diversion and/or reinforcement of services can be expensive.	Rachel Salter (Service Lead (Development and Business))	6	MEP records check and GPR Survey		12								05/12/2022
Costs Associated with the Public Realm Specification (standard of paving, tarmac and kerbs; street furniture etc.)	Costing element - public realm spec (standard of paving, tarmac and kerbs; street furniture etc.)		16	Greater detail required in paving standards and extent as early as possible to feed into the cost plan Obtain spec from Lanpro Services	Assumptions based on Lanpro Stage 2: exact spec of finishes to be agreed within the cost plan parameters	8	Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself	9						05/12/2022
Developing Transport Strategy	The masterplan shows relocation of car parking and adjustments to the width of carriageways which may impede traffic flow. Analysis will be required.	Rachel Salter (Service Lead (Development and Business))	9	Landscape Architect, Architect, and Transport Consultant to confirm		4	Risks associated with financial planning & control Risks relating to the failure of	4						05/12/2022

						partners/contractors or the contract itself								
Disruption to Town Centre including residents, businesses, travelling and parking and interface with statutory bodies	Disruption to Town Centre including residents, businesses, travelling and parking and interface with statutory bodies	Rachel Salter (Service Lead (Development and Business)) Portia Taylor-Black (Business Engagement Officer)	8	Ensure consultations held and communications issued appropriately throughout the process		8	Risks relating to operational activity Risks relating to the reputational risks to the Council	8					05/12/2022	
Diversion of existing services and drainage	Diversion of existing services and drainage		12	GPR survey and desktop information for review in tandem with building setting out		9	Risks associated with financial planning & control Risks relating to information held	6					05/12/2022	
Drainage strategy; SUDS; raingardens; permeable paving; impact on material disposal	Drainage strategy; SUDS; raingardens; permeable paving; impact on material disposal	Neil Currie	16	Key impact to establish, particular with regard to external works		9		6	Ascertain cost impact of drainage strategy	Ascertain cost impact of drainage strategy	Dan Gosling (Strategic Development Officer)	In Progress	25/02/2022	05/12/2022
Inflation, COVID and Brexit Impacting Budget	Inflation levels increasing; COVID impacting construction and supply chain; Brexit impacting supply chain and material availability and labour market		16	Continue to monitor key indices and construction press to update forecasts and advise Client		9	Risks associated with financial planning & control	6					05/12/2022	
Issues with Boundaries and Party Walls as part of the Developments	Boundaries and party walls associated with Leyland Town Deal. Concerns to public walkway and highways stability along perimeter of Greenwood Court and Bannister Brook.	Rachel Salter (Service Lead (Development and Business))	12	Ensure all boundaries and party walls are considered as part of Leyland Town Deal Ascertain reasons for sections of perimeter wall remaining of the former Heatons Engineering Factory adjacent to Greenwood Court with Building Control. Undertake Party Wall and Topo Surveys to understand interfaces		12	Risks associated with financial planning & control Risks relating to operational activity	6					05/12/2022	
Lack of approval of Technical Design, S278 and Traffic Regulation Orders (TROs)	Lack of approval of Technical Design, S278 and Traffic Regulation Orders (TROs) may mean there is no project which can be delivered in terms of the highways work or revisiting the design with the design team; in turn leading to more cost and time.	Rachel Salter (Service Lead (Development and Business))	16	Continue working with LCC to agree design and way forward in light of clash of views and designs Seek comments from the South Ribble Capital Projects Programme Board Seek comments from SMT and Leader Briefing	Continue working with LCC to agree design and way forward in light of clash of views and designs Seek comments from SMT and Leader Briefing on the hybrid model proposed from Consultants to enable design to be progressed Seek comments from SMT and Leader Briefing on the hybrid model proposed from Consultants to enable design to be progressed	12	Risks associated with financial planning & control Risks relating to operational activity	4	Agree design in principle with Lancashire County Council to enable design to progress Conclude remainder of GPR Survey - SRBC to procure Supplier	Agree design in principle with Lancashire County Council to enable design to progress Conclude remainder of GPR Survey - SRBC to procure Supplier	Rachel Salter (Service Lead (Development and Business)) Portia Taylor-Black (Business Engagement Officer) Rachel Salter (Service Lead (Development and Business)) Portia Taylor-Black (Business Engagement Officer)	In Progress Proposed	31/01/2023 16/12/2022	05/12/2022

Lack of CDM Compliancy	Lack of CDM2015 compliancy for the project	James Potter (External Consultant) Rachel Salter (Service Lead (Development and Business))	2	Ensure all concerned with the project are compliant with CDM SRBC maintaining CDM duties Client-Side. Wilson Mason maintaining CDM duties as Principal Designer (Buildings) and Lanpro for Principal Designer	SRBC maintaining CDM duties Client-Side. Wilson Mason maintaining CDM duties as Principal Designer (Buildings) and Lanpro for Principal Designer (Landscape).	2	Risks relating to operational activity	2							05/12/2022	
Lack of compliancy with funding requirements / criteria	Lack of compliancy with funding requirements / criteria	Rachel Salter (Service Lead (Development and Business))	3	Ensure compliancy with guidance and criteria for funding		3	Risks associated with financial planning & control	3								05/12/2022
Lack of Land Ownership Impacting Design and Delivery of the Leyland Town Deal	Failing to identify and conclude land assembly / acquisitions	Tony Hutchinson (Principal Estaates Surveyor) Rachel Salter (Service Lead (Development and Business))	12	Client to confirm land acquisition strategy		12	Risks impacting on the achievement of corporate objectives and priorities Risks associated with financial planning & control Risks relating to the reputational risks to the Council	6	Acquire NFM Iddon Factory (LA858239)	Acquire NFM Iddon Factory (LA858239)	Tony Hutchinson (Principal Estaates Surveyor) Elizabeth Walsh (Solicitor)	Proposed	04/01/2023	05/12/2022		
									Acquire Balfour Court (LA688488)	Acquire Balfour Court (LA688488)	Tony Hutchinson (Principal Estaates Surveyor) Elizabeth Walsh (Solicitor)	In Progress	31/01/2023			
									Acquire Sovereign House (LAN44114)	Acquire Sovereign House (LAN44114)	Tony Hutchinson (Principal Estaates Surveyor) Elizabeth Walsh (Solicitor)	In Progress	31/03/2023			
									Acquire 51, 53 and 55 Hough Lane including 55a Hough Lane (LA547828)	Acquire 51, 53 and 55 Hough Lane including 55a Hough Lane (LA547828)	Tony Hutchinson (Principal Estaates Surveyor) Elizabeth Walsh (Solicitor)	In Progress	31/03/2023			
Lack of Location for Temporary Relocation of Leyland Market Traders	Ensuring alternative, temporary premises are secured and obtained for the Market Traders to relocate to ensure the construction works at Leyland Market	Rachel Salter (Service Lead (Development and Business)) Portia Taylor-Black (Business Engagement Officer)	8	Ascertain existing lease/license agreements held by the Market Traders and understand any compensation due		9	Risks associated with financial planning & control Risks relating to the reputational risks to the Council	8								05/12/2022
Lack of Traffic Management / Parking throughout duration of works	Lack of Traffic Management / Parking throughout duration of works	Rachel Salter (Service Lead (Development and Business))	6	Ensure parking and road users are considered within the programme		6	Risks relating to the reputational risks to the Council	4								05/12/2022
Levels generally, scope of cut, fill and disposal; retaining structures and the like	Cost estimate - Levels generally, scope of cut, fill and disposal; retaining structures and the like		16	Topo required ASAP to feed into cost plan		9	Risks associated with financial planning & control	6	Obtain provisional and final Topo data from contractor		Portia Taylor-Black (Business Engagement Officer)	In Progress	25/02/2022		05/12/2022	

Losing key personnell	Losing key personnell	Rachel Salter (Service Lead (Development and Business))	6	SRBC retention policies in place and regular reports received from contractors		4									05/12/2022	
Not ascertaining Market Trader's Legal Agreements with Tenants	Risk of not being able to ascertain Market Trader's legal agreements with tenants	Rachel Salter (Service Lead (Development and Business))	9	Liaise with Market Manager and Traders to ascertain legal agreements		6	Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself Risks relating to information held	4								05/12/2022
Not Obtaining Access Rights and Permissions - IRS & Public Realm / Highways Improvements	Risk of surveying teams requiring permits or permission to access land within the development before surveying can be undertaken.	Rachel Salter (Service Lead (Development and Business))	3	Establish permit or permission requirements as early as possible		12	Risks relating to the failure of partners/contractors or the contract itself Risks relating to information held	2								05/12/2022
Not obtaining IRS Surveys	Procure contractors to undertake surveys and supply data to support design development in line with programme	Rachel Salter (Service Lead (Development and Business)) Portia Taylor-Black (Business Engagement Officer)	12	Proceed with appointments and arrangement of surveys as per schedule Transfer of information to design team as and when received		12	Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself Risks relating to information held	4								05/12/2022
Not Securing Budget for Capital Build	Risk of not securing budget via council approval	Rachel Salter (Service Lead (Development and Business))	4			4	Risks associated with financial planning & control	4								05/12/2022
Not securing Planning Permission	Unable to secure planning permission for the developments	James Potter (External Consultant) Rachel Salter (Service Lead (Development and Business))	6	Proceed with pre-application advice for the proposed developments		4	Risks associated with financial planning & control Risks relating to operational activity	4								05/12/2022
Phasing and Delivery Strategy Not Aligning with Towns Fund Programme Requirements	Development of a phasing and delivery strategy (procurement strategy)		16	Complete procurement strategy ASAP following fixed masterplan to establish phasing and programme to feed into the Stage 2 cost plan		12	Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself	6								05/12/2022
Possible Condition for the Proposed Demolition for Further Ecology Requirements to Structurally Unsafe Areas	Possible Condition for the Proposed Demolition for Further Ecology Requirements to Structurally Unsafe Areas	Rachel Salter (Service Lead (Development and Business))	9	Ecology Surveys Undertook Where Possible in Light of Structural Concerns and Lack of Ownership of Particular Properties.		9	Risks associated with financial planning & control Risks relating to pollution, noise or energy efficiency	6	Discuss Recommendations with Simply Ecology	Discuss Recommendations with Simply Ecology	Rachel Salter (Service Lead (Development and Business)) Portia Taylor-Black (Business Engagement Officer)	Proposed	09/12/2022		05/12/2022	
									Transfer Risk to Demolition	Transfer Risk to Demolition	Rachel Salter (Service Lead	Proposed	27/01/2023			

				Simply Ecology Appointed for Ecology Consultancy Services / Ecology Surveys				Contractor to Undertake Survey Given Condition of the Properties	Contractor to Undertake Survey Given Condition of the Properties	(Development and Business)) Portia Taylor- Black (Business Engagement Officer)		
Provision of new utility services to each location	Provision of new utility services to each location	Steve Hunt	16	Building use and supply requirements to be established and loads identified for review with stat suppliers		9	Risks associated with financial planning & control Risks relating to information held	6				05/12/2022
Significant Underground Obstructions	Many of the sites have been previously built on, there is a risk of significant below ground obstructions.	Neil Currie	8	Enabling package built into the cost plan. Plus site investigations		6	Risks associated with financial planning & control Risks relating to information held	4				05/12/2022
Supply Chain Issues / Financial Stability of Contractors	Supply Chain Issues / Financial Stability of Contractors	Rachel Salter (Service Lead (Development and Business))	9			9	Risks associated with financial planning & control Risks relating to operational activity	4				05/12/2022
Treatment and/or disposal of contaminated material	Treatment and/or disposal of contaminated material		16	Review of substructure solutions including drainage to establish impact on material handling and remediation solutions		9	Risks associated with financial planning & control Risks relating to information held	4				05/12/2022

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Progress Dashboard

Client: South Ribble Council
Project: Leyland Town Deal
Issue Date: 06 January 2023
Report Number: 002 Rev A

% Planned Progress	% Actual Progress	Status

Budget	Current Forecast	Contingency & Risk Balance	Status
£ 38,001,937	£ 38,674,878	£3,343,838	

Executive Summary

- The site investigation works are currently out to tender.
- Works to progress the asbestos removal has progressed, the works have been delayed slightly due to a blocked drain, this is currently being resolved to allow these works to be completed.
- The social value for the demolition has been reevaluated to allow appointment of a contractor to progress these works.
- applications have been prepared for submission to LCC for roads closures to facilitate the demolition works.
- party wall notices have been agreed with the adjoining properties to allow demolition works to progress.
- Dialogue on the acquisitions continues to progress well.
- Regular design team meetings are being held by the design team.
- comms have been issued to business impacted and the market traders on next steps.

Key Dates

Activity	Date	Status
Planning Approval	01/02/2023	
Site Investigation Works	01/02/2023	
Market Design - Stage 4	16/02/2023	
Demolition	01/03/2023	
Balfour Court Acquisition	20/01/2023	
Town Deal Board Meeting	01/03/2023	

Key Project Risks & Mitigation

Risk	Mitigation	Status
Urainge issue on site, impacting asbestos removal	Appoint drainage contractor and engage with JJJ	
Acquisitions	engagements with owners	
Contaminated Land	Early site investigation	
Increasing construction costs exceeding budget	Contingency Allowance, value engineering of scheme	
Disruption to Town Centre	phasing of works	
Not securing planning permission	address comment on statutory consultees	
Loss of key personnel	engage existing professional team	
Shortage of Internal Resource	review programme and appoint appropriate staff	
Poor Governance	Ensure governance is tracked and undertaken in accordance with Council policies and Town Deal requirements	

Progress Images



Client Decisions / Actions Required

Approval of refined Procurement Strategy
Allocation of affordable homes.

Quality Issues

No issues to report.

Stat, Health, Safety & Environment Issues

Blocked foul drain on the Heatons/Iddons site required further works.

4 Week Look Ahead

Engagement with Market Traders and local business impacted.
Progress Stage 4 design, focusing on the market design.
Continue to progress the acquisitions.
Develop monitoring returns and review governance.
Develop detailed programmes and construction management plans.

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