

LEYLAND TOWN DEAL ADVISORY BOARD

FRIDAY, 19TH JUNE, 2020, 2.00 PM

ONLINE VIA MICROSOFT TEAMS (PLEASE CLICK ON LINK SENT
WITH MEETING INVITATION)

AGENDA

- | | | |
|----------|---|-----------------|
| 1 | Welcome and Introductions | |
| 2 | Apologies for Absence | |
| 3 | Minutes of Last Meeting - 19 February 2020 | (Pages 3 - 6) |
| 4 | Appointment of Chair | (Pages 7 - 8) |
| | Following the last meeting a nomination for Chair has been received from Jennifer Gadsdon. Profile of Jennifer attached. The Board is asked to formally appoint Jennifer as Chair of the Board. | |
| 5 | Re-cap and Update on Current Position | (Pages 9 - 10) |
| 6 | Project Development Options | (Pages 11 - 86) |
| 7 | Outcome of Leyland Masterplan Consultation | (Pages 87 - 92) |
| 8 | Next Steps | |
| 9 | Future Meetings | |

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MINUTES OF LEYLAND TOWN DEAL ADVISORY BOARD

MEETING DATE **Wednesday, 19 February 2020**

OTHER MEMBERS: Adrian Walsh (Leyland Trucks), Brian Harrison (Dr Oetker), Neil Puttnam (Maple Grove Developments), Sara Gaskell (Lancashire Enterprise Partnership Skills Hub), Andy Walker (Lancashire County Council), Karl Worsley (DWP), Tim Cahill (Runshaw College), Bernie Keenan (Progress Housing Group), Councillor William Evans (Cabinet Member (Planning, Regeneration and City Deal)), Nina Carter (Lancashire Teaching Hospitals NHS Foundation Trust), Paul Foster (Federation of Small Businesses), Jim Ashcroft (J & J Ashcroft), Claire Lowe (University of Central Lancashire) and Peter Gardner (C & W Berry)

OFFICERS: Jonathan Noad (Director of Planning and Property), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services), Lee Nickson (Senior Engineer), Jennifer Clough (Investment & Skills Manager), Neil Anderson (Assistant Director of Projects and Development) and Steven Brown (Head of Development Management)

8 Welcome and Introductions

Councillor Bill Evans, Cabinet Member for Planning, Regeneration and City Deal welcomed everyone to the meeting. Introductions were then made around the room.

9 Apologies for Absence

Apologies were received from:

- ▶ Councillor Jane Bell, South Ribble Borough Council
- ▶ Martin Carlin, Leyland Town Team
- ▶ Neil Conlon, Conlon Construction
- ▶ Liam Ferguson, North West Projects
- ▶ Katherine Fletcher, MP
- ▶ Councillor Paul Foster, South Ribble Borough Council
- ▶ Councillor Cliff Hughes, South Ribble Borough Council
- ▶ Michele Lawty-Jones, Lancashire LEP Skills and Employment
- ▶ Parish Councillor Mike Otter, Farington Parish Council
- ▶ Karen Swindley, Lancashire Teaching Hospitals NHS Foundation Trust
- ▶ Anne-Marie Parkinson, Lancashire LEP

10 Minutes of Last Meeting - 27 January 2020

The minutes of the last meeting held on 27 January 2020 were agreed as a correct record.

11 General Update on Town Deal Approach

Jonathan Noad, the Council's Director of Planning and Property thanked everyone for their involvement and provided an update on the Town Deal. Further engagement on the Town Deal had taken place at a Business Breakfast event at the end of January and also at a Place North West event. The Arts Council had also been in contact about how they might link in with the Town Deal.

The Council was awaiting further guidance from the Government on the Town Deal bidding process.

12 Nomination for Chair of Leyland Town Board

A volunteer to Chair the Board was needed and would be provided with all necessary support from the Council. Any volunteers should make contact with Jonathan Noad directly.

13 Workshop on Leyland to be facilitated by WYG and Steer Economic Development

Fred Beltrandi and Neelem Mehmood from consultants Steer Economic Development and Andrew Clarke from WYG gave a presentation to the meeting. A copy of the presentation slides are to be circulated with the minutes of the meeting.

A workshop was then facilitated looking at:

- ▶ What kind of place do we want Leyland to be?
- ▶ What does Leyland need to do to become that place?

The common themes from the workshop included:

Leyland as a place:

- ▶ Leyland being vibrant, busy and distinctive
- ▶ Equality of access, skills and jobs
- ▶ A role and sense of purpose
- ▶ Identity
- ▶ Ambition
- ▶ Celebrate fantastic heritage
- ▶ Place with a centre
- ▶ Place to retain skills
- ▶ Good jobs and training
- ▶ Aspirational but realistic
- ▶ Leisure and culture
- ▶ Who are we catering for?
- ▶ Great place to live
- ▶ More of a night time economy
- ▶ Sustainable and long-term viability

What Leyland needs to do:

- ▶ Become a vibrant business location
- ▶ 21st/22nd century vision – new technology, access to green space
- ▶ Hub for advanced manufacturing using technology
- ▶ Sector focus on growth – a competitive edge for Leyland
- ▶ Independent start-ups, local offer
- ▶ Maximise our industrial legacy to advance technology
- ▶ Skills and training
- ▶ Attract private sector investment
- ▶ Position of land assembly
- ▶ New infrastructure

The workshop was summarised as needing to be:

- ▶ Ambitious
- ▶ Innovative
- ▶ Inclusive
- ▶ Sustainable (economically and environmentally)
- ▶ Deliverable
- ▶ Better than anyone else

The next steps are to set a baseline for Leyland and test the viability of some of the Leyland Masterplan projects.

Further workshop to be organised once the Government bidding guidance is received.

14 Any Other Business

(a) Leyland Masterplan

The consultation on the Leyland Masterplan would be launched on 17 March 2020 at the Leyland My Neighbourhood Forum.

(b) Council Budget 2020/21

It was reported that the Council would be agreeing its budget on 26 February 2020 and included a range of investments in the Borough around regeneration.

15 Date of Next Meeting

To be arranged once the Government bidding guidance is received.

Chair

Date

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Profile: Jennifer Gadsdon

I am a Solicitor and Partner at Birchall Blackburn Law located at Hough Lane, Leyland. Having studied at Liverpool University I completed my training at a local Leyland firm and was appointed to the Roll of Solicitors in 2006. Following my training in Leyland I moved to other legal practices in the North West and returned to Leyland in 2010 when I joined Birchall Blackburn Law. I am a Property Lawyer and work within our Specialist Property team having a particular specialism in leasehold enfranchisement.

I live locally and my two children attend local schools so I am heavily invested in the development of Leyland both from a work and family perspective. The Town Deal will provide an exceptional opportunity for Leyland and I am excited to be involved in the development of this to help shape the future of Leyland for families and the business community.

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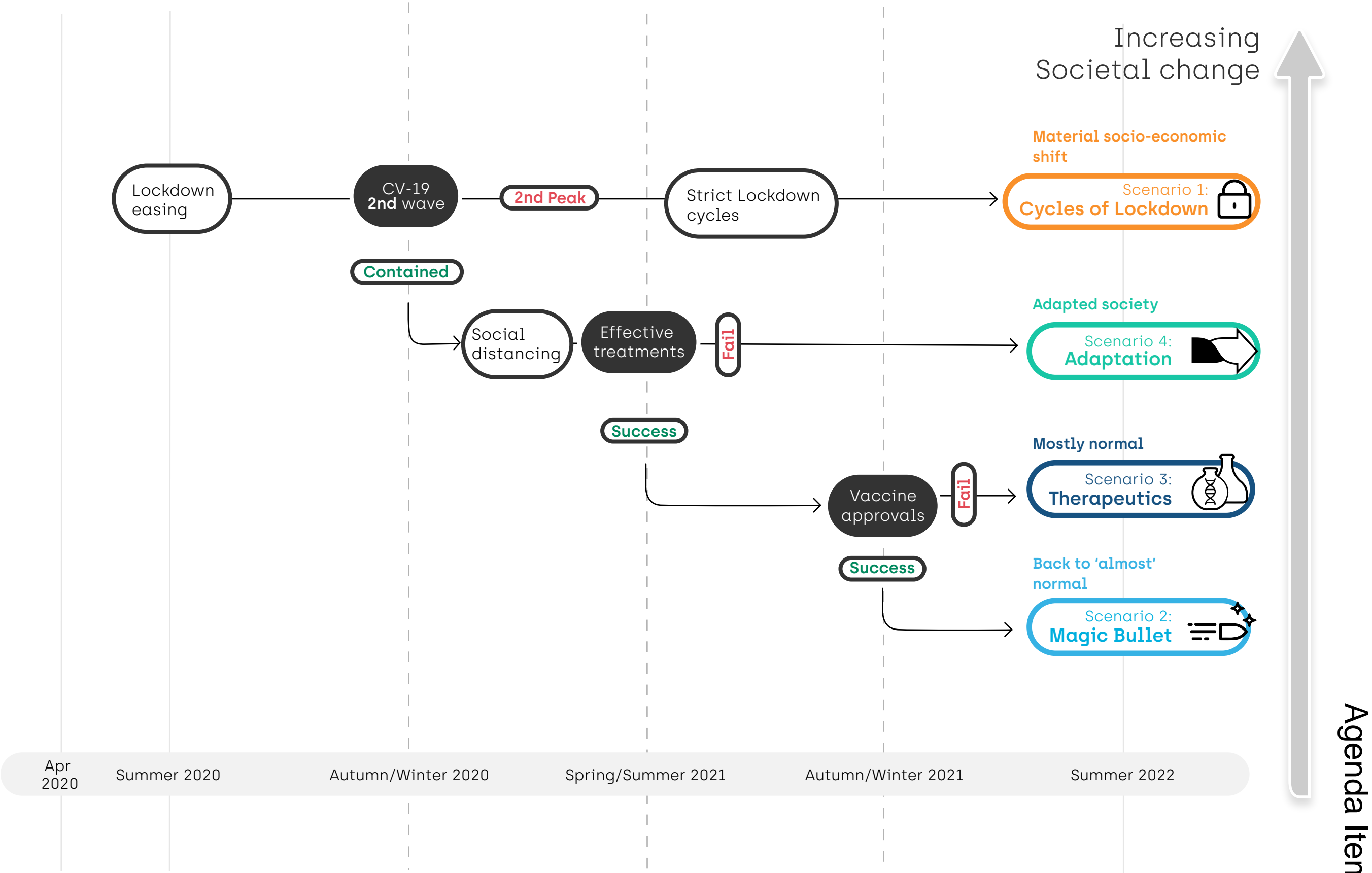
Transport in the Post Covid World

Across the world, Covid-19 has led to unprecedented impacts on the way we travel. As governments start to ease lockdowns and the focus turns from the immediate crisis to recovery, what will transport look like in a post Covid-19 world? How can transport be part of the path to economic and societal recovery?

To help frame possible ways forward, Steer experts from across the world have come together to consider these questions. With perspectives from the Americas, Europe and Asia, and expertise in roads, transit and rail, aviation, and freight and logistics, looking ahead over the next few years we have developed four future scenarios.

Right now, forecasting a single definitive case is fraught with problems. Instead, our scenarios allow us to explore the plausible, alternative outcomes that might result from the form and timing of the medical resolution to Covid-19 – which is in our view the first-order uncertainty which will drive the direction of the behavioural and policy responses.

The timeline [see right] illustrates the pathways to our scenarios based upon the outcomes of three key potential events.



“Magic Bullet” and **“Cycles of Lockdown”** represent the upper and lower bounds of what we believe to be the plausible post-Covid outcomes for economy, activity and transport demand [see right]. Understanding this range of outcomes allows us to explore the policy, strategy, investment and operational choices facing all types of infrastructure and transport services.

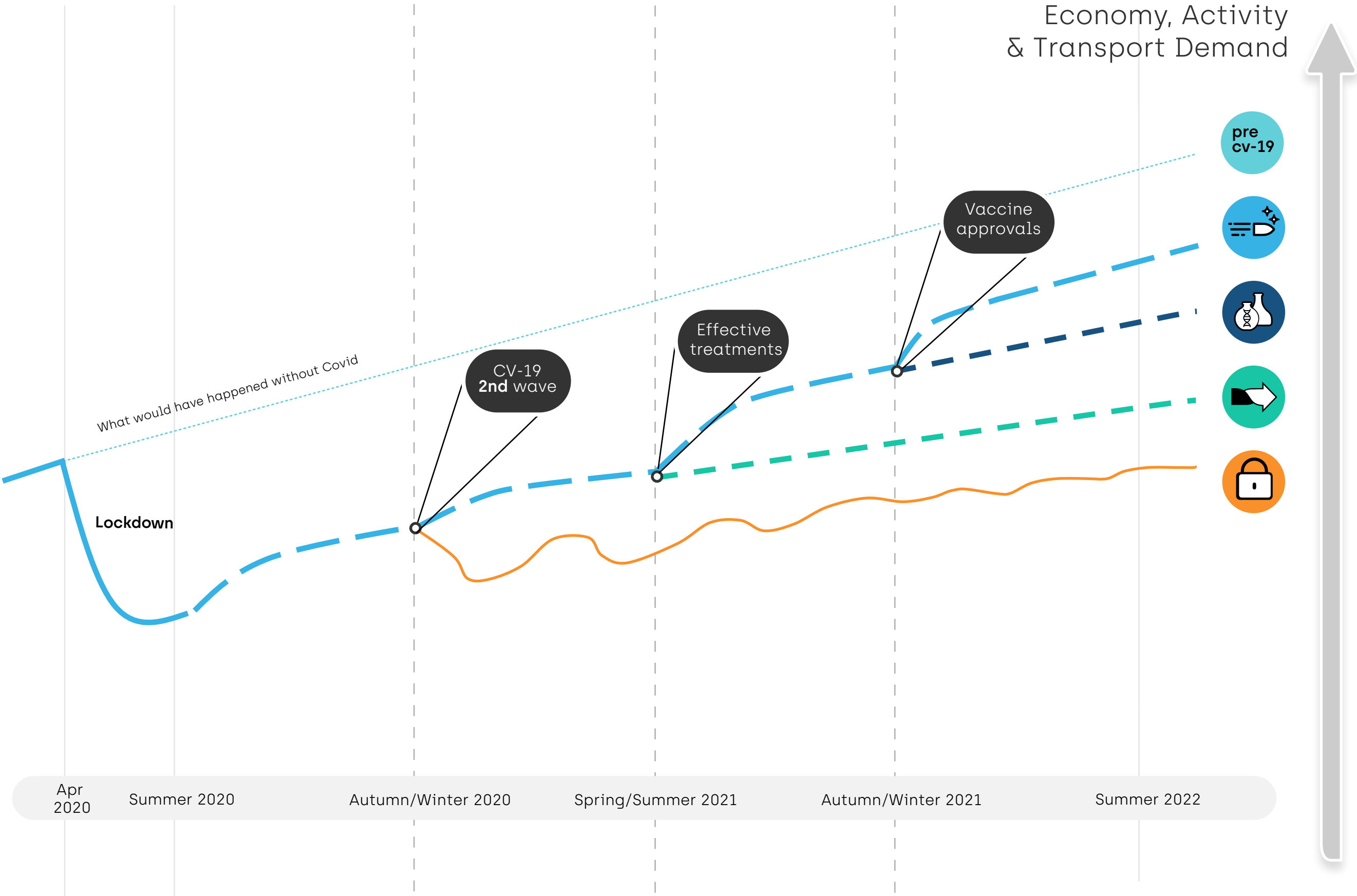
The post Covid-19 world will be profoundly different. The scenarios we have developed are helping frame answers to our clients' questions:

- What will be the 'new normal' and when will we get there?
- What will be the impact on long term trends?
- What is the impact of short term tactical responses on longer term outcomes?
- What is the path of minimum regret in this time of uncertainty?

Thinking about the answers to these questions is helping our government and operating clients as they start to refresh their plans, policies and programmes to make them fit for the post-Covid world. It is helping our investor clients as they seek to secure value from their current portfolio and seek out further opportunities.

This framework and our scenarios are the result of a virtual collaboration from 43 leading transport planners, economists, forecasters and behavioural scientists from our offices in North America, South America, Europe and Asia. We'd love to talk you through the details.

Complex questions: Powerful answers. We are Steer.



Leyland TIP Options Recommendations

1. Context

In order to develop the Town Investment Plan (TIP) for Leyland we must present a set of shortlisted and agreed upon projects to Government. Our approach to shortlisting these projects must be well evidenced and in line with local ambitions for the town. In order to do this, and to articulate it clearly, a detailed evidence base assessment and set-by-step options process have been undertaken. The options assessment process and resulting project shortlist are presented in this document.

2. Shortlisting Approach

In order to shortlist the projects, the longlist options were assessed and RAG (Red-Amber-Green) rated against the assessment criteria detailed below. The longlist was drawn from Leyland's readiness review presented to MHCLG in December 2019 as well as consultation with the Town Deal Board.

- **Strategic Alignment** – as defined following the board consultation exercise;
- **Evidence of Need** – drawing insights from the evidence base assessment;
- **Impact** – this is a judgement based on previous experience and the level of information available about projects at this stage;
- **Estimated Costs** – this is a judgement by the rough order of magnitude of costs specific costs will need to be developed through cost assessments and project development;
- **Deliverability** – assumed project delivery difficulty and project development stage;
- **Timeline** – the length of the delivery profile;
- **Risk** – including risk to value for money and delivery including Covid-19 impacts; and
- **Covid-19** -including the projects contribution to recovery and the potential to explore any opportunities that arise as a result of Covid-19.

Based on the RAG ratings given project within scored and ranked (projects can be assigned a total of 24 points (or 3 per criteria) with rating of Red=1; Amber/Red=1.5; Amber=2 and Green=3). The total score of each project assessed is presented in the table below.

Table 1: the long list

Project Idea	Score	Rank
Skills shop - Building on SRBC's apprentice factory project development plan. There are local ambitions to deliver a skills hub for residents and businesses in the town centre.	92%	1
Town centre co-working space with start-up support - delivering a town centre space for start-up businesses and other workers potentially along with some business support services.	83%	=2
Town centre masterplan - remodel & re-shape Leyland Town Centre to improve public realm and sense of centre	83%	=2
Advanced manufacturing supply chain - exploring links/ partnership opportunities with AMRC/EZ activities in order to exploit advanced manufacturing supply chain opportunities.	81%	=3
Virtual manufacturing hub - creating a virtual manufacturing hub to deliver training specifically focused on the advanced manufacturing sector.	81%	=3
Regenerating the market building - physically improving the Council owned market building so that it is a more attractive place for local people to meet.	79%	4

Project Idea	Score	Rank
Town centre events/ cultural space - delivery of a multi-use music/ events space in the town centre. This could be used/ leased for rehearsals, performances and meetings.	75%	5

Please note, where there is currently a lack of evidence and 'Amber' score has been given due to the uncertainty off this evidence gap however this may be subject to change following project development and detailed scoping. Also, a detailed breakdown of the scoring can be found in the options matrix appended.

3. Recommendations

Based on the scoring assessment the following project level recommendations are made. In addition, when drawing up the final shortlist efforts have been made to meet all the towns fund objectives and select projects that deliver different things. In addition, where possible project ideas have been merged to develop a longlist that will fully deliver the maximum possible impact utilising local insights and ideas.

Table 2: project level recommendations and shortlist

Project Idea	Score	Rank	Recommendations	Shortlist?
Skills shop	92%	1	This project scores strongly against all criteria other than where there is an absence of project level detail. It aligns well with TIP objectives and there is clear evidence of need. It should be shortlisted.	YES - but skills shop and start-up support merged ✓✓
Co-working space/ start-up support	83%	=2	This project scores strongly with evidence of need and strategic alignment. We recommend that it is merged with the skills shop projects so one physical space can deliver skills, business support and start-up space.	✓✓
Town centre masterplan	83%	=2	This project is at a more advanced delivery stage with the masterplan currently undergoing consultation. We recommend that it forms the basis of the town centre improvement approach but focused down E.g. by merging Hough Lane improvements with the market hall regeneration to define a centre.	YES - but market building regen built from masterplan principles ✓✓
Regenerating the market building	79%	4	Though this project scores slightly less well in terms of economic impact improving Leyland's leisure offer and sense of place is central to local ambitions for the TIP. Leisure improvements should therefore be within the package of interventions. It is recommended that this be merged with the town centre masterplan project and brought into the shortlist.	✓✓
Advanced manufacturing supply chain	81%	=3	This project has the potential to deliver significant impact for Leyland. However, delivery is less certain and would require significant engagement with potential partners to define an investment. We recommend it is progressed into the initial project development stage but with the understanding that further consultation should be explored before a decision regarding its inclusion in the final TIP	YES - but more scoping is required to confirm ✓
Virtual manufacturing hub	81%	=3	Whilst this project scores well and has the potential to deliver impact a much more delivery skills focused project has also been shortlisted. In addition, similar to the Advanced Manufacturing	NO ✗

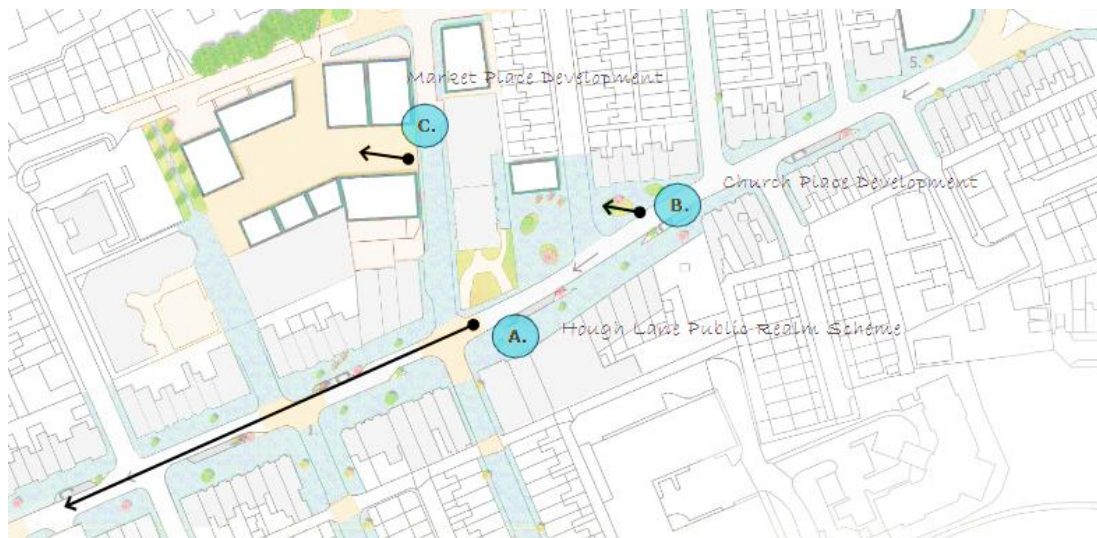
Project Idea	Score	Rank	Recommendations	Shortlist?
			supply chain project it would require significant consultation with partners and given time constraints it is recommended that efforts are focused on one project with greatest potential for impact.	
Town centre events/ cultural space	75%	5	This project meets a similar need within the programme as the market building regeneration in terms of supporting Leyland's leisure offer but it is considered less deliverable as no specific building or location has yet been identified. It is therefore recommended that this project is not shortlisted at this time.	NO X

4. The Shortlist

The recommended shortlisted projects for the Leyland TIP are as follows:

- **Skills & Start-up Hub:** A business focused skills and start-up hub in the town centre, ideally near Hough lane.
- **Market Building Regeneration:** Regeneration of the market building to create an improved leisure and night-time economy offer (labelled as 'C' on Figure 1).
- **Advanced Manufacturing Supply Chain:** Job creation and business start-up/ growth opportunities by tapping into the advanced manufacturing supply chain in collaboration with Uclan/ the EZ.
- **Town Centre Transformation:** A transformation of Hough Lane &/ Church Place to improve the quality of place, linking to the market building to define a centre (labelled as 'A' and 'B' on Figure 1). Some initial ideas around what this could look like are presented in Figure 2 and 3 but this will be subject to change through the project development stage.

Figure 1: Market Place and Hough Lane Masterplan Ideas



Source: WYG, 2020

Figure 2: Market Place (CGI)



Source: WYG 2020

Figure 3: Leyland United Reform Church Place (CGI)



Source: WYG 2020

Appendices

Appendix 1 – Leyland Project Options Matrix Assessment

Appendix 2 – Leyland Project Scoping and Evidence Report

Options for the TIP								
Source: SRBC, Local Policy, Board Consultation, Steer ED								
Project Idea	Strategic Alignment	Evidence of Need	Impact	Estimated	Deliverability	Timeline	Risk	Covid-19 Recovery
Town centre masterplan - remodel & re-shape Leyland Town Centre to improve public realm and sense of centre	Help define a centre	Residents complain that there is a lack of a clear centre making Leyland a less attractive place to dwell. The retail sector is also struggling at the moment underpinning a need for public sector intervention in the high street.	Specific impact unknown at this stage given lack of specifics and the fact physical town centre regen would need to be linked to wider projects to deliver change.	Detailed costs unknown at this stage. ROM estimate medium costs.	Masterplan has been developed and consultation phase is nearly complete.	Medium term delivery profile	Project specifics yet unknown.	Covid-19 is likely to intensify the need for public sector intervention in the high street to safeguard jobs and repurpose spaces.
Worden Masterplan - providing a commercially driven offer that provides new physical spaces for local residents and businesses	Does not address core areas for action.	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs.	This project may be wholly delivered in the absence of TF investment. No additional impact.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Medium term delivery profile	Does not address objectives and potential for no additional outputs to be delivered under TF.	No clear link to supporting Covid-19 recovery as no additional impact anticipated.
Green Links Strategy - Developing a cross Leyland set of green corridors to increase health and sustainable travel and connectivity across the town	Leyland already delivers in terms of access to green space. Project does not address core areas for action.	South Ribble has higher than average emissions per head and some areas of poor air quality as well as high car use. This indicates need to reduce emissions and promote mode shift to sustainable travel options.	This project may be wholly delivered in the absence of TF investment. No additional impact.	Detailed costs unknown at this stage. ROM estimate medium costs.	Project underway. Deliverability evidenced.	Medium term delivery profile but delivery is already underway.	Does not address objectives and potential for no additional outputs to be delivered under TF.	No clear link to supporting Covid-19 recovery as no additional impact anticipated.
Wellbeing & Leisure Hub - Creating a 'sustainable' wellbeing hub for the town. Masterplanning underway with developer partners.	Improving the leisure offer in the town. However, this would not deliver in terms of night time economy.	South Ribble has on average less "premature deaths" than the national or regional level indicating a healthier than average population. However, better access to improve health facilities will benefit residents.	This project may be wholly delivered in the absence of TF investment. No additional impact.	Detailed costs unknown at this stage. ROM estimate medium costs.	Project underway. Deliverability evidenced.	Medium term delivery profile	Potential for no additional outputs to be delivered under TF.	No clear link to supporting Covid-19 recovery as no additional impact anticipated.
Skills shop - Building on SRBC's apprentice factory project development plan. There are local ambitions to deliver a skills hub for residents and businesses in the town centre.	Deliver skills and helping define a centre.	The picture of skills provision across the district is mixed. On the one hand South Ribble outperforms national and regional qualification averages, however school and further education provision present a mixed picture with some clear areas for improvement.	Targeted/ market aligned skills investments likely to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Physical location would need to be selected and delivered. Delivery of services in line with existing Apprentice factory project.	Short term delivery profile.	Project specifics yet unknown.	Up-skilling or Re-skilling is likely to be necessary to support workers who need to transition to alternative sectors.
Digital - Investments in digital infrastructure along with commissioning research into digital provision.	Project does not align with core areas for action.	Digital coverage in South Ribble is good to fibre coverage. South Ribble rates 'medium' for digital exclusion however issues with accessing the internet do not appear to stem from a lack of digital infrastructure.	Leyland is well served in terms of digital provision. Enhancement therefore not expected to deliver significant improvements.	Detailed costs unknown at this stage. ROM estimate high costs.	Specific investments have not been identified. Scoping work into need would need to be commissioned before delivery.	Medium term delivery profile	Costly and unlikely to deliver objectives.	Digital coverage in South Ribble is good. Therefore, no clear link to supporting Covid-19 recovery.
Civic quarter - developing extra care facilities close to the town centre	Residential development not a core area for action.	South Ribble has seen a significant increase in the number of over 65s (10,000 persons) since 1991. In line with national trends this is likely to increase and result in increase demand for extra care housing.	Extra care housing not expected to deliver productivity driving/ economic benefits.	Detailed costs unknown at this stage. ROM estimate high costs.	Residential development involves significant resource coordination.	Long term delivery profile	Costly and unlikely to deliver objectives.	No employment or growth driving benefits. No clear link to supporting Covid-19 recovery.
New station at Midget Hall - deliver a new station on the Preston to Liverpool line which will improve connectivity and support the delivery of more significant housing development.	Transport infrastructure would improve connectivity to the town and potentially deliver agglomeration benefits	At present Leyland is reasonably well connected with a 45min rail journey time to Liverpool. An addition station would improve this further improving resident access to jobs and potentially decreasing car use.	Station location configured to unlock residential development rather than drive employment sites. Also, it may increase out commuting of Leyland's residents.	Detailed costs unknown at this stage. ROM estimate high costs.	Transport infrastructure of this nature involves significant resource coordination.	Long term delivery profile	Costly, long delivery profile and lack of strong strategic alignment. Potential for public transport demand reduction in the medium term under a less optimistic Covid-19 scenario.	Potential to support employment opportunities although link not explicit.
Town centre events/ cultural space - delivery of a multi-use music/ events space in the town centre. This could be used/ leased for rehearsals, performances and meetings.	Deliver an enhanced leisure offer for the town centre.	At present the Town is not well served by leisure and cultural facilities.	Impact would be highly dependent on the delivery model for the space and the way in which it was utilised.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Medium term delivery profile	Project specifics yet unknown. Potential for medium-long term delivery challenges with an events space in a less optimistic Covid-19 future scenario.	Covid-19 is likely to intensify the need for public sector intervention in the high street This project could support wider town centre efforts.
Town centre co-working space with start-up support - delivering a town centre space for start-up businesses and other workers potentially along with some business support services.	Help define a centre and support 'levelling' up through strong start-up culture	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs.	Co-working space with an active business support programme likely to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Medium term delivery profile	Project specifics yet unknown. Potential for medium-long term delivery challenges with an co-working space in a less optimistic Covid-19 future scenario.	Could potentially support increase start-ups, scale-up and job creation activities. Particularly if paired with business support services.
Regenerating the market building - physically improving the Council owned market building so that it is a more attractive place for local people to meet.	Help define a centre and improve the evening leisure offer.	At present the Town is not well served by leisure and cultural facilities. Residents complain that there is a lack of a clear centre making Leyland a less attractive place to dwell.	Specific impact unknown at this stage given lack of specifics and the fact physical town centre regen would need to be linked to wider projects to deliver change.	Detailed costs unknown at this stage. ROM estimate medium costs.	The building is in council ownership and consultation on the masterplan which includes some ideas re regenerating the market building is underway.	Medium term delivery profile	Project specifics yet unknown. Potential for medium-long term delivery challenges with an meeting space in a less optimistic Covid-19 future scenario.	Covid-19 is likely to intensify the need for public sector intervention in the high street This project could support wider town centre efforts.
Advanced manufacturing supply chain - exploring links/ partnership opportunities with AMRC/EZ activities in order to exploit advanced manufacturing supply chain opportunities.	Helping Leyland define its economic purpose and improving productivity.	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs.	Successfully connecting supply chain opportunities can deliver significant economic benefits (e.g. jobs, knowledge transfer etc.)	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known. Delivery likely to require substantial engagement with potential partners.	Medium term delivery profile	Project specifics yet unknown.	Could potentially support increase start-ups, scale-up and job creation activities. Particularly if paired with business support services.
Virtual manufacturing hub - creating a virtual manufacturing hub to deliver training specifically focused on the advanced manufacturing sector.	Helping Leyland define its economic purpose delivering skills and helping to define a centre	The picture of skills provision across the district is mixed. There is also a lack of knowledge intensive and higher skilled employment opportunities in Leyland.	Targeted/ market aligned skills investments likely to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known. Delivery likely to require substantial engagement with potential partners.	Medium term delivery profile	Project specifics yet unknown.	Up-skilling or Re-skilling is likely to be necessary to support workers who need to transition to alternative sectors.
End								

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Options for the TIP		Source: SRBC, Local Policy, Board Consultation, Steer ED							
Project Idea	Strategic Alignment	Evidence of Need	Gateway?	Impact	Estimated	Deliverability	Timeline	Risk	Covid-19 Recovery
Town centre masterplan - remodel & re-shape Leyland Town Centre to improve public realm and sense of centre	Help define a centre	Residents complain that there is a lack of a clear centre making Leyland a less attractive place to dwell. The retail sector is also struggling at the moment underpinning a need for public sector intervention in the high street.	YES	Specific impact unknown at this stage given lack of specifics and the fact physical town centre regen would need to be linked to wider projects to deliver change.	Detailed costs unknown at this stage. ROM estimate medium costs.	Masterplan has been developed and consultation phase is nearly complete.	Medium term delivery profile	Project specifics yet unknown.	Covid-19 is likley to intensify the need for public sector intervention in the high street to safeguard jobs and repurpose spaces.
Skills shop - Building on SRBC's apprentice factory project development plan. There are local ambitions to deliver a skills hub for residents and businesses in the town centre.	Deliver skills and helping define a centre.	The picture of skills provision across the district is mixed. On the one hand South Ribble outperforms national and regional qualification averages, however school and further education provision present a mixed picture with some clear areas for improvement.	YES	Targeted/ market aligned skills investments likley to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Physical location would need to be selected and delivered. Delivery of services in line with existing Apprentice factory project.	Short term delivery profile.	Project specifics yet unknown.	Up-skilling or Re-skilling is likley to be necessary to support workers who need to transition to alternative sectors.
Town centre events/ cultural space - delivery of a multi-use music/ events space in the town centre. This could be used/ leased for rehearsals, performances and meetings.	Deliver an enhanced leisure offer for the town centre.	At present the Town is not well served by leisure and cultural facilities.	YES	Impact would be highly dependent on the delivery model for the space and the way in which it was utilised.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Medium term delivery profile	Project specifics yet unknown.	Covid-19 is likley to intensify the need for public sector intervention in the high street This project could support wider town centre efforts.
Town centre co-working space with start-up support - delivering a town centre space for start-up businesses and other workers potentially along with some business support services.	Help define a centre and support 'levelling' up through a strong start-up culture	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs,	YES	Co-working space with an active business support programme likley to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Medium term delivery profile	Project specifics yet unknown. Potential for medium-long term delivery challenges with an co-working space in a less optimistic Covid-19 future scenario.	Could potentially support increase start-ups, scale-up and job creation activities. Particularly if paired with business support services.
Regenerating the market building - physically improving the Council owned market building so that it is a more attractive place for local people to meet.	Help define a centre and improve the evening leisure offer.	At present the Town is not well served by leisure and cultural facilities. Residents complain that there is a lack of a clear centre making Leyland a less attractive place to dwell.	YES	Specific impact unknown at this stage given lack of specifics and the fact physical town centre regen would need to be linked to wider projects to deliver change.	Detailed costs unknown at this stage. ROM estimate medium costs.	The building is in council ownership and consultation on the masterplan which includes some ideas re regenerating the market building is underway.	Medium term delivery profile	Project specifics yet unknown. Potential for medium-long term delivery challenges with an meeting space in a less optimistic Covid-19 future scenario.	Covid-19 is likley to intensify the need for public sector intervention in the high street This project could support wider town centre efforts.
Advanced manufacturing supply chain - exploring links/ partnership opportunities with AMRC/EZ activities in order to exploit advanced manufacturing supply chain opportunities.	Helping Leyland define its economic purpose and improving productivity.	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs,	YES	Successfully connecting supply chain opportunities can deliver significant economic benefits (e.g. jobs, knowledge transfer etc.)	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known. Delivery likley to require substatial engagement with potential partners	Medium term delivery profile	Project specifics yet unknown.	Could potentially support increase start-ups, scale-up and job creation activities. Particularly if paired with business support services.
Virtual manufacturing hub - creating a virtual manufacturing hub to deliver training specifically focused on the advanced manufacturing sector.	Helping Leyland define its economic purpose delivering skills and helping to define a centre	The picture of skills provision across the district is mixed. There is also a lack of knowledge intensive and higher skilled employment opportunities in Leyland.	YES	Targeted/ market aligned skills investments likley to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known. Delivery likley to require substatial engagement with potential partners	Medium term delivery profile	Project specifics yet unknown.	Up-skilling or Re-skilling is likley to be necessary to support workers who need to transition to alternative sectors.
Worden Masterplan - providing a commercially driven offer that provides new physical spaces for local residents and businesses	Does not address core areas for action.	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs,	NO	This project may be wholly delivered in the absence of TF investment. No additional impact.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Medium term delivery profile	Does not address objectives and potential for no additional outputs to be delivered under TF.	No clear link to supporting Covid-19 recovery as no additional impact anticipated.
Green Links Strategy - Developing a cross Leyland set of green corridors to increase health and sustainable travel and connectivity across the town	Leyland already delivers in terms of access to green space. Project does not address core areas for action.	South Ribble has higher than average emissions per head and some areas of poor air quality as well as high car use. This indicates need to reduce emissions and promote mode shift to sustainable travel options.	NO	This project may be wholly delivered in the absence of TF investment. No additional impact.	Detailed costs unknown at this stage. ROM estimate medium costs.	Project underway. Deliverability evidenced.	Medium term delivery profile but delivery is already underway.	Does not address objectives and potential for no additional outputs to be delivered under TF.	No clear link to supporting Covid-19 recovery as no additional impact anticipated.
Wellbeing & Leisure Hub - Creating a 'sustainable' wellbeing hub for the town. Masterplanning underway with developer partners.	Improving the leisure offer in the town. However, this would not deliver in terms of night time economy.	South Ribble has on average less "premature deaths" than the national or regional level indicating a healthier than average population. However, better access to improve health facilities will benefits residents.	NO	This project may be wholly delivered in the absence of TF investment. No additional impact.	Detailed costs unknown at this stage. ROM estimate medium costs.	Project underway. Deliverability evidenced.	Medium term delivery profile	Potential for no additional outputs to be delivered under TF.	No clear link to supporting Covid-19 recovery as no additional impact anticipated.
Digital - Investments in digital infrastructure along with commissioning research into digital provision.	Project does not align with core areas for action.	Digital coverage in South Ribble is good with 96.8% of households having access to fibre coverage. South Ribble rates 'medium' for digital exclusion however issues with accessing the internet do not appear to stem from a lack of digital infrastructure.	NO	Leyland is well served in terms of digital provision. Enhancement therefore not expected to deliver significant improvements.	Detailed costs unknown at this stage. ROM estimate high costs.	Specific investments have not been identified. Scoping work into need would need to be commissioned before delivery.	Medium term delivery profile	Costly and unlikely to deliver objectives.	Digital coverage in South Ribble is good. Therefore, no clear link to supporting Covid-19 recovery.
Civic quarter - developing extra care facilities close to the town centre	Residential development not a core area for action.	South Ribble has seen a significant increase in the number of over 65s (10,000 persons) since 1991. In line with national trends this is likley to increase and result in increase demand for extra care housing.	NO	Extra care housing not expected to deliver productivity driving/ economic benefits.	Detailed costs unknown at this stage. ROM estimate high costs.	Residential development involves significant resource coordination.	Long term delivery profile	Costly and unlikely to deliver objectives.	No employment or growth driving benefits. No clear link to supporting Covid-19 recovery.
New station at Midget Hall - deliver a new station on the Preston to Liverpool line which will improve connectivity and support the delivery of more significant housing development.	Transport infrastructure would improve connectivity to the town and potentially deliver agglomeration benefits	At present Leyland is reasonably well connected with a 45min rail journey time to Liverpool. An addition station would improve this further improving resident access to jobs and potentially decreasing car use.	NO	Station location configured to unlock residential development rather than drive employment sites. Also, it may increase out commuting of Leyland's residents.	Detailed costs unknown at this stage. ROM estimate high costs.	Transport infrastructure of this nature involves significant resource coordination.	Long term delivery profile	Costly, long delivery profile and lack of strong strategic alignment. Potential for public transport demand reduction in the medium term under a less optimistic Covid-19 scenario.	Potential to support employment opportunities although link not explicit.
End									

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Options for the TIP		Source: SRBC, Local Policy, Board Consultation, Steer ED							
Project Idea	Score	Strategic Alignment	Evidence of Need	Impact	Estimated	Deliverability	Timeline	Risk	Covid-19 Recovery
Town centre masterplan - remodel & re-shape Leyland Town Centre to improve public realm and sense of centre	83%	Help define a centre	Residents complain that there is a lack of a clear centre making Leyland a less attractive place to dwell. The retail sector is also struggling at the moment underpinning a need for public sector intervention in the high street.	Specific impact unknown at this stage given lack of specifics and the fact physical town centre regen would need to be linked to wider projects to deliver change.	Detailed costs unknown at this stage. ROM estimate medium costs.	Masterplan has been developed and consultation phase is nearly complete.	Medium term delivery profile	Project specifics yet unknown.	Covid-19 is likley to intensify the need for public sector intervention in the high street to safeguard jobs and repurpose spaces.
Skills shop - Building on SRBC's apprentice factory project development plan. There are local ambitions to deliver a skills hub for residents and businesses in the town centre.	92%	Deliver skills and helping define a centre.	The picture of skills provision across the district is mixed. On the one hand South Ribble outperforms national and regional qualification averages, however school and further education provision present a mixed picture with some clear areas for improvement.	Targeted/ market aligned skills investments likley to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Physical location would need to be selected and delivered. Delivery of services in line with existing Apprentice factory project.	Short term delivery profile.	Project specifics yet unknown.	Up-skilling or Re-skilling is likley to be necessary to support workers who need to transition to alternative sectors.
Town centre events/ cultural space - delivery of a multi-use music/ events space in the town centre. This could be used/ leased for rehearsals, performances and meetings.	75%	Deliver an enhanced leisure offer for the town centre.	At present the Town is not well served by leisure and cultural facilities.	Impact would be highly dependent on the delivery model for the space and the way in which it was utilised.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Medium term delivery profile	Project specifics yet unknown. Potential for medium-long term delivery challenges with an events space in a less optimistic Covid-19 future scenario.	Covid-19 is likley to intensify the need for public sector intervention in the high street This project could support wider town centre efforts.
Town centre co-working space with start-up support - delivering a town centre space for start-up businesses and other workers potentially along with some business support services.	83%	Help define a centre and support 'levelling' up through a strong start-up culture	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs,	Co-working space with an active business support programme likley to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Medium term delivery profile	Project specifics yet unknown. Potential for medium-long term delivery challenges with an co-working space in a less optimistic Covid-19 future scenario.	Could potentially support increase start-ups, scale-up and job creation activities. Particularly if paired with business support services.
Regenerating the market building - physically improving the Council owned market building so that it is a more attractive place for local people to meet.	79%	Help define a centre and improve the evening leisure offer.	At present the Town is not well served by leisure and cultural facilities. Residents complain that there is a lack of a clear centre making Leyland a less attractive place to dwell.	Specific impact unknown at this stage given lack of specifics and the fact physical town centre regen would need to be linked to wider projects to deliver change.	Detailed costs unknown at this stage. ROM estimate medium costs.	The building is in council ownership and consultation on the masterplan which includes some ideas re regenerating the market building is underway.	Medium term delivery profile	Project specifics yet unknown. Potential for medium-long term delivery challenges with an meeting space in a less optimistic Covid-19 future scenario.	Covid-19 is likley to intensify the need for public sector intervention in the high street This project could support wider town centre efforts.
Advanced manufacturing supply chain - exploring links/ partnership opportunities with AMRC/EZ activities in order to exploit advanced manufacturing supply chain opportunities.	81%	Helping Leyland define its economic purpose and improving productivity.	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs,	Successfully connecting supply chain opportunities can deliver significant economic benefits (e.g. jobs, knowledge transfer etc.)	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known. Delivery likley to require substatal engagement with potential partners.	Medium term delivery profile	Project specifics yet unknown.	Could potentially support increase start-ups, scale-up and job creation activities. Particularly if paired with business support services.
Virtual manufacturing hub - creating a virtual manufacturing hub to deliver training specifically focused on the advanced manufacturing sector.	81%	Helping Leyland define its economic purpose delivering skills and helping to define a centre	The picture of skills provision across the district is mixed. There is also a lack of knowledge intensive and higher skilled employment opportunities in Leyland.	Targeted/ market aligned skills investments likley to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known. Delivery likley to require substatal engagement with potential partners.	Medium term delivery profile	Project specifics yet unknown.	Up-skilling or Re-skilling is likley to be necessary to support workers who need to transition to alternative sectors.
SCORING									
Town centre masterplan	3	3	3	2	2	3	2	2	3
Skills shop	3	3	3	3	2	3	3	2	3
Town centre events/ cultural space	3	3	3	2	2	2	2	2	2
Town centre co-working space with start-up support	3	3	3	3	2	2	2	2	3
Regenerating the market building	3	3	3	2	2	3	2	2	2
Advanced manufacturing supply chain	3	3	3	3	2	1.5	2	2	3
Virtual manufacturing hub .	3	3	3	3	2	1.5	2	2	3
End									

Scoring Approach:	
Total score available	24
RED	1
AMBER/RED	1.5
AMBER	2
GREEN	3

Note: Scores need to be assigned manually. If a RAG changes on tab 1. or 2. it must be updated manually throughout including in the scoring.

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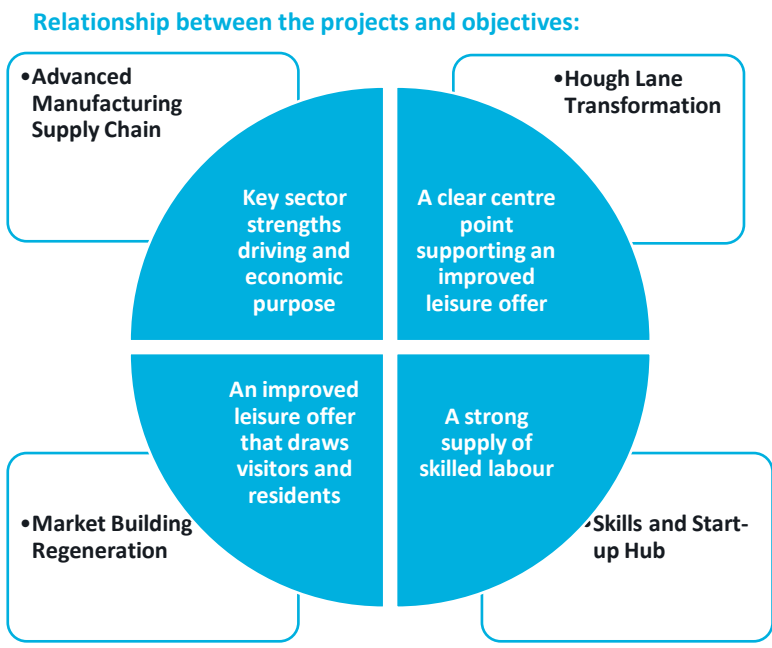
Options for the TIP			Source: SRBC, Local Policy, Board Consultation, Steer ED							
Project Idea	Score	Rank	Strategic Alignment	Evidence of Need	Impact	Estimated Cost	Deliverability	Timeline	Risk	Covid-19 Recovery
Skills shop - Building on SRBC's apprentice factory project development plan. There are local ambitions to deliver a skills hub for residents and businesses in the town centre.	92%	1	Deliver skills and helping define a centre.	The picture of skills provision across the district is mixed. On the one hand South Ribble outperforms national and regional qualification averages, however school and further education provision present a mixed picture with some clear areas for improvement.	Targeted/ market aligned skills investments likley to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Physical location would need to be selected and delivered. Delivery of services in line with existing Apprentice factory project.	Short term delivery profile.	Project specifics yet unknown.	Up-skilling or Re-skilling is likley to be necessary to support workers who need to transition to alternative sectors.
Town centre co-working space with start-up support - delivering a town centre space for start-up businesses and other workers potentially along with some business support services.	83%	=2	Help define a centre and support 'levelling' up through a strong start-up culture	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs,	Co-working space with an active business support programme likley to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Medium term delivery profile	Project specifics yet unknown. Potential for medium-long term delivery challenges with an co-working space in a less optimistic Covid-19 future scenario.	Could potentially support increase start-ups, scale-up and job creation activities. Particularly if paired with business support services.
Town centre masterplan - remodel & re-shape Leyland Town Centre to improve public realm and sense of centre	83%	=2	Help define a centre	Residents complain that there is a lack of a clear centre making Leyland a less attractive place to dwell. The retail sector is also struggling at the moment underpinning a need for public sector intervention in the high street.	Specific impact unknown at this stage given lack of specifics and the fact physical town centre regen would need to be linked to wider projects to deliver change.	Detailed costs unknown at this stage. ROM estimate medium costs.	Masterplan has been developed and consultation phase is nearly complete.	Medium term delivery profile	Project specifics yet unknown.	Covid-19 is likley to intensify the need for public sector intervention in the high street to safeguard jobs and repurpose spaces.
Advanced manufacturing supply chain - exploring links/ partnership opportunities with AMRC/EZ activities in order to exploit advanced manufacturing supply chain opportunities.	81%	=3	Helping Leyland define its economic purpose and improving productivity.	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs,	Successfully connecting supply chain opportunities can deliver significant economic benefits (e.g. jobs, knowledge transfer etc.)	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known. Delivery likley to require substatial engagement with potential partners	Medium term delivery profile	Project specifics yet unknown.	Could potentially support increase start-ups, scale-up and job creation activities. Particularly if paired with business support services.
Virtual manufacturing hub - creating a virtual manufacturing hub to deliver training specifically focused on the advanced manufacturing sector.	81%	=3	Helping Leyland define its economic purpose delivering skills and helping to define a centre	The picture of skills provision across the district is mixed. There is also a lack of knowledge intensive and higher skilled employment opportunities in Leyland.	Targeted/ market aligned skills investments likley to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known. Delivery likley to require substatial engagement with potential partners	Medium term delivery profile	Project specifics yet unknown.	Up-skilling or Re-skilling is likley to be necessary to support workers who need to transition to alternative sectors.
Regenerating the market building - physically improving the Council owned market building so that it is a more attractive place for local people to meet.	79%	4	Help define a centre and improve the evening leisure offer.	At present the Town is not well served by leisure and cultural facilities. Residents complain that there is a lack of a clear centre making Leyland a less attractive place to dwell.	Specific impact unknown at this stage given lack of specifics and the fact physical town centre regen would need to be linked to wider projects to deliver change.	Detailed costs unknown at this stage. ROM estimate medium costs.	The building is in council ownership and consultation on the masterplan which includes some ideas re regenerating the market building is underway.	Medium term delivery profile	Project specifics yet unknown. Potential for medium-long term delivery challenges with an meeting space in a less optimistic Covid-19 future scenario.	Covid-19 is likley to intensify the need for public sector intervention in the high street This project could support wider town centre efforts.
Town centre events/ cultural space - delivery of a multi-use music/ events space in the town centre. This could be used/ leased for rehearsals, performances and meetings.	75%	5	Deliver an enhanced leisure offer for the town centre.	At present the Town is not well served by leisure and cultural facilities.	Impact would be highly dependent on the delivery model for the space and the way in which it was utilised.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Medium term delivery profile	Project specifics yet unknown. Potential for medium-long term delivery challenges with an events space in a less optimistic Covid-19 future scenario.	Covid-19 is likley to intensify the need for public sector intervention in the high street This project could support wider town centre efforts.
End										

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Options for the TIP										
Source: SRBC, Local Policy, Board Consultation, Steer ED										
Project Idea	Score	Rank	Recommendations	Shortlist?	Strategic Alignment	Evidence of Need	Impact	Estimated Cost	Deliverability	Covid-19 Recovery
Skills shop - Building on SRBC's apprentice factory project development plan. There are local ambitions to deliver a skills hub for residents and businesses in the town centre.	92%	1	This project scores strongly against all criteria other than where there is an absence of project level detail. It aligns well with TIP objectives and there is clear evidence of need. It should be shortlisted.	YES - but skills shop and start-up support merged	Deliver skills and helping define a centre.	The picture of skills provision across the district is mixed. On the one hand South Ribbles outperforms national and regional qualification averages, however school and further education provision present a mixed picture with some clear areas for improvement.	Targeted/ market aligned skills investments likely to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Physical location would need to be selected and delivered. Delivery of services in line with existing Apprentice factory project.	Up-skilling or Re-skilling is likely to be necessary to support workers who need to transition to alternative sectors.
Town centre co-working space with start-up support - delivering a town centre space for start-up businesses and other workers potentially along with some business support services.	83%	-2	This project scores strongly with evidence of need and strategic alignment. We recommend that it is merged with the skills shop projects so one physical space can deliver skills, business support and start-up space.	YES - but market building regen built from masterplan principles	Help define a centre and support 'levelling' up through a strong start-up culture	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs.	Co-working space with an active business support programme likely to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Could potentially support increase start-ups, scale-up and job creation activities. Particularly if paired with business support services.
Town centre masterplan - remodel & re-shape Leyland Town Centre to improve public realm and sense of centre	83%	-2	This project is at a more advanced delivery stage with the masterplan currently undergoing consultation. We recommend that it forms the basis of the town centre improvement approach but focused down E.g. by merging Hough Lane improvements with the market hall regeneration to define a centre.	YES - but market building regen built from masterplan principles	Help define a centre	Residents complain that there is a lack of a clear centre making Leyland a less attractive place to dwell. The retail sector is also struggling at the moment underpinning a need for public sector intervention in the high street.	Specific impact unknown at this stage given lack of specifics and the fact physical town centre regen would need to be linked to wider projects to deliver change.	Detailed costs unknown at this stage. ROM estimate medium costs.	Masterplan has been developed and consultation phase is nearly complete.	Covid-19 is likely to intensify the need for public sector intervention in the high street to safeguard jobs and repurpose spaces.
Regenerating the market building - physically improving the Council owned market building so that it is a more attractive place for local people to meet.	79%	4	Though this project scores slightly less well in terms of economic impact improving Leyland's leisure offer and sense of place is central to local ambitions for the TIP. Leisure improvements should therefore be within the package of interventions. It is recommended that this be merged with the town centre masterplan project and brought into the shortlist.	YES - but more scoping is required before this is confirmed	Help define a centre and improve the evening leisure offer.	At present the Town is not well served by leisure and cultural facilities. Residents complain that there is a lack of a clear centre making Leyland a less attractive place to dwell.	Specific impact unknown at this stage given lack of specifics and the fact physical town centre regen would need to be linked to wider projects to deliver change.	Detailed costs unknown at this stage. ROM estimate medium costs.	The building is in council ownership and consultation on the masterplan which includes some ideas re regenerating the market building is underway.	Covid-19 is likely to intensify the need for public sector intervention in the high street This project could support wider town centre efforts.
Advanced manufacturing supply chain - exploring links/ partnership opportunities with AMRC/EZ activities in order to exploit advanced manufacturing supply chain opportunities.	81%	-3	This project has the potential to deliver significant impact for Leyland. However, delivery is less certain and would require significant engagement with potential partners to define an investment. We recommend it is progressed into the initial project development stage but with the understanding that further consultation should be explored before a decision regarding its inclusion in the final TIP	YES - but more scoping is required before this is confirmed	Helping Leyland define its economic purpose and improving productivity.	There is a lack of knowledge based businesses in Leyland and start-up rates are low. There is also a high level of out commuting, in particular for higher-skilled jobs.	Successfully connecting supply chain opportunities can deliver significant economic benefits (e.g. jobs, knowledge transfer etc.)	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known. Delivery likely to require substantial engagement with potential partners.	Could potentially support increase start-ups, scale-up and job creation activities. Particularly if paired with business support services.
Virtual manufacturing hub - creating a virtual manufacturing hub to deliver training specifically focused on the advanced manufacturing sector.	81%	-3	Whilst this project scores well and has the potential to deliver impact a much more delivery skills focused project has also been shortlisted. In addition, similar to the Advanced Manufacturing supply chain project it would require significant consultation with partners and given time constraints it is recommended that efforts are focused on one project with greatest potential for impact.	NO	Helping Leyland define its economic purpose delivering skills and helping to define a centre	The picture of skills provision across the district is mixed. There is also a lack of knowledge intensive and higher skilled employment opportunities in Leyland.	Targeted/ market aligned skills investments likely to deliver economic benefits.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known. Delivery likely to require substantial engagement with potential partners.	Up-skilling or Re-skilling is likely to be necessary to support workers who need to transition to alternative sectors.
Town centre events/ cultural space - delivery of a multi-use music/ events space in the town centre. This could be used/ leased for rehearsals, performances and meetings.	75%	5	This project meets a similar need within the programme as the market building regeneration in terms of supporting Leyland's leisure offer but it is considered less deliverable as no specific building or location has yet been identified. It is therefore recommended that this project is not shortlisted at this time.	NO	Deliver an enhanced leisure offer for the town centre.	At present the Town is not well served by leisure and cultural facilities.	Impact would be highly dependent on the delivery model for the space and the way in which it was utilised.	Detailed costs unknown at this stage. ROM estimate medium costs.	Further scoping and market testing would be required before specific delivery options were known.	Covid-19 is likely to intensify the need for public sector intervention in the high street This project could support wider town centre efforts.
End										

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Leyland Town Investment Plan Shortlist	
THE SHORTLIST	Project Description and Scoping Needs
1 Skills and Start-up Hub	<p>A business focused skills and start-up hub in the town centre, ideally in close proximity to Hough lane. Project scoping should explore:</p> <ul style="list-style-type: none">- the possibility of including some start-up/ co-working space;- potential sites/ locations;- the extent to which the existing skills shop programme could be adapted to support covid-19 recovery through re-skilling.
2 Market Building Regeneration	<p>A regeneration of the market building to create an improved leisure and night-time economy offer. Project scoping should explore:</p> <ul style="list-style-type: none">- potential for inclusion of an events/meeting space- potential for pop-ups and how this would be managed/ delivered.
3 Advanced Manufacturing Supply Chain	<p>Job creation and business start-up/ growth opportunities by tapping into the advanced manufacturing supply chain in collaboration with uclan/ the EZ. Project scoping should explore:</p> <ul style="list-style-type: none">- if they EZ or university would be willing/ able to be a delivery/ investment partner;- any sites within the TIP area boundary that could be utilised- the needs of local private sector partners (e.g. where they see growth opportunities but would need public sector support to deliver for example adoption of new technologies). <p>Note - a significant amount of scoping work needs to be undertaken to turn this idea into an investment proposition but it also has the potential to be very impactful.</p>
4 Town Centre Transformation	<p>A transformation of Hough Lane and or Church place to improve the quality of place and link to the market building regeneration. Project scoping should explore:</p> <ul style="list-style-type: none">- what this transformation could entail (e.g. needs to go over and above public realm improvements in order to drive economic benefits). <p>Note - if this project is focused on public realm only it should be prioritised last in terms of funding as this is much less likley to drive impact.</p>
End	



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Leyland Towns Fund: Stage 1 - Project Scoping and Evidence Report

June 2020

Content

- Introduction
 - Context
 - Framework for Analysis
 - The Vision
- Vital Statistics
 - Current Performance
 - Past Performance
 - Forecasts
- Policy Mapping
 - National Policy
 - Regional & Local Policy
- The Baseline
 - People
 - Infrastructure
 - Business
 - Ideas
 - Low Carbon & Sustainability
- COVID-19 Impacts
- SWOT Assessment
- Next Steps
 - Intervention Options Assessment

Context

- This Baseline Evidence Report provides a summary of the economic development picture in South Ribble, and where data is available, the Leyland Town Deal area specifically.
 - It positions Leyland in the policy context locally, regionally and nationally.
 - It also provides an indicative picture of the economic COVID-19 impact for Leyland
- As such, this report provides a platform for evidenced decisions to be made; with a view to prioritising projects for which there is strong evidence of need and a clear route to creating and catalysing economic impact for Leyland and South Ribble as a whole.



Covid-19

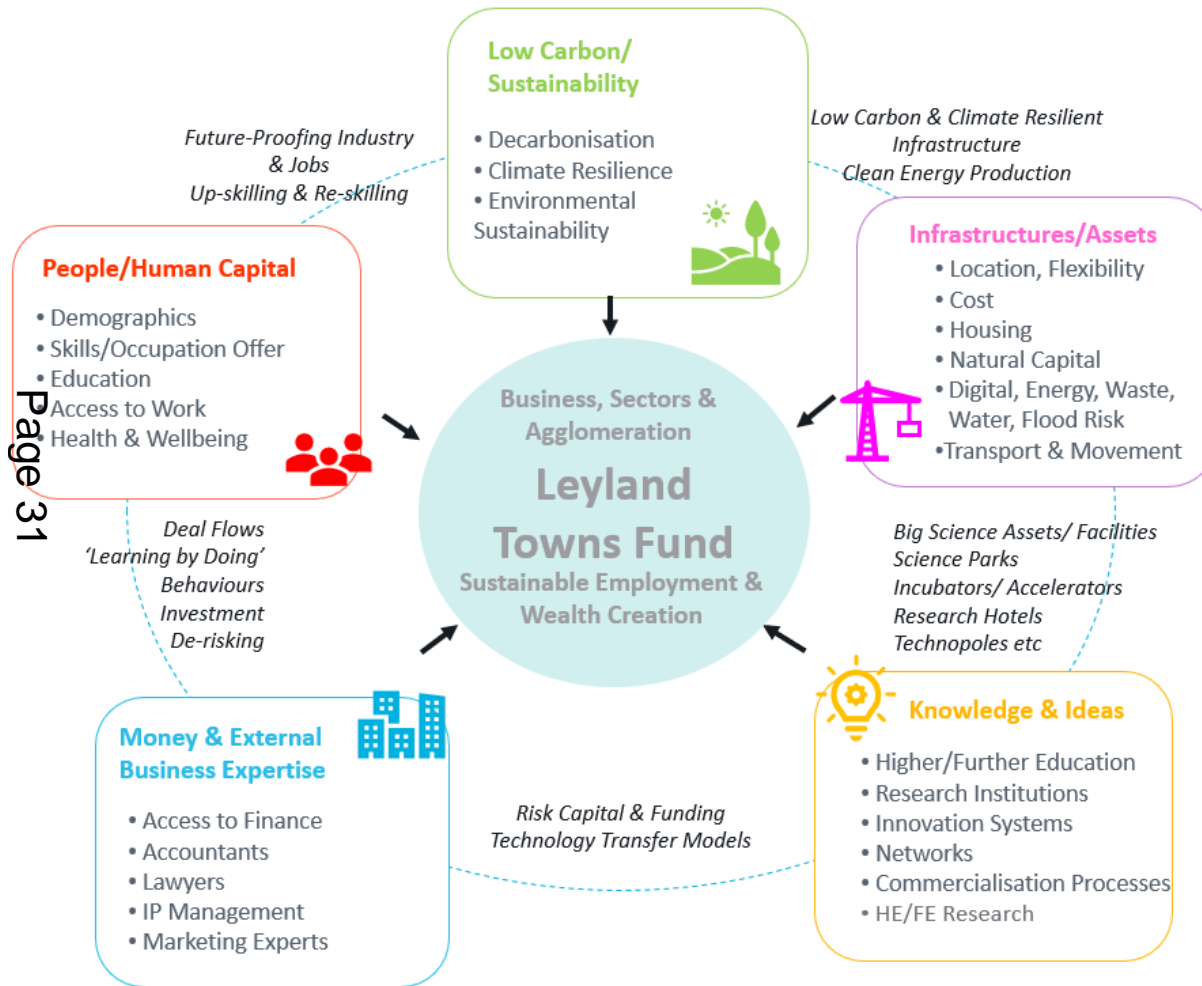
Economic impact of the pandemic:

- The ongoing Covid-19 pandemic will have significant impacts across the North West. These impacts will be differentiated across the region and their severity will be dependent on the duration of lockdown measures.
- The full scale of the shock to the global economy is yet unknown, but it has been more severe than the 2008/09 'Great Recession'. As such, significant falls in GDP and employment are anticipated across 2020.
- Alongside the economic shock it is likely that the pandemic will have a societal effect; which may be sustained over the long-medium term. These social effects could contribute towards the future of Leyland and what it means to live and work in the town.
- Changing sectoral and demand dynamics may also create opportunities for Town Fund projects to create growth and support the economic recovery of Leyland.

Evidence base implications:

- It should be noticed that the vast majority of evidence base data was collected pre-Covid-19 and historical trend or future looking forecasts will not take the effects of the pandemic into account.
- Notwithstanding, the available data helps us paint a picture of Leyland's economic contexts and its Strengths, Weaknesses, Opportunities and Threats in the absence of Covid-19.
- This enables us to understand the local economy's direction of travel in order to draw out where pre-covid trends might be exacerbated or where there are opportunities for Leyland's future growth.
- In addition, we have incorporated the available evidence on short and potential long term Covid-19 impacts into this evidence base document.

Framework for Analysis: Steer-ED's Ecosystem



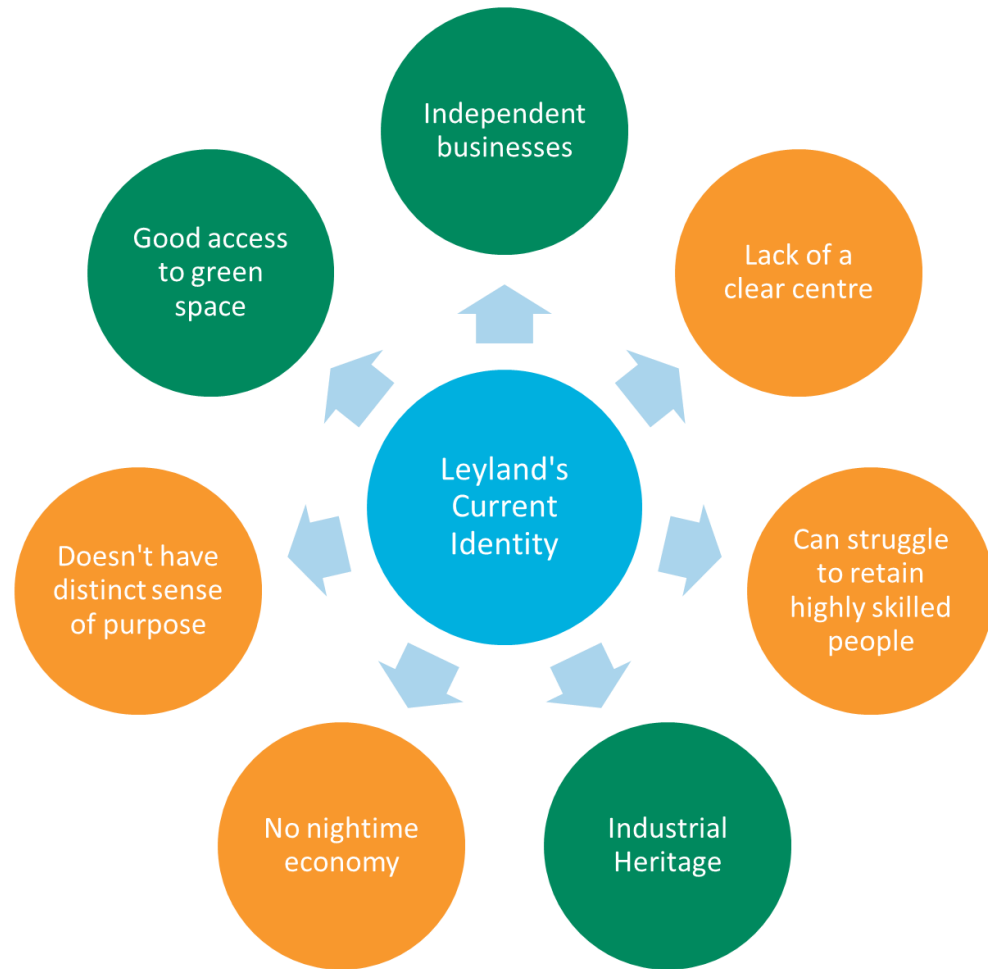
- Central to our approach is a recognition that meaningful economic development requires holistic consideration of all the elements contributing to place-based economic success.
- Our data analysis is therefore framed around the 5 'ecosystem' domains.
- The depiction of these key strategic factors, and the way they interrelate is summarised on this diagram.

Source: Steer-ED, 2020

Vision

Vision – Identifying Leyland's Characteristics

- Through consultation with the town deal board the key characteristics of Leyland's identity were identified. These are presented on the diagram to the right.
- There characteristics including both Leyland's strengths as well as the parts of its identity where there is a case and desire to create change through the Town Deal Investment Plan.
- These areas of action are highlighted in orange.



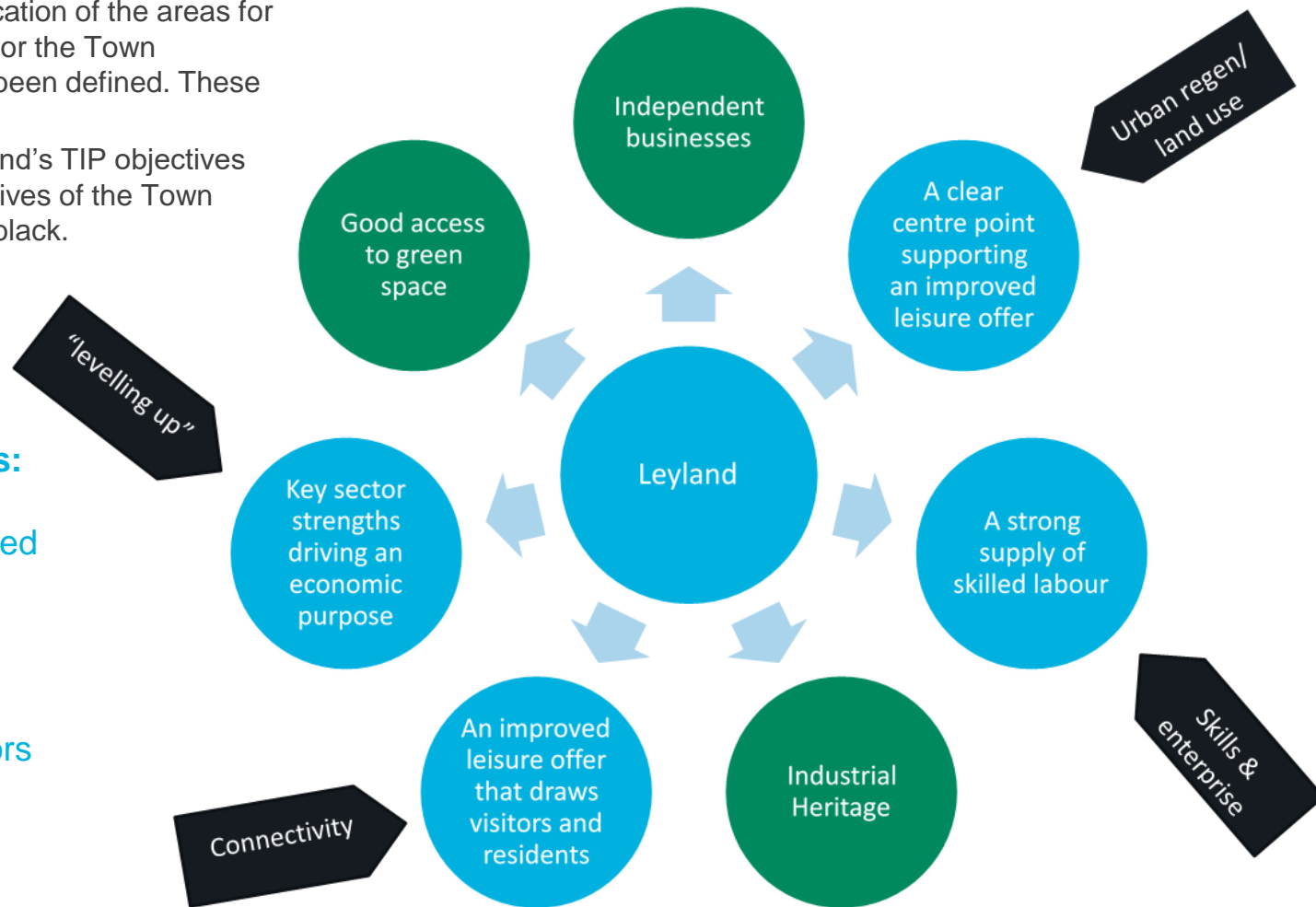
Vision – Town Investment Plan Objectives

- Building on the identification of the areas for action core objectives for the Town Investment Plan have been defined. These are highlighted blue.
- The alignment of Leyland's TIP objectives with the broader objectives of the Town Fund are illustrated in black.

Page 34

Leyland TIP Objectives:

1. A clear centre point supporting an improved leisure offer
2. A strong supply of skilled labour
3. An improved leisure offer that draws visitors and residents
4. Key sector strengths driving an economic purpose



Vital Statistics

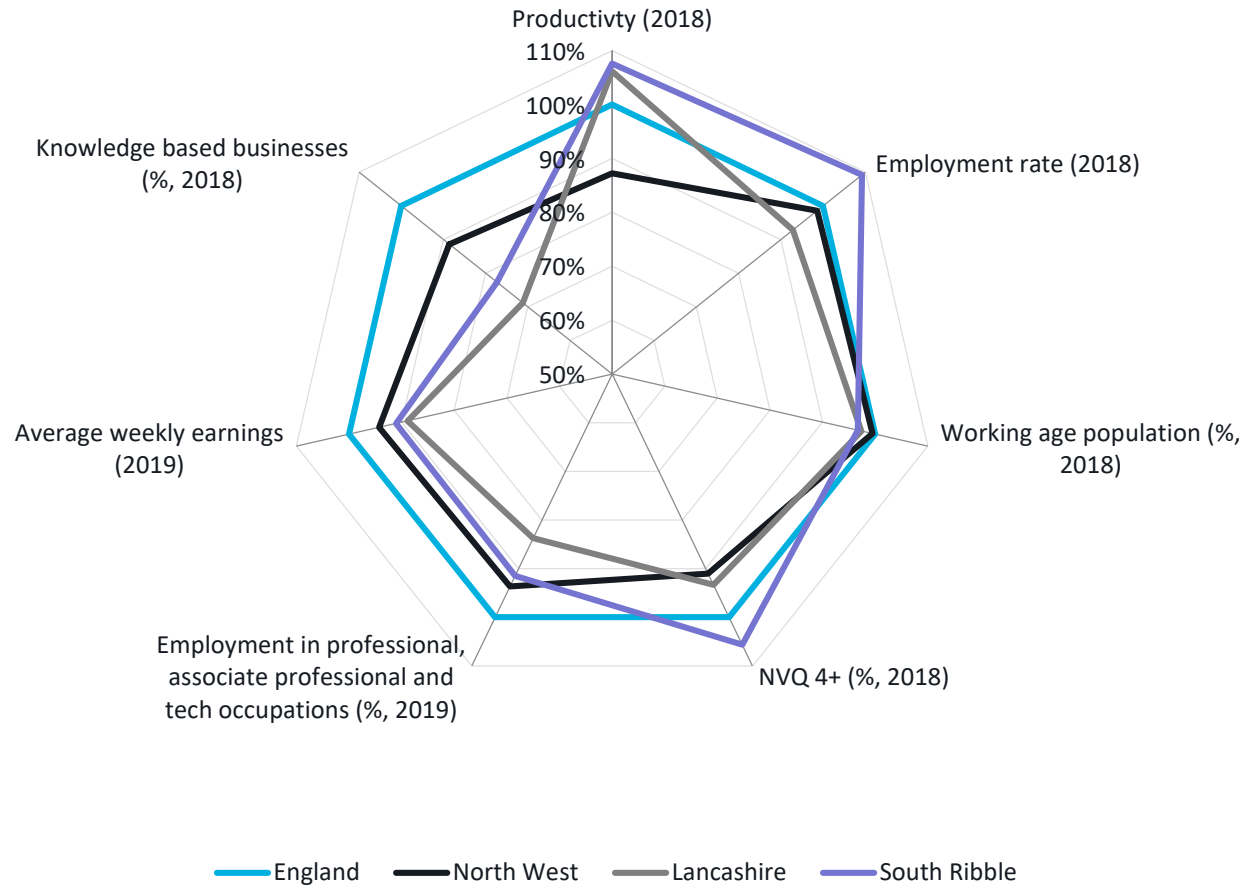
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Current Performance Overview

- **South Ribble boasts a higher productivity (GVA per worker) and employment rate** than its comparators, alongside a higher proportion of the working age population with degree level or higher qualifications.

Despite this, there is a **low proportion of a knowledge economy businesses** in South Ribble than the national and regional average – with a lower proportion of knowledge based businesses and lower proportion of employment in professional, associate professional and technical occupations.

- Further, the compensation of employees lags behind national and regional levels, with **lower average earnings**.



Source: ONS, 2019

Current Performance

Location Quotients: GVA by Industry, 2018 (Indexed, UK = 1.00)

	South Ribble	Lancashire	North West
Agriculture, mining, electricity, gas, water and waste	1.4	0.8	0.7
Manufacturing	1.9	1.9	1.5
Construction	3.4	1.1	1.0
Wholesale and retail trade; repair of motor vehicles	1.5	1.4	1.1
Transportation and storage	1.0	0.7	1.1
Accommodation and food service activities	0.5	1.0	1.0
Information and communication	0.4	0.5	0.7
Financial and insurance activities	0.1	0.3	0.7
Real estate activities	0.9	0.9	0.9
Professional, scientific and technical activities	0.3	0.5	0.8
Administrative and support service activities	0.6	0.8	1.1
Public administration and defence	0.6	1.0	1.0
Education	0.6	1.1	1.0
Human health and social work activities	0.5	1.3	1.2
Arts, entertainment and recreation	0.4	1.0	1.0
Other service activities	0.7	0.9	1.0
Activities of households	0.6	0.8	0.6

Source: ONS, 2019

- GVA Location Quotients reflect the size of various sectors when compared to the UK average level (e.g. LQ of 2 implies sector is x2 the size compared to the UK average %)
- South Ribble has a very large construction sector** when compared to the UK, Lancashire and North West average.

Current Performance

Location Quotients: Employment by Industry (Indexed, UK = 1.00)

	South Ribble	Lancashire	North West
Agriculture, forestry & fishing (A)	0.8	1.6	0.9
Mining, quarrying & utilities (B,D and E)	3.0	1.1	1.0
Manufacturing (C)	1.6	1.7	1.2
Construction (F)	4.1	1.4	1.0
Motor trades (Part G)	1.4	1.2	0.9
Wholesale (Part G)	1.3	1.2	1.1
Retail (Part G)	0.9	1.1	1.1
Transport & storage (inc postal) (H)	0.9	0.8	1.1
Accommodation & food services (I)	0.6	0.9	1.0
Information & communication (J)	0.6	0.5	0.6
Financial & insurance (K)	0.2	0.4	0.8
Property (L)	1.2	0.8	1.0
Professional, scientific & technical (M)	0.5	0.6	0.9
Business administration & support services (N)	0.7	0.8	1.0
Public administration & defence (O)	0.9	1.0	1.1
Education (P)	0.6	1.0	1.0
Health (Q)	0.6	1.0	1.0
Arts, entertainment, recreation & other services (R,S,T and U)	0.7	0.8	1.0

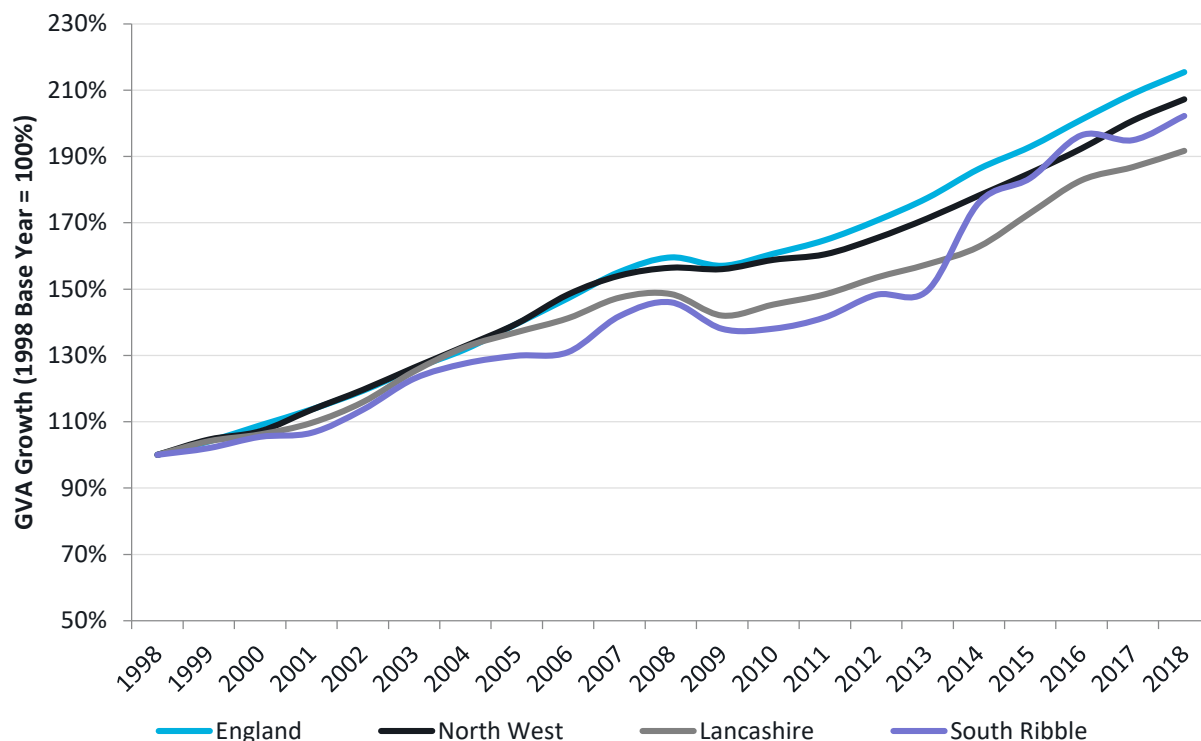
Source: ONS
BRES, 2019

- The Employment Location Quotient indicates that a **very significant proportion of South Ribble's workforce are employed in the Construction and Mining, quarrying and utilities sector** when compared to the UK average.

Past Performance

- Over the last 20 years GVA in South Ribble has increased at a similar rate to the wider county, region and nationally.
- Since 1998 GVA has increased from £1.8billion to £3.7billion in 2018.
- GVA in South Ribble has fluctuated significantly in South Ribble when compared to England or the North West; indicating a **higher level of economic volatility**.
- Since 2014 the pace of growth in South Ribble has exceeded the wider county's and is in line with the North West region.

GVA Growth 1998-2018



Source: ONS BRES, 2019

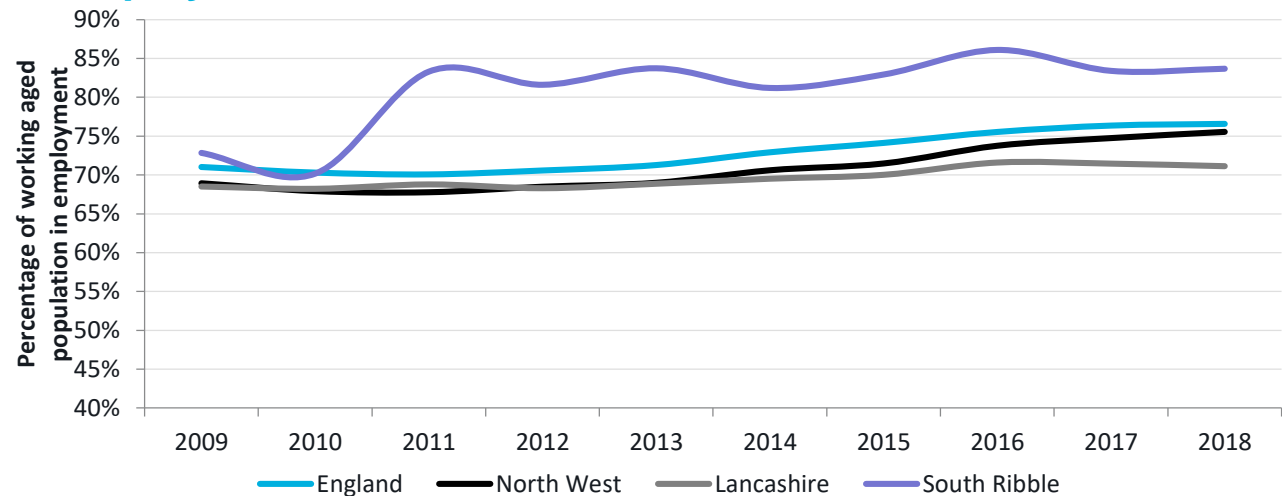
Past Performance

- The employment rate in South Ribble has exceeded the national, regional and county rates for the best part of the last decade.

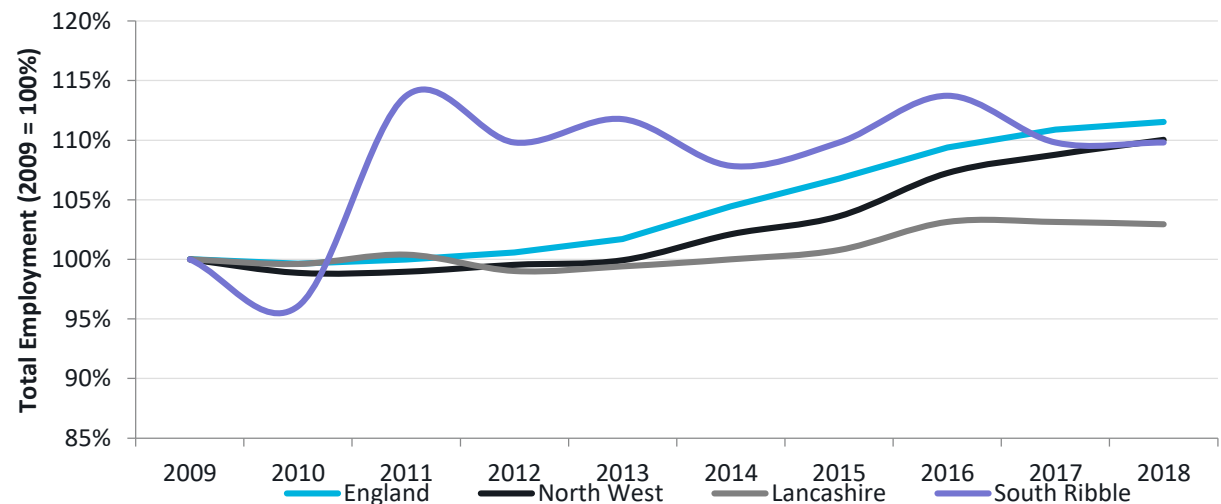
In 2018, total employment had increased by ten percentage points since the 2009 base year.

- The North West region and national employment rates saw equal proportionate growth in employment. However, Lancashire county's total employment growth lags behind.

Employment Rate, 2009-2018



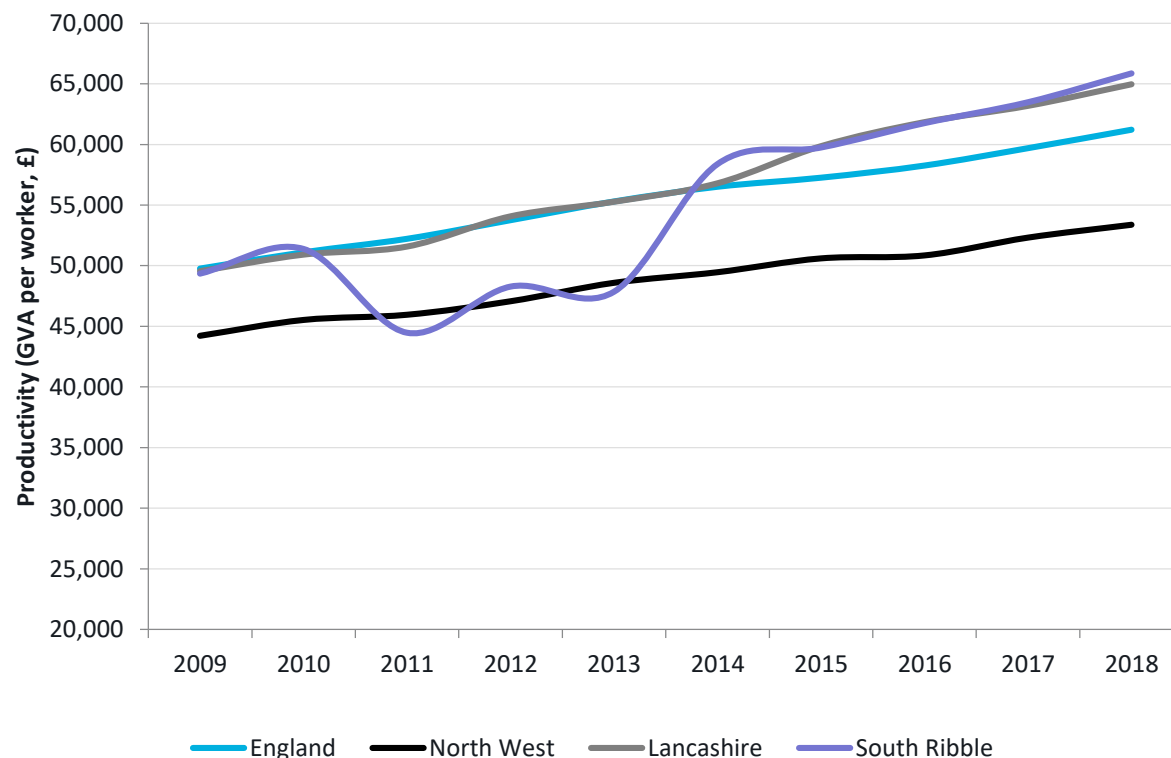
Growth in Total Employment, 2009-2018



Past Performance

- Similar to its pattern of GVA growth, **productivity in South Ribble has exhibited significant fluctuations.** Productivity in South Ribble exhibited a significant drop between 2010 and 2013, before returning to pre-recession peak in 2014.
- In 2011 there was a large increase in employment (from 49,000 in 2010 to 58,000 in 2011) without being matched with a significant increase in GVA. This, in part explains the productivity drop observed.
- Productivity overall in South Ribble is currently above the national level, with 2018 levels significantly outperforming the Regional and Lancashire rates.

Productivity (GVA per worker), 2009-2018



Source: ONS, 2019

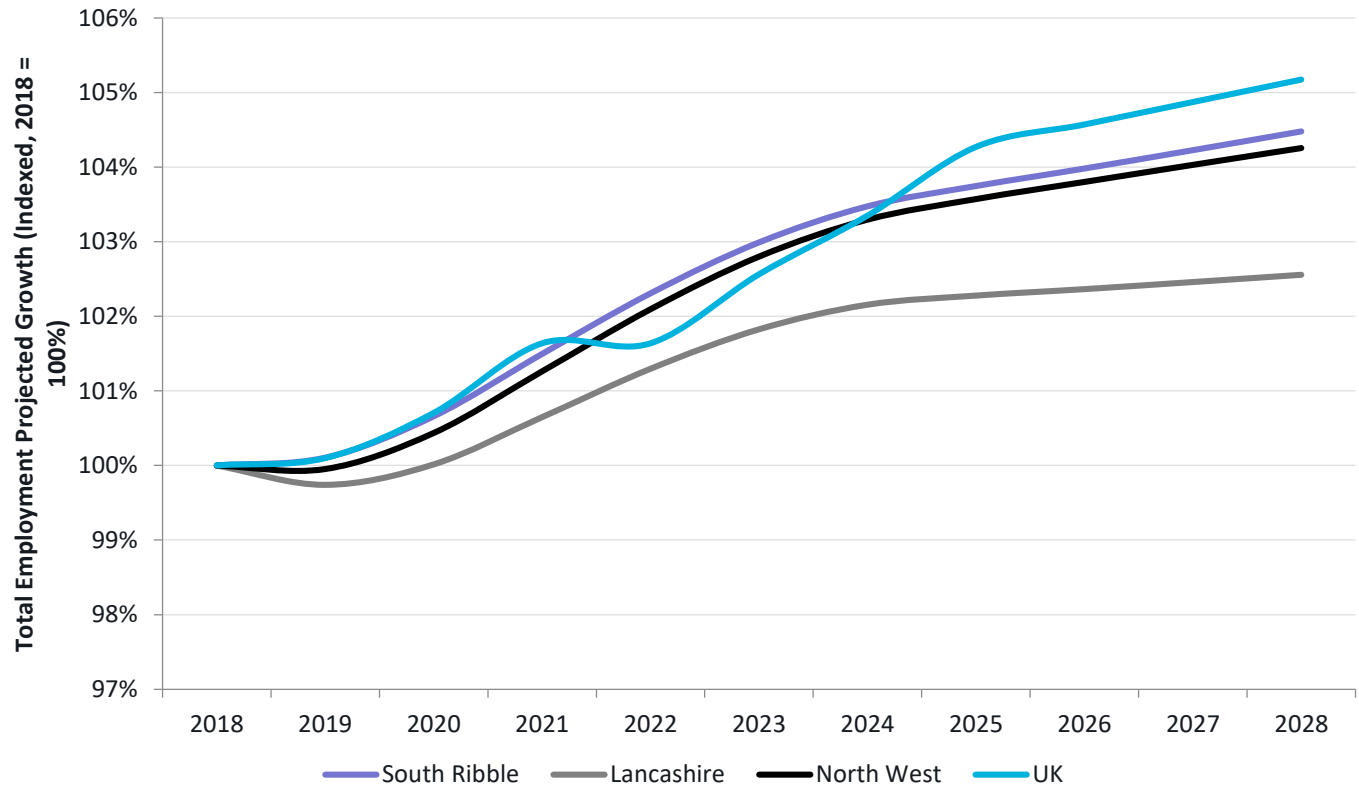
Pre-COVID 19 Forecasts

Forecasted Growth in Total Workplace Employment, 2018-2028

- Please note, the latest available forecasts for local employment were developed pre-covid 19. However they still provide a useful picture of the anticipated direction of the economy.

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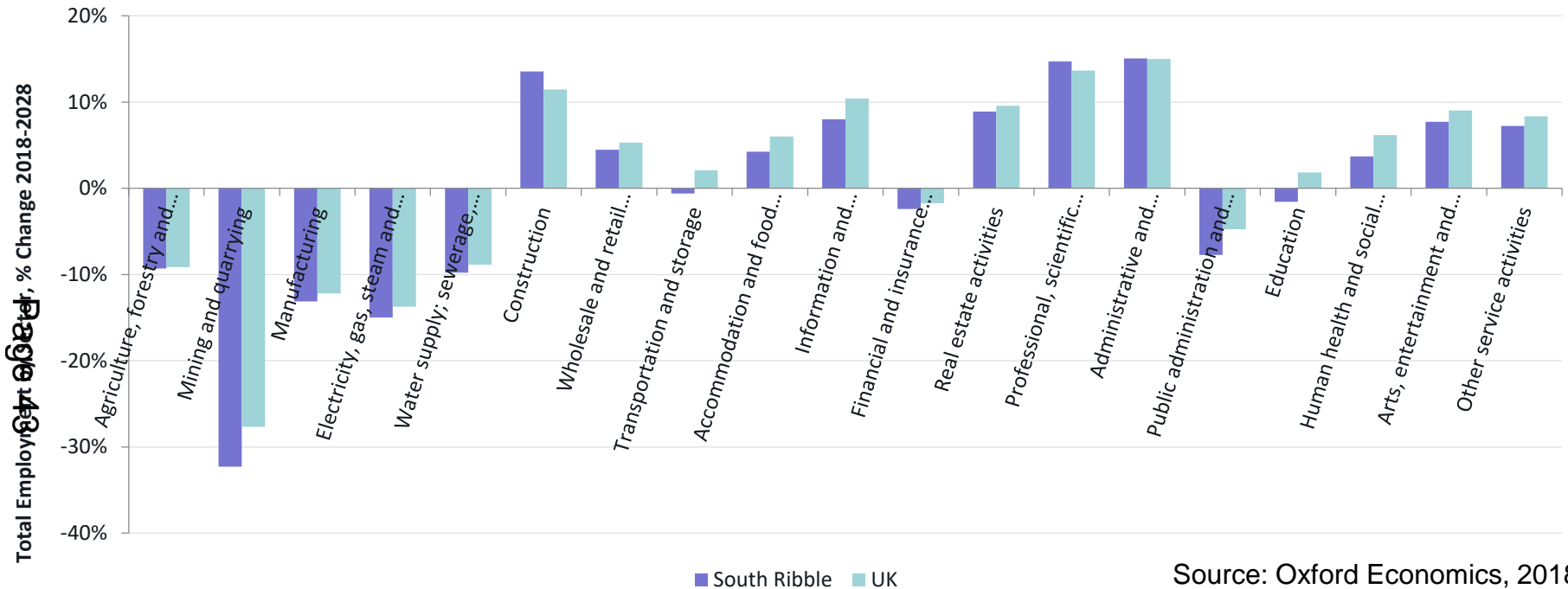
Employment growth in South Ribble was forecast to grow inline with the North West, although slightly below the national level to 2028.



Source: Oxford Economics, 2018

Pre-COVID 19 Forecasts

Forecasted Change in Sectoral Composition of Employment, 2018-2028



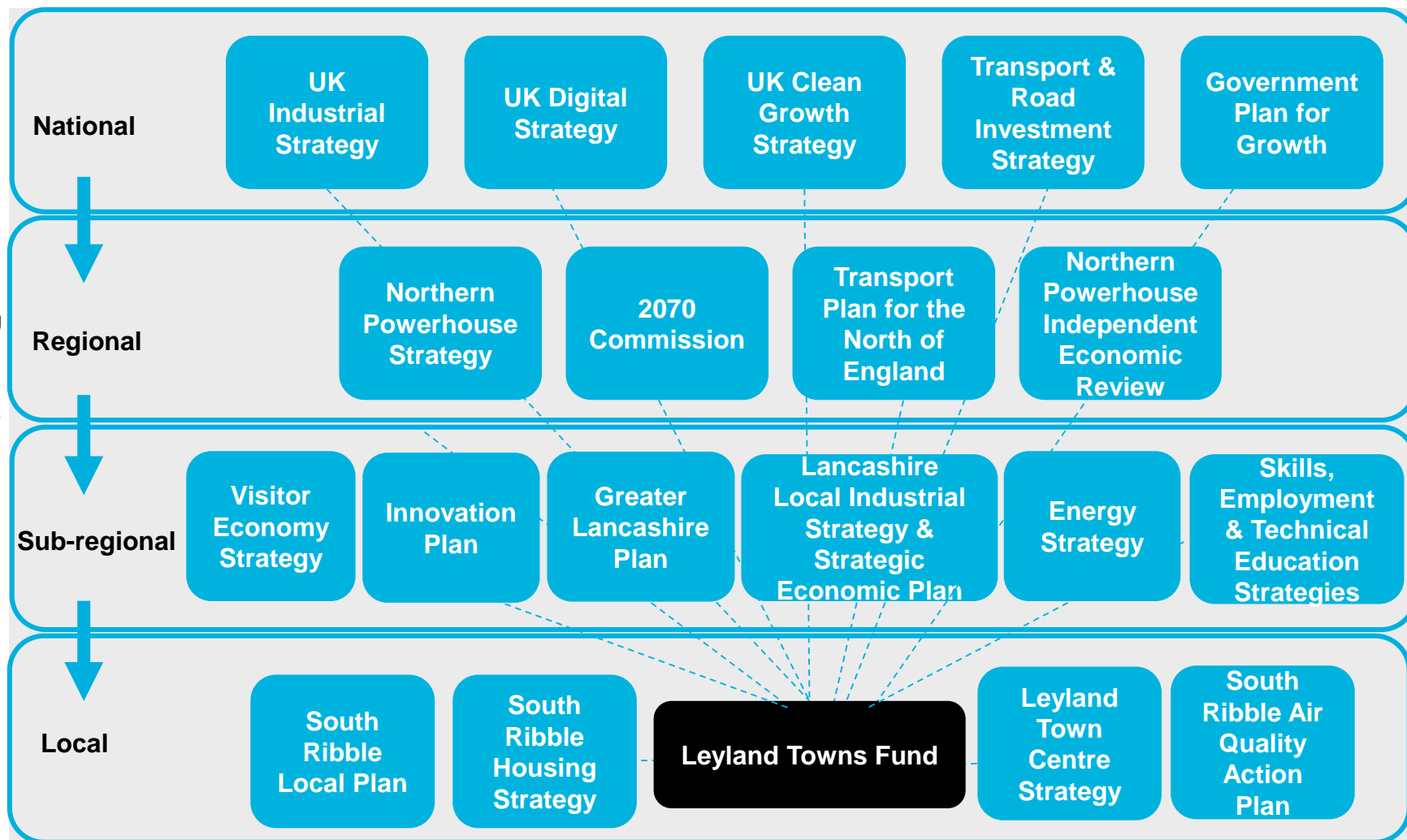
Source: Oxford Economics, 2018

- Please note, the latest available sector were developed pre-covid 19. However they still provide a useful picture of the anticipated direction of the economy. For example, where sectors are already forecast to decline we might expect the rate of change to accelerate
- South Ribble is forecast to experience changes in the current sectoral composition of employment over the next decade. **Further increases in construction** are noted, an already dominant industry in the region. Other increases include professional and scientific, information and communications, admin health, arts and other services.
- **Manufacturing, agriculture, and utilities industries are forecast to see a decrease** in employment, with smaller proportionate decreases in education, finance, transport and public administration roles.

Policy Mapping

Policy Mapping

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National & Regional Policy

UK Industrial Strategy and Sector Deals

Focus, to raise productivity, structuring strategy around the five pillars: **Ideas, People, Infrastructure, Business Environment and Place**. Priorities include increased investment in R&D to increase innovation; a focus on Technical Education, STEM subjects and re-skilling/upskilling; major upgrades to transport, housing and digital infrastructure, including 5G broadband and electrical vehicles; support for small & medium sized businesses with the aim of creating the best place to start and grow a business; and local industrial strategies to create prosperous communities across the UK.

The two UK Sector Deals most important for Leyland's industry base are the **Automotive & Construction** Sector Deals. The Aerospace Sector Deal is also important for the wider county due to its large aerospace industry.

UK Digital Strategy

The digital strategy followed the industrial strategy to set support the UK to be on the cutting edge of global digital innovation breakthroughs, and to support businesses in the digital economy. Central to this is ensuring **digital infrastructure and skills**.

UK Clean Growth Strategy

This strategy is the current plan for the UK's **low carbon future**, reducing emissions while still **creating jobs**, growth and raising productivity through growing the low carbon industry. Nationally there is a target to reach net zero greenhouse gas emissions by 2050. South Ribble Borough Council declared a climate emergency last year and set a target to reach net zero carbon emissions by 2030.

Lancashire Local Industrial Strategy

The LIS Evidence Base illustrates Lancashire's key strengths in **aerospace, automotive, energy and marine sectors** and outlines the need to stay ahead in these sectors. The LIS emphasises the importance of supporting businesses in **technology advances** to minimise market disruption. Further, the LIS stresses the importance of **upskilling and reskilling** the workforce across all age groups to respond to sectoral and occupational changes.

It also illustrates the county lags behind national averages in productivity, business start-up and survival. South Ribble performs better than the county wide average on these measures, as outlined further into this report.

The LIS points to creating a distinctive sense of place as a priority for Lancashire too, including through visitor, leisure/culture offers.

Northern Powerhouse

In 2016 the Northern Powerhouse Strategy was published with the aim to tackle barriers to productivity in the North of England. Notably, commitments were made to invest in **transport infrastructure**, raise **skills, trade** and investment, building on its great successes in **manufacturing**, its world-leading universities and renewable energy production. Regional inequalities are still seen in the UK and the 2070 Commission sets out the steps needed to make changes to rebalance the national economy.

Local Policy

Leyland Town Centre Improvement Strategy, 2019

Vision: For Leyland to be sustainable town centre, which is well equipped to meet the current and future needs of its **residents** and **visitors**, and which effectively supports the role of local **businesses**. Currently Leyland is one of two of South Ribble's key town centres (alongside Chorley) and Preston city centre. Leyland has a **strong retail and service offer** with representation from independent businesses and is home to the unique British Commercial Vehicle Museum linking with its **motor industry heritage**.

Current constraints: linear town centre with a dispersed retail offer and limited pedestrian **connectivity**, paired with the wider challenge of changing consumer behavior to online shopping which requires town centres to provide an experience to **attract visitors**. There are few green spaces within the town centre, though the Borough's Green Links strategy aims to increase connectivity between the green spaces around the town centre periphery.

South Ribble Housing Strategy, 2020-2025

Vision: By 2025 South Ribble will offer **good quality, safe and secure housing** that current and future residents can afford to live in. The priorities that sit with in this are to ensure homes are safe and **affordable**, supporting a balanced housing market including providing council owned homes, supporting independence, good health and quality of life, and reducing and preventing homelessness

South Ribble Local Plan, 2015

The Local Plan and the Central Lancashire Core Strategy vision for South Ribble is to attract investment and **visitors** attracted to the town centres for **retail, heritage** and education, as a great place to do **business** with a thriving market town. Further, the aims are for South Ribble be a **healthy** and **environmentally sustainable** place, with **highly skilled** and **diverse** communities, **good jobs, high quality affordable homes** and improved transport **connectivity**.

South Ribble Air Quality Action Plan, 2018

A new Air Quality Management Area was declared in Leyland in December 2017, due to an exceedance of average Nitrogen Dioxide target levels along Turpin Green Lane, Church Way & Golden Hill Lane, as such South Ribble's Air Quality Action Plan was updated. The focus of the plan is **to improve air quality** across the borough to **improve public health**. The plan largely focuses on air quality savings to be made from **reducing vehicle emissions** in the area.

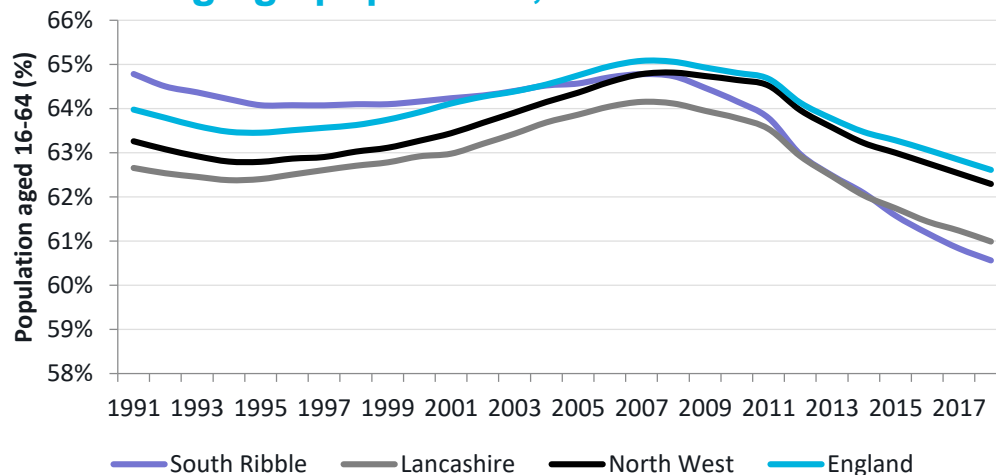
People



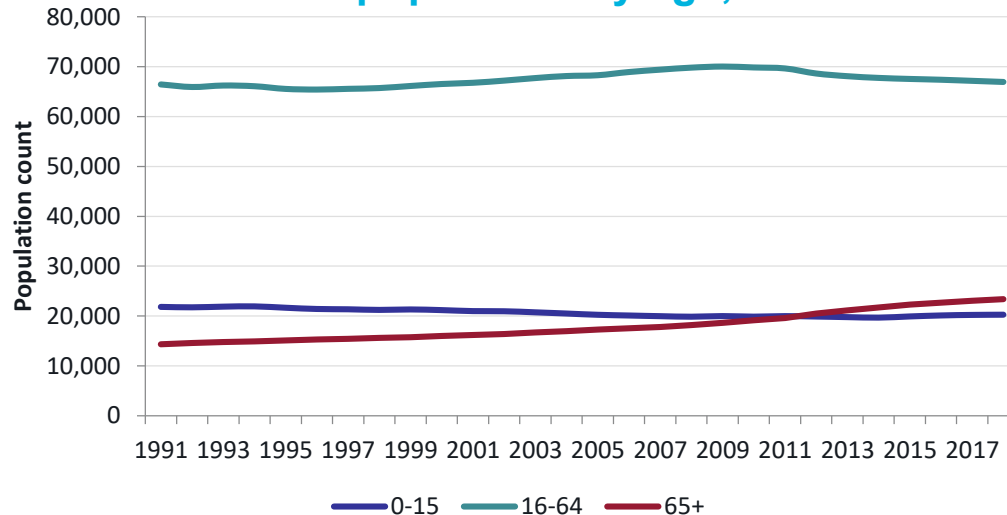
Working Age Population

- For 2007 onwards there has been a **notable decrease in working age population**. This was also seen at national levels however the rate of change in South Ribble has been more severe.
- The total population aged 65 and over has increased by just short of 10,000 since 1991. This explains, along with a decrease in the proportion of under 16s, the decrease in the proportion of the population that is of 'working age' from 2010 onwards.
- The number of South Ribble residents under the age of 16 largely remains at the same level it was in 1991, but as a proportion of the total population has reduced from 21% in 1991 to 18% in 2018.

Working age population, 1991-2018



South Ribble's population by age, 1991-2018



Source: ONS Population Estimates, 2018

Educational Attainment

Overall educational attainment presents a mixed picture.

School Performance

- 57% of KS2 pupils are achieving the required level in South Ribble, which is lower than the 64% nationally (2018).
- 51.4 average attainment 8 GCSE score in South Ribble, which exceeds the national average 46.8 (2018).
- Secondary school performance in Leyland varies: Leyland St Mary's Catholic High School is below average, however, Academy at Worden, Wellfield High School & Balshaws CofE's progress 8 scores are average, with attainment in line with the wider Local Authority and national averages.

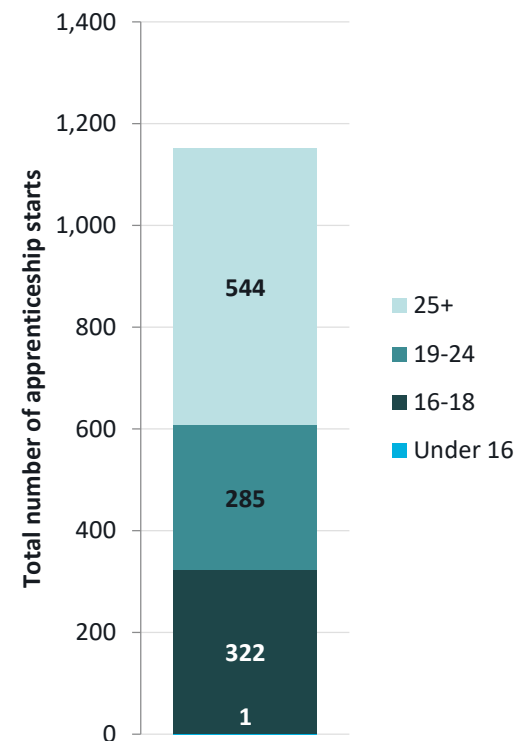
Further Education

- Students living in the Leyland Town Deal area have access to a number of FE institutes: Runshaw College (more academic); Preston's College (more vocational); Myerscough College (land-based and sports subjects); Cardinal Newman College (sixth form college offering a range of A Level and BTEC subjects). There is also Blackburn College further afield.
- Ofsted grades suggest a mixed picture of provision, with Runshaw & Cardinal Newman awarded Outstanding, Myerscough awarded Good, and Preston Requiring Improvement (DfE 2017).

Apprenticeships

- South Ribble Borough Council Apprentice Factory provides apprenticeship guidance to businesses and students.
- In South Ribble, the total number of apprenticeships started in 2018/19 was 1,152, of which 523 were Advanced, 249 were Higher and 380 were Intermediate level apprenticeships. 47% of all apprenticeships in 2018/19 were started by people aged 25 and over. Just 1 apprenticeship for an under 16 was started, 322 for 16-18 year olds and 285 for 19-24 year olds.

Total apprenticeship starts, 2018/19

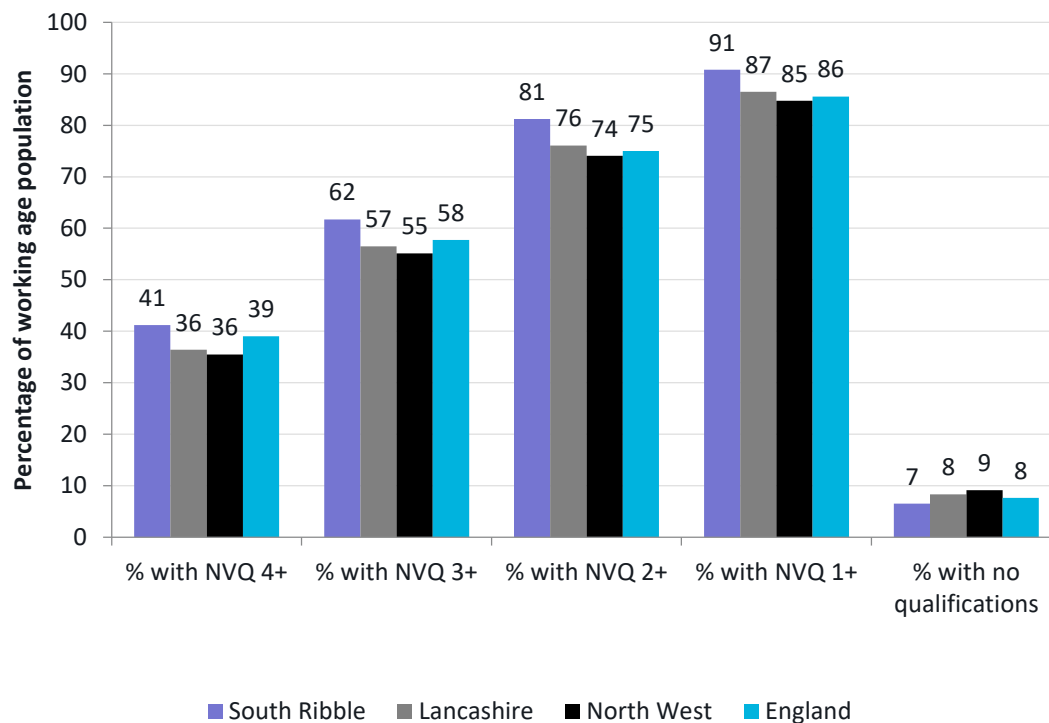


Source: South Ribble Borough Council, 2019

Workforce Skills

- **South Ribble outperforms national, regional and sub-regional levels of skills** for the working age population (those aged 16-64).
- There are higher proportions of the working age population having degree level or above qualifications and lower proportions of people with no qualifications.

NVQ skills level, 2018



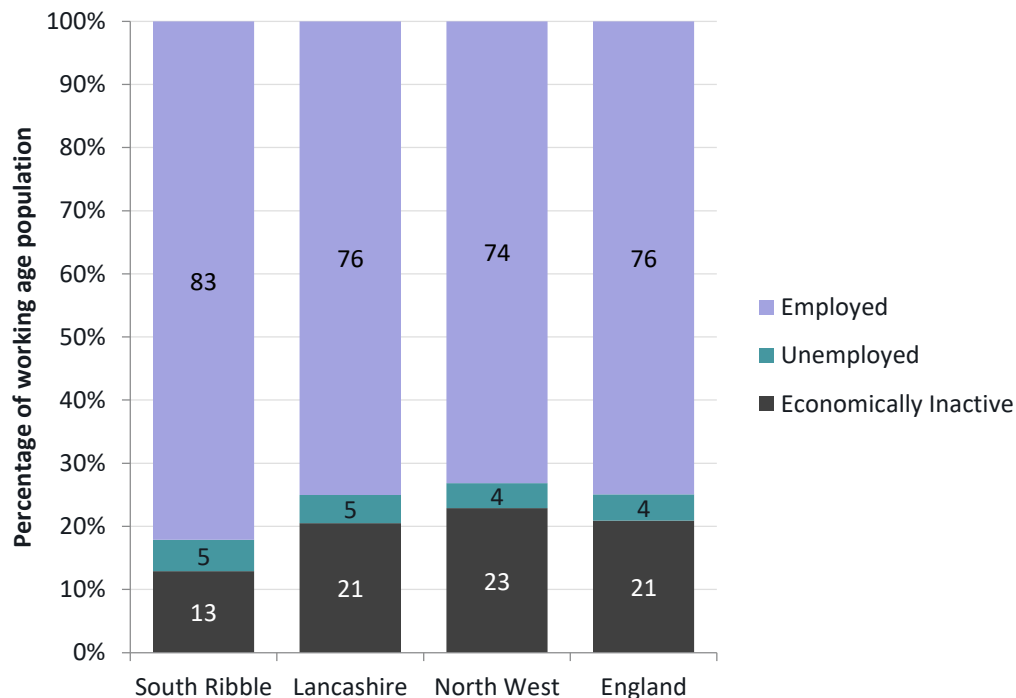
Source: ONS APS, 2018

Employment

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- South Ribble has a **higher employment rate** than Lancashire, the North West and England.
- South Ribble also has a slightly higher unemployment rate, however, a much lower rate of economic inactivity.
- The ONS definition of unemployed is residents who are not currently in work but have actively searched for work over the last month, where economic inactivity refers to those currently out of work, that have not actively searched for work over the last 4 weeks (this includes students, caregivers, the retired, the unwell and the discouraged).
- The Leyland Town Deal area is home to a disproportionately high level of South Ribble's Employment Allowance claimants (42%, while constituting 33% of the total population).

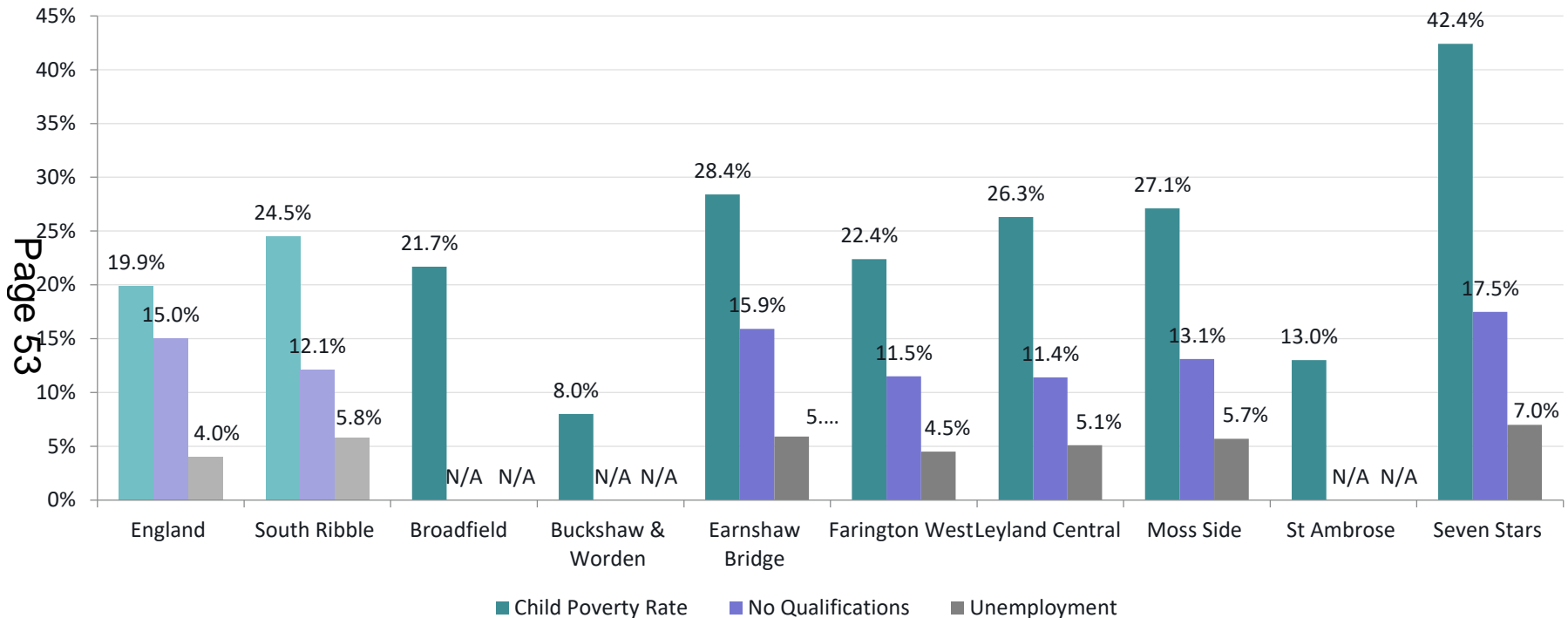
Economic activity level, 2019



Source: ONS APS, 2019

Leyland Town Deal Area

The rate of no qualifications, unemployment and child poverty across the Leyland Town Deal Area, 2019



- Of the areas where data is available, Seven Stars is the ward in the Leyland Town Deal Area with the highest rates of child poverty, no qualifications and unemployment. Here, child poverty is significantly high, twice the national rate.
- Deprivation is not distributed evenly across Leyland.**

Source: DWP, 2019

Employment by Sector

Employment by broad industry grouping, 2019

	South Ribble	Lancashire	North West	England
Agriculture, forestry & fishing (A)	1%	2%	1%	1%
Mining, quarrying & utilities (B,D and E)	4%	1%	1%	1%
Manufacturing (C)	13%	14%	9%	8%
Construction (F)	20%	7%	5%	5%
Motor trades (Part G)	3%	2%	2%	2%
Wholesale (Part G)	5%	5%	4%	4%
Retail (Part G)	8%	11%	11%	9%
Transport & storage (inc postal) (H)	4%	4%	5%	5%
Accommodation & food services (I)	4%	7%	7%	7%
Information & communication (J)	3%	2%	3%	4%
Financial & insurance (K)	1%	1%	3%	3%
Property (L)	2%	2%	2%	2%
Professional, scientific & technical (M)	4%	6%	8%	9%
Business administration & support services (N)	6%	7%	9%	9%
Public administration & defence (O)	4%	4%	4%	4%
Education (P)	5%	9%	8%	9%
Health (Q)	8%	13%	13%	12%
Arts, entertainment, recreation & other services (R,S,T and U)	3%	4%	4%	5%

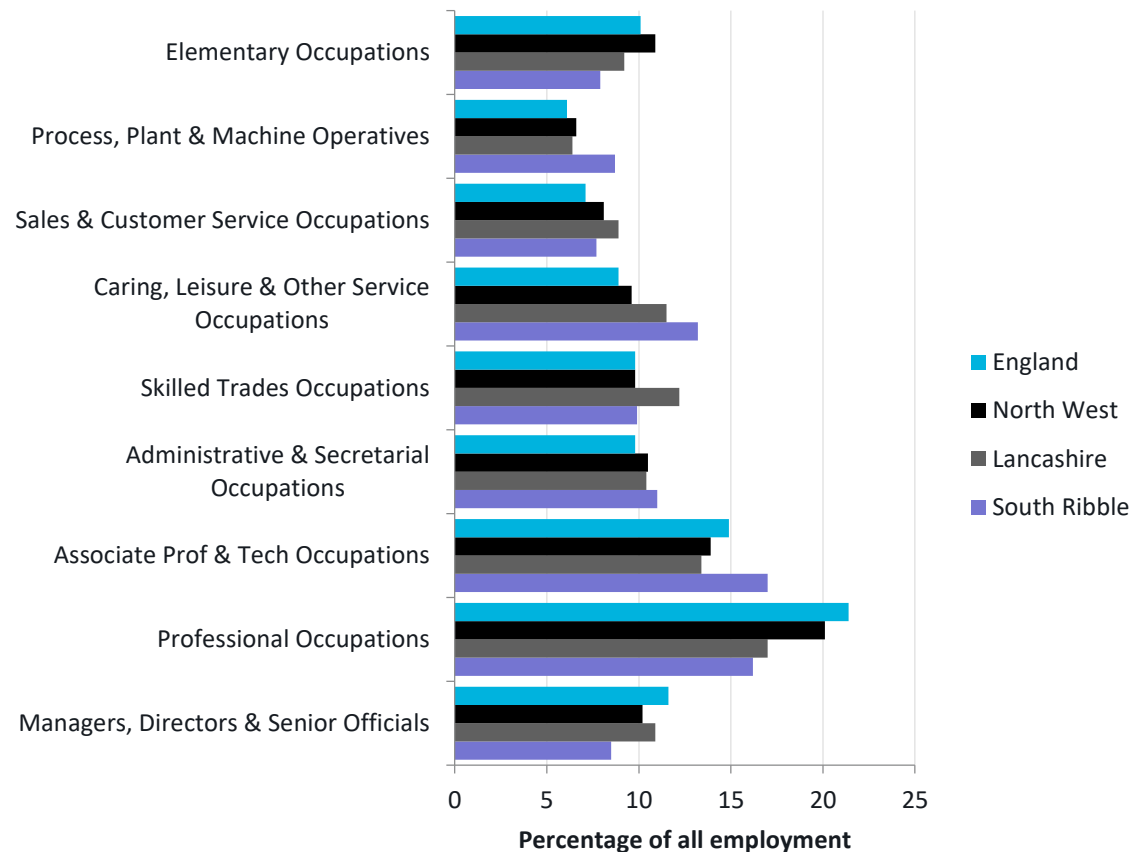
Source: ONS BRES, 2018

- The construction industry accounts for a vast 20% of all employment in South Ribble – exceeding the national proportion of employment in the sector fourfold.
- Higher proportions of employment is also seen in manufacturing.
- Retail, health and business administration also provide significant employment across the district, though a slightly lower proportion that is seen across the wider county, regionally and nationally.

Occupations

- The proportion of the workforce in South Ribble working as Managers, Directors & Senior Officials and in Professional Occupations is lower than the proportion across the wider county, region and country.
- There is a greater proportion of workers in Associate Professional and Technical Occupations, however.
- There is a notably greater proportion of workers in Process, Plant & Machine Operations posts and in Caring, Leisure & Other Service occupations compared to the national economy occupational makeup.

Employment by broad occupation level, 2019

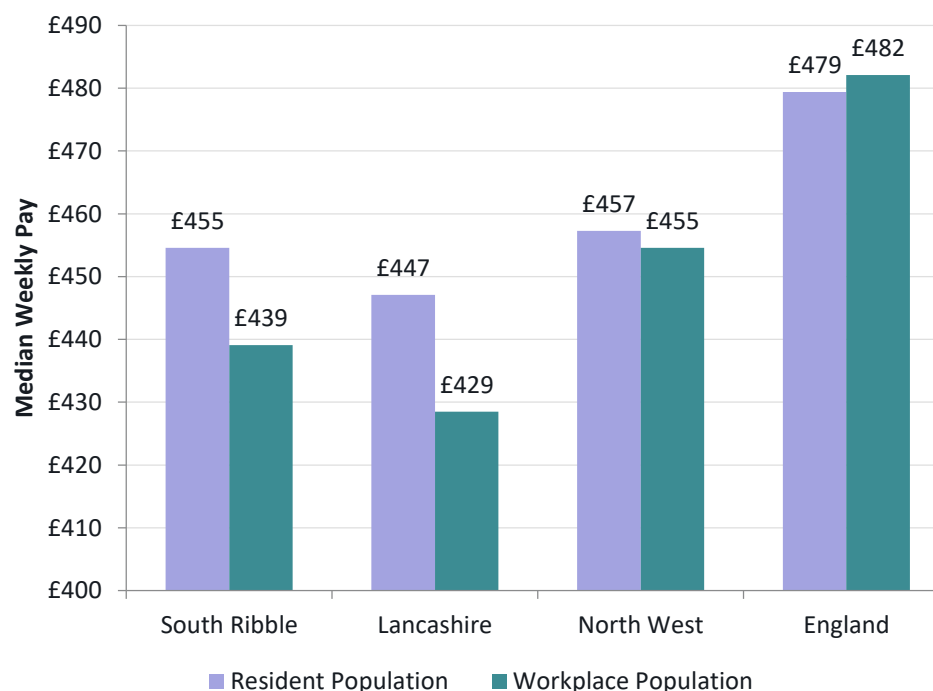


Source: ONS APS, 2019

Wages

- **Average earnings in South Ribble are lower than the national averages.**
- For the population who work in South Ribble, median pay is £439, for the resident population median pay is £455. This suggests is a prevalence of residents who commute elsewhere for higher paid work.
- Both the resident and workplace populations earn on average more than the wider county's population do on average, but are paid on average less than regional and national average wages.

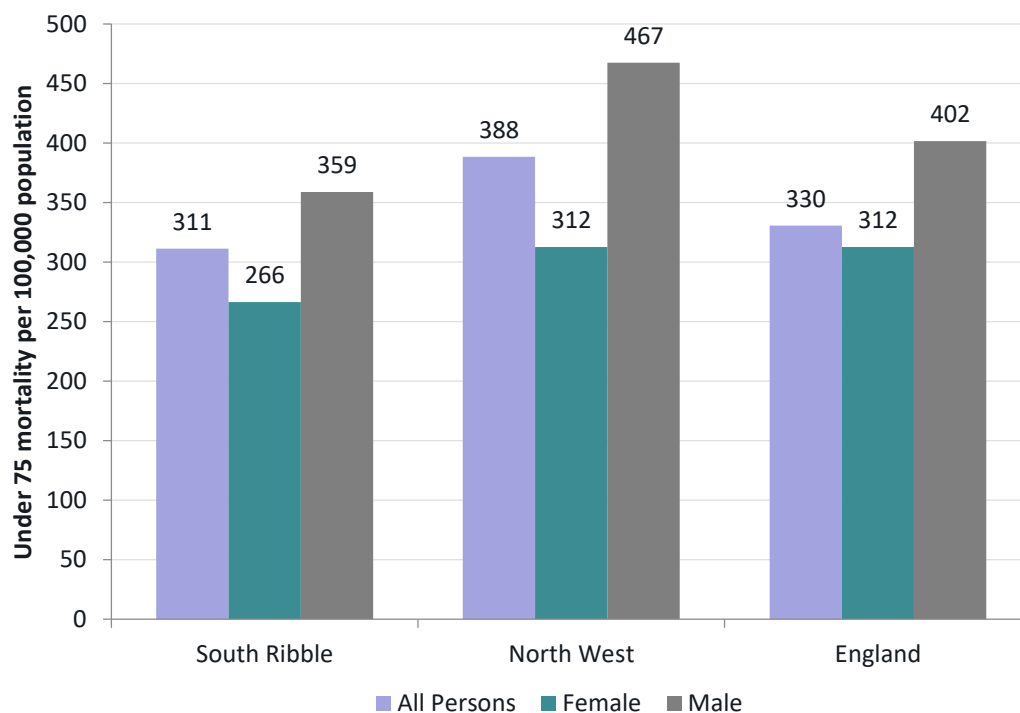
Average weekly earnings, 2019



Source: ONS ASHE, 2019

- The premature mortality rate, defined by Public Health England as under 75, was at 311 premature deaths per 100,000 population for the period 2016 to 2018.
- This is lower than the regional and national rate, indicating **healthier, longer lives in South Ribble.**

Premature mortality rate, 2016-2018



Source: PHE, 2018

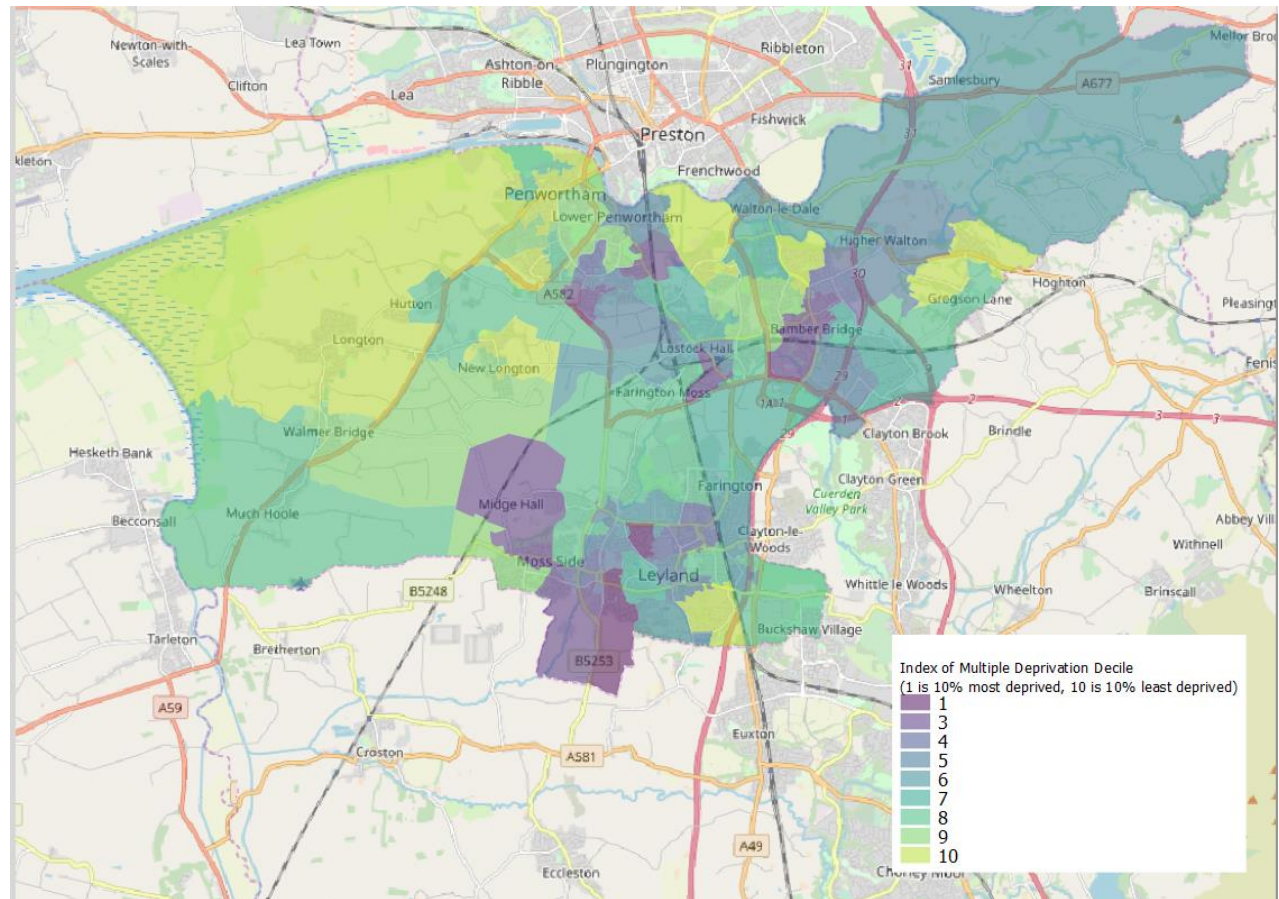
Deprivation

- IMD is an important tool for identifying the most deprived areas in England to ensure activities are well directed. It combines multiple indicators including income, employment, education, health, crime, housing and living environment.

Deprivation in Leyland is a mixed picture with some of the least and some of the most deprived LSOAs very close together spatially.

- Leyland in the context of wider South Ribble and nationally, has considerable deprivation.
- Leyland has some Lower Super Output Areas (LSOAs) in the most 10% deprived nationally.

Index of Multiple Deprivation (IMD), 2019



Source: Steer-ED, 2020 & MHCLG, 2019

Infrastructure

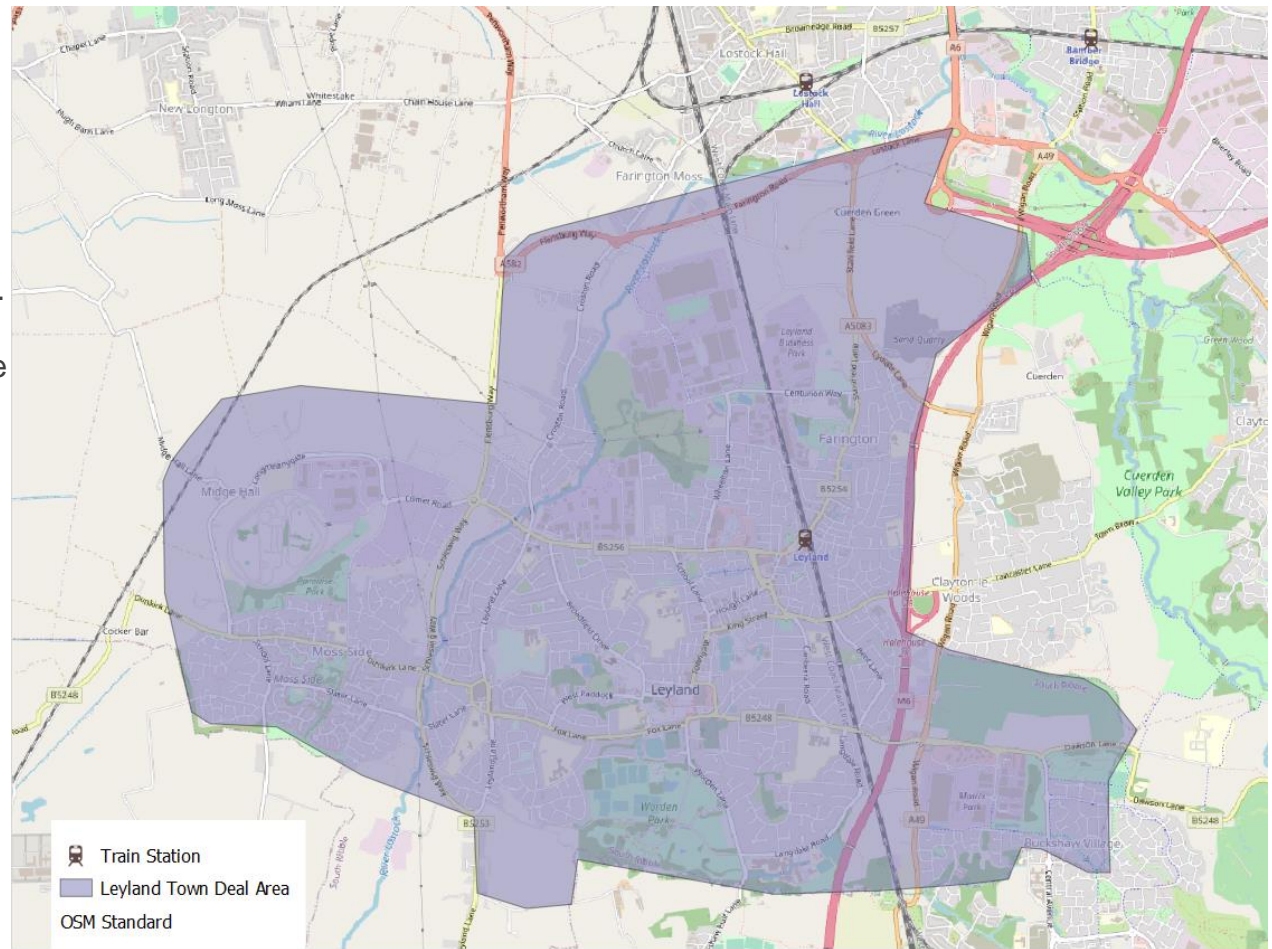


Infrastructure

Leyland Town Deal Area Map, 2020

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- **Leyland is reasonably well connected to nearby cities, Preston, Manchester and Liverpool.**
- Preston is just a 17 minute drive via the A6 or a mere 6 minute train journey from Leyland Train Station.
- Manchester is a 45 minute drive via the M61, or equally a 45 minute train journey from Leyland Station to Manchester Piccadilly.
- Liverpool is a 50 minute drive, or a 45 minute train journey from Leyland Station to Liverpool Lime Street.
- Good connectivity is also seen in the commuter flows presented on the following page.
- Leyland is well served in terms of bus transport too, with frequent services to Preston and Chorley.



Source: Steer-ED, 2020

Commuter Flows

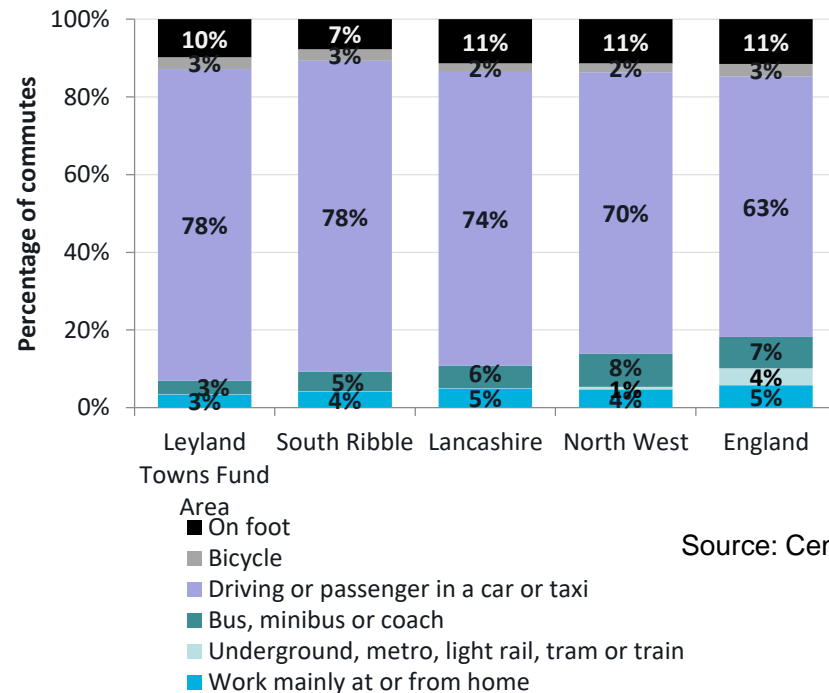
- The most recent data available tells us that 43% of South Ribble's workforce also reside in the area, 57% commute in from elsewhere. The most common areas outside of South Ribble workers commute from are: Chorley; Preston; Wigan; and Blackburn with Darwen.
- Of the total workers who live in South Ribble, 37% work in South Ribble. 63% of all workers living in South Ribble commute elsewhere for work. The most common areas for South Ribble residents to work outside of the area are: Preston; Chorley; Fylde; and Ribble Valley. 28% of all workers from South Ribble commute to Preston for work.
- In the Leyland Town Deal Area, census data shows us that there is a considerably greater proportion of commutes made by car (78% of all commutes), and much lower proportion by bus, tram or train (just 3%). There is a higher proportion of people who walk to work than the wider South Ribble Borough however.

57% of South Ribble's workforce live elsewhere



63% of South Ribble's residents work elsewhere

Travel to work by method, 2011

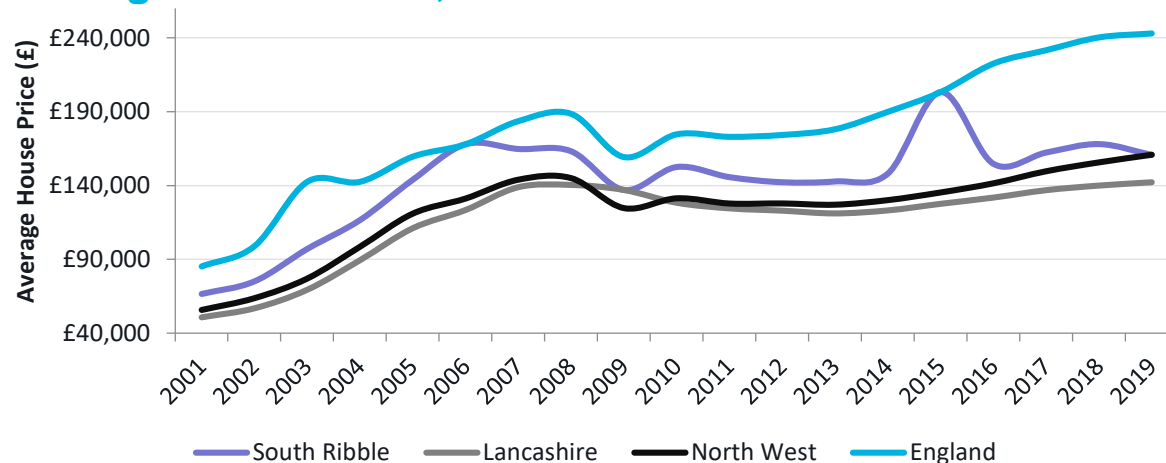


Housing

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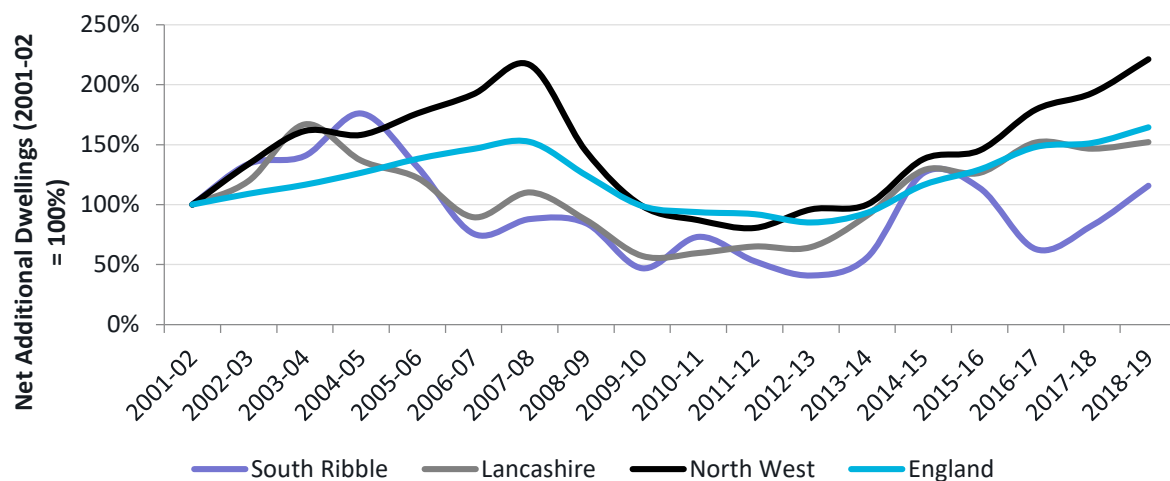
- The average house price in South Ribble (£160,800) is **significantly lower than the national average, however matches the regional average and is slightly higher than the wider county average.**
- Land Registry data shows us that over the last two decades, prices increased drastically between 2001 and 2007, then plateaued around the time of the financial crisis.
- Across the North West region, Lancashire and South Ribble, average house prices have not continued to rise to the extent the national average has over the last decade.
- Since 2001, the number of dwellings in South Ribble has increased by 6,400.
- Compared to the annual increase in dwellings in the base year 2001, the annual increase in dwellings has decreased across South Ribble. At its peak in 2004, over 650 extra homes were logged. In 2014 and 2018, South Ribble saw similar increases in dwellings again (circa 450).

Average House Price, 2001-2019



Source: Land Registry, 2020

Annual Net Additional Dwellings, 2001-2019



Source: MHCLG, 2020

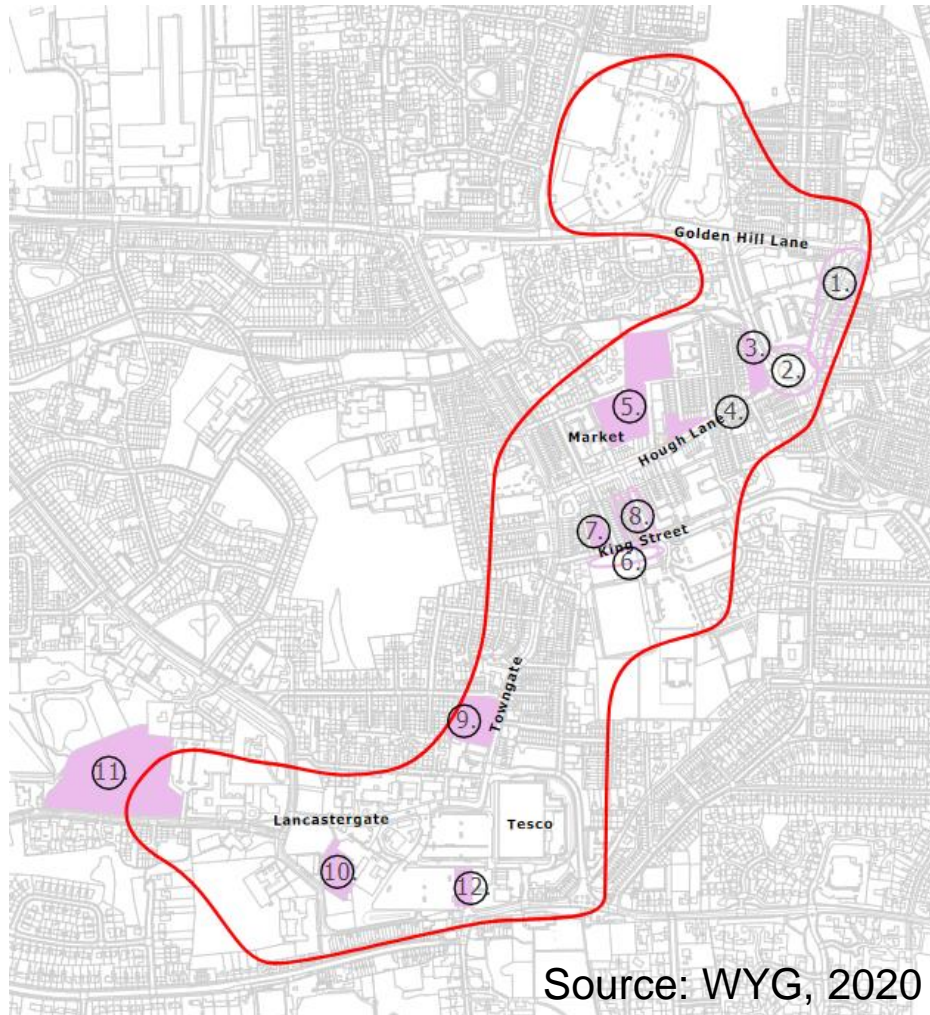
Digital

- **Digital coverage is good.**
- 4G coverage across Leyland and South Ribble is good with only 2.2% of households within South Ribble not receiving 4G from all providers.
- All properties within South Ribble and Leyland can receive broadband speeds of up to 2mbps, just 1% of households do not receive broadband speeds of at least 10mbps.
- South Ribble superfast coverage is 96.8%, any fibre coverage is 99.1%.



- However, according to the ONS, 8.9% of adults within South Ribble have not been online within the last 3 months resulting in an **overall digital exclusion rating of medium.**
- There is no confirmed 5G launch date for the Leyland or South Ribble area.
- Ultrafast broadband covers just over half of households in South Ribble, and full fibre coverage is limited to just 2.5%.
- South Ribble Borough Council currently operates 3 open Wi-Fi sites within the Leyland Town Deal area, including the Civic Centre, Moss Side Depot and Leyland Market.

Opportunity Sites



- Through WYG's Urban design, Highways and Town Planning analysis of Leyland, opportunity areas were highlighted. These areas are highlighted on the image to the right:

1. Chapel Brow;
2. Churchill Way Gyratory;
3. Churchill Way Car Park;
4. Hough Lane;
5. Leyland Market and associated car parks;
6. The British Commercial Transport Museum;
7. Sumner Street and Sumner Street Car Park;
8. Thurston Road and Meadow Street;
9. Existing Aldi site;
10. Existing Leyland Leisure Centre Site;
11. Land off W Paddock;
12. Land off North View.

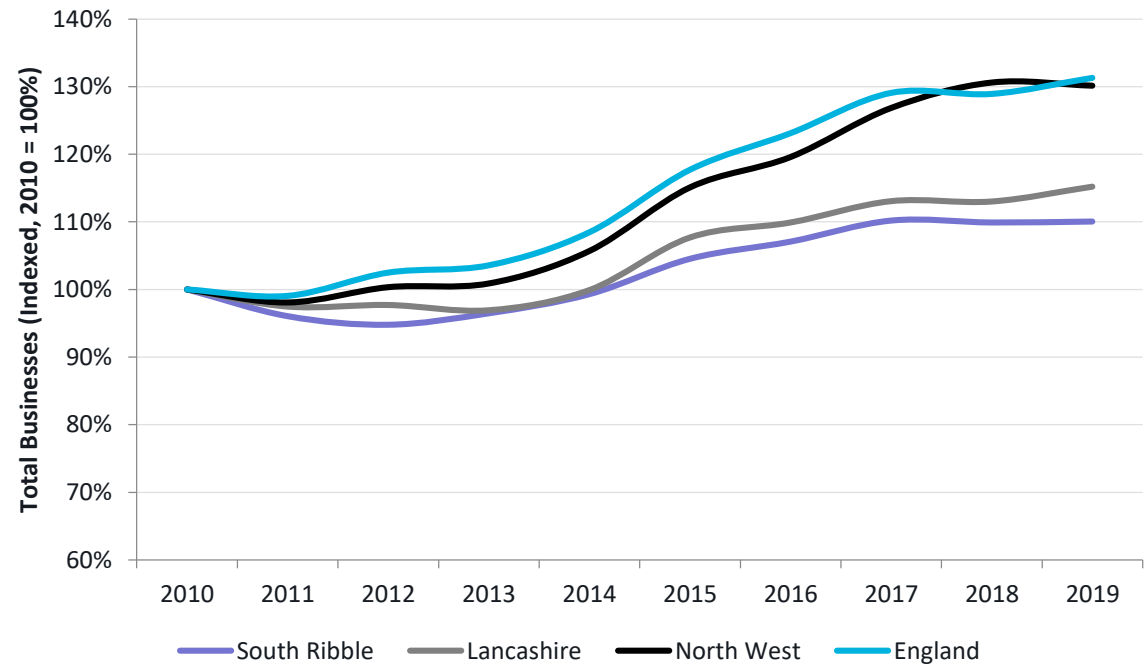


Business Base Growth

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- **South Ribble's business base has growth over the last decade, but to a lesser extent than comparator geographies.**
- According to the Business Register and Employment Survey (ONS), since 2010 South Ribble has gained an additional 355 businesses, raising its total count to 3,855.

Business Counts, 2010-2019



Source: ONS UK Business Counts, 2019

Business Base Sectoral Composition

Business Counts by Industry, 2019

	South Ribble	Lancashire	North West	England
Agriculture, forestry & fishing (A)	5%	7%	4%	4%
Mining, quarrying & utilities (B,D and E)	0%	0%	0%	0%
Manufacturing (C)	7%	7%	6%	5%
Construction (F)	15%	13%	12%	13%
Motor trades (Part G)	4%	4%	3%	3%
Wholesale (Part G)	4%	5%	4%	4%
Retail (Part G)	8%	9%	10%	8%
Transport & storage (inc postal) (H)	5%	5%	5%	4%
Accommodation & food services (I)	5%	6%	6%	6%
Information & communication (J)	6%	5%	6%	9%
Financial & insurance (K)	2%	2%	3%	2%
Property (L)	3%	4%	4%	4%
Professional, scientific & technical (M)	14%	13%	16%	18%
Business administration & support services (N)	9%	8%	9%	9%
Public administration & defence (O)	0%	0%	0%	0%
Education (P)	2%	1%	2%	2%
Health (Q)	4%	4%	4%	4%
Arts, entertainment, recreation & other services (R,S,T and U)	7%	6%	6%	6%

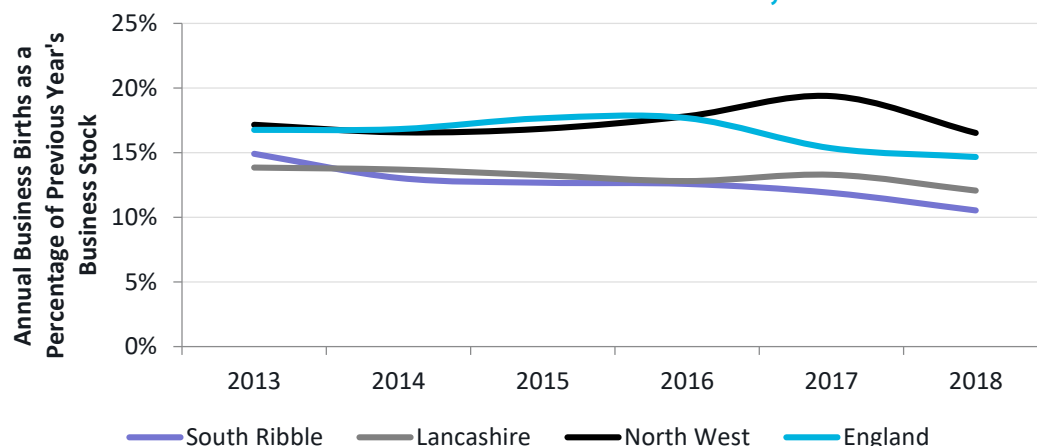
Source: ONS UK Business Counts, 2019

- To a large degree, **the sectoral composition of South Ribble's business base reflects the wider county, regional and national pictures.**
- Notably, however, there is a smaller proportion of professional, scientific and technical businesses (though still representing the second largest portion of the business base) in South Ribble and across Lancashire, and a larger proportion of manufacturing and construction firms, than the wider regional and national picture.

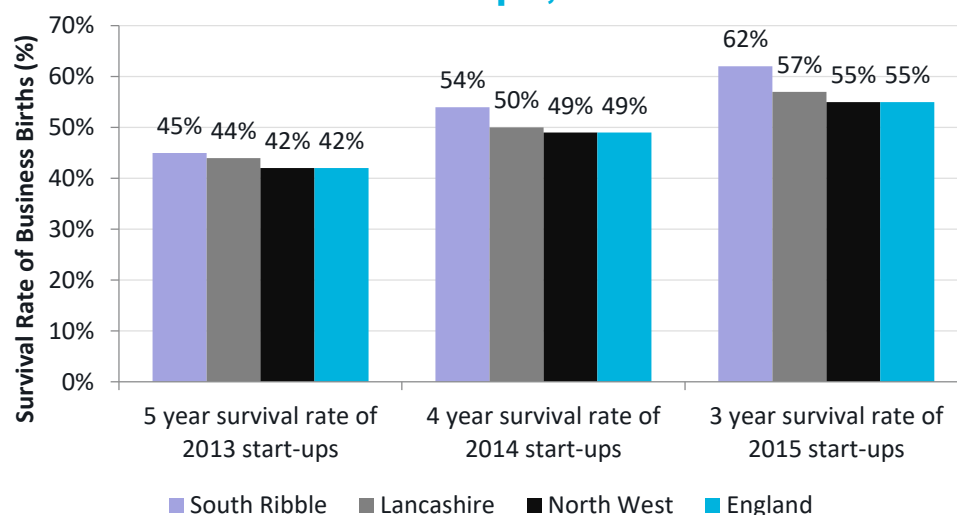
Business Start-up and Survival

- Annual business births are comparatively low in South Ribble.
- However, survival rates of these start-ups are impressive – 3-year, 4-year and 5-year survival rates exceed the county wide, regional and national rates.

Annual Growth in Business Births, 2018



Survival Rate of Start-Ups, 2018



GVA per job by sector

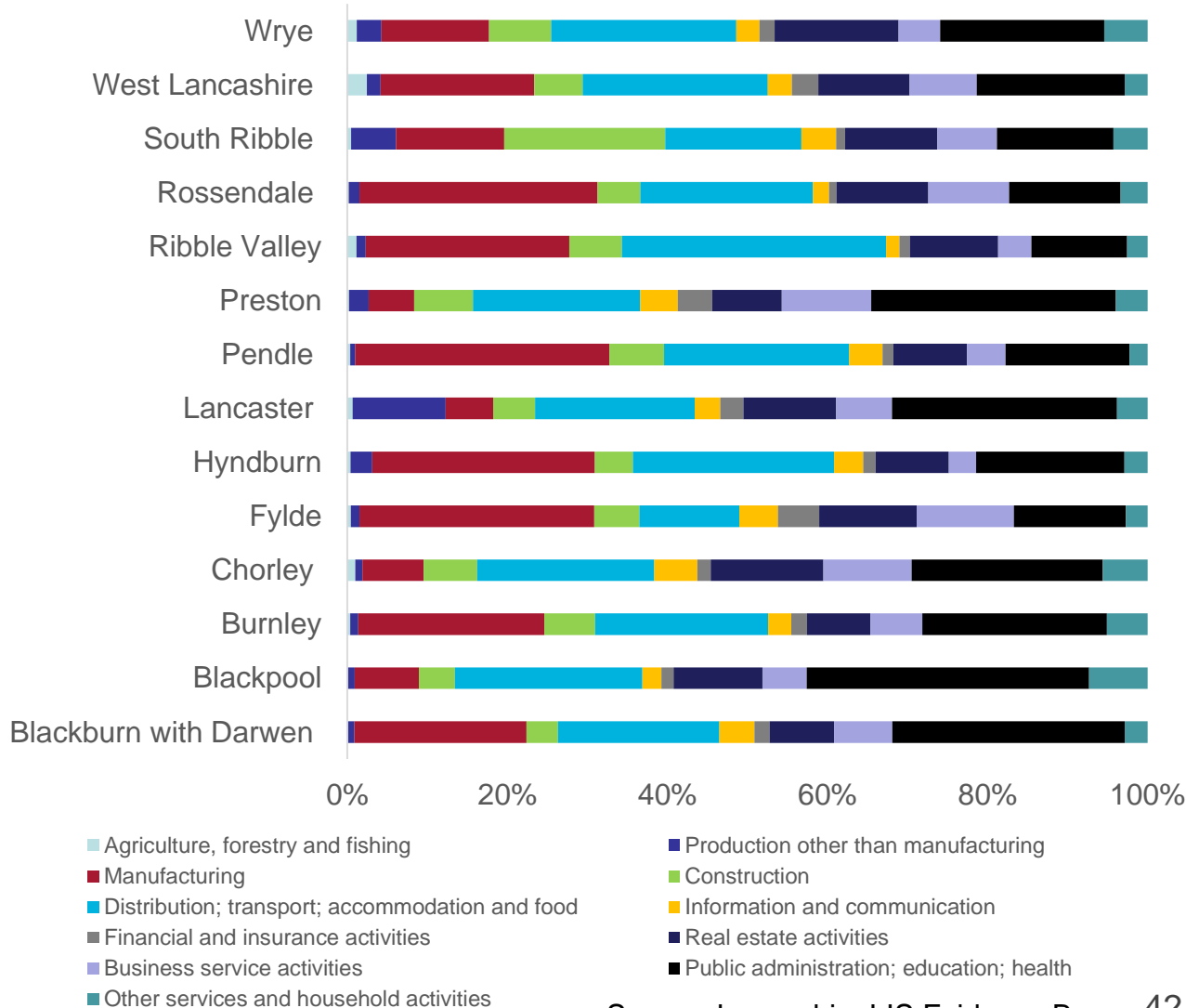
- **A high share of South Ribble's GVA comes from manufacturing and construction.** The share of GVA from construction is the highest of all the local authorities, the proportion of GVA from manufacturing is lower, however, than Lancashire's more manufacturing-focussed local authorities.

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- The share of GVA from production other than manufacturing is higher than all Lancashire's local authorities except for Lancaster.

- Real estate, distribution, accommodation, transport and food, and public sector education and health also create a high share of South Ribble's GVA, similar to the wider county and national pictures.

Share of GVA by Sector, 2015



Economic Assets

Lancashire's business clusters by sector



Source: Colliers International Lancashire CC Report, 2014

Lancashire's Innovation Assets



Source: Lancashire Innovation Plan, 2018

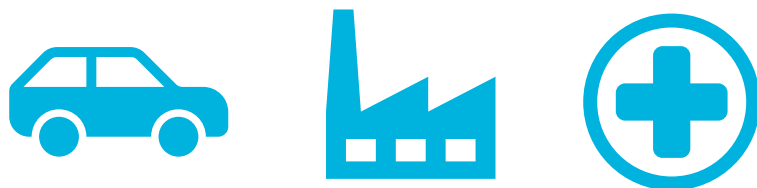
- The Collier's International report for Lancashire highlights key business clusters and innovation assets in an 'Arc of Prosperity' cluster that runs through Leyland.
- **Leyland has local innovation assets in Automotive, Advanced Manufacturing, Energy and Digital.**
- This includes clusters of Advanced Manufacturing and Engineering in Samlesbury/Warton (South Ribble).

Major Employers

Major employers locally, in Lancashire and Leyland Business Parks and Moss Side, have been identified as:

- Leyland Trucks (Manufacturing)
- Amazon (Transport and storage)
- Doctor Oetker (Manufacturing)
- NHS Clinical Commissioning Group (Health and social care)
- Lunar Caravans (Manufacturing)

Source: Lancashire Labour Market Intelligence Toolkit Report, 2018



Automotive Industry

Leyland has an industrial history, with the automotive industry central to that. The manufacturing of trucks and buses at Leyland Motors (now Leyland Trucks) began in 1896, and has remained a central presence since. Leyland Trucks now operates out of one of Europe's most advanced truck assembly plants, employing over 1000 people to manufacture trucks and is a global exporter.

There is a strong automotive presence wider than this, linking with the wider Lancashire advanced manufacturing strengths in the automotive and aerospace industries, including the new AMRC presence in Preston that is supporting hundreds of Lancashire's manufacturing SMEs adopt advanced techniques.

Ideas

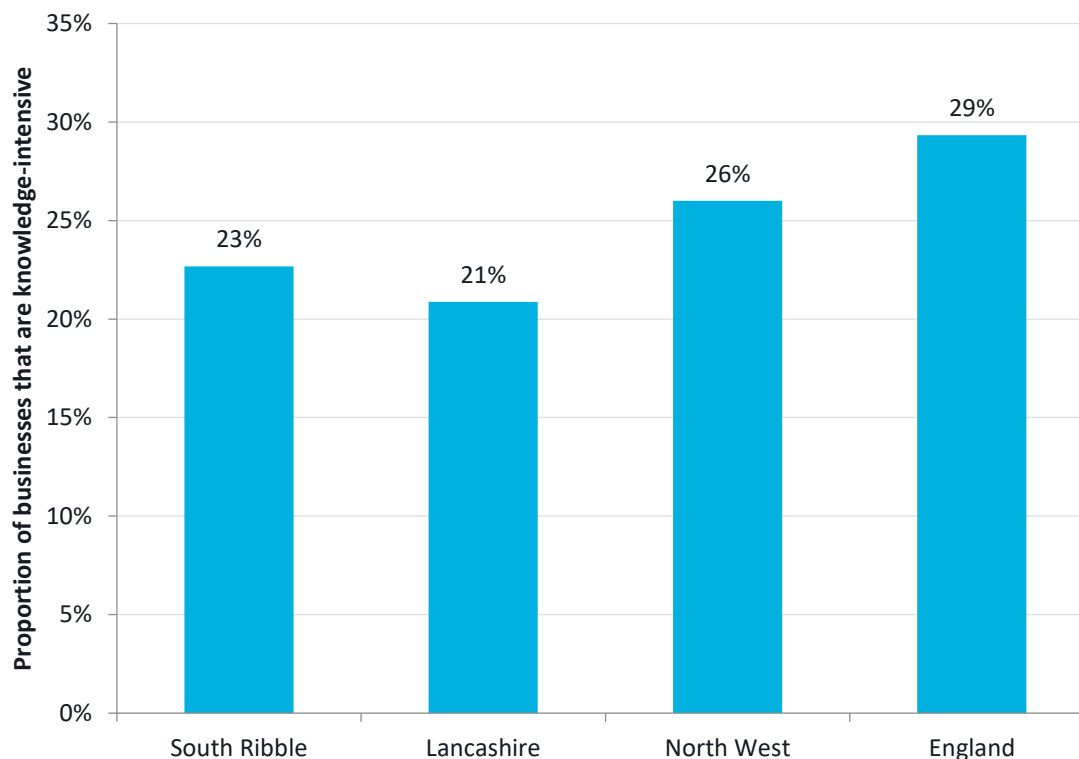


Knowledge-based businesses (KIBS)

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- The proportion of total businesses that are 'knowledge-based' or 'knowledge-intensive' is lower in South Ribble than the regional and national rates.
- However, South Ribble exceeds the wider Lancashire county's performance on this metric.

Proportion of businesses that are knowledge-intensive, date



Source:

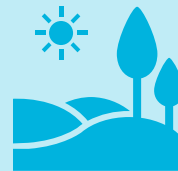
Higher Education



- **The University of Central Lancashire is located in Preston, a short distance from Leyland.**
- UCLan had over 23,000 enrolments in 2018/19, making it the 33rd largest university intake of the total 168 UK universities that year.
- High among UCLan's priorities are maximizing student employability and equipping students with industry relevant skills.
- The university has strong links with industry. Namely, British Aerospace, Rolls Royce and Cisco Systems, and it offers business incubation facilities and training for students after graduation. In the last five years alone, it has helped more than 1,000 graduates start their own businesses - the second highest figure in the UK.
- In addition to its focus on practical skills, the university also scores highly for its research, with all 16 of its subject areas judged to be 'world leading' in the 2014 Research Excellence Framework.
- The university has recently begun a £200 million redevelopment of facilities, including the construction of a £30 million Engineering Innovation Centre.

Source: HESA, 2018 & The Times Higher Education
World University Rankings UCLan Profile

Climate Resilience & Sustainability

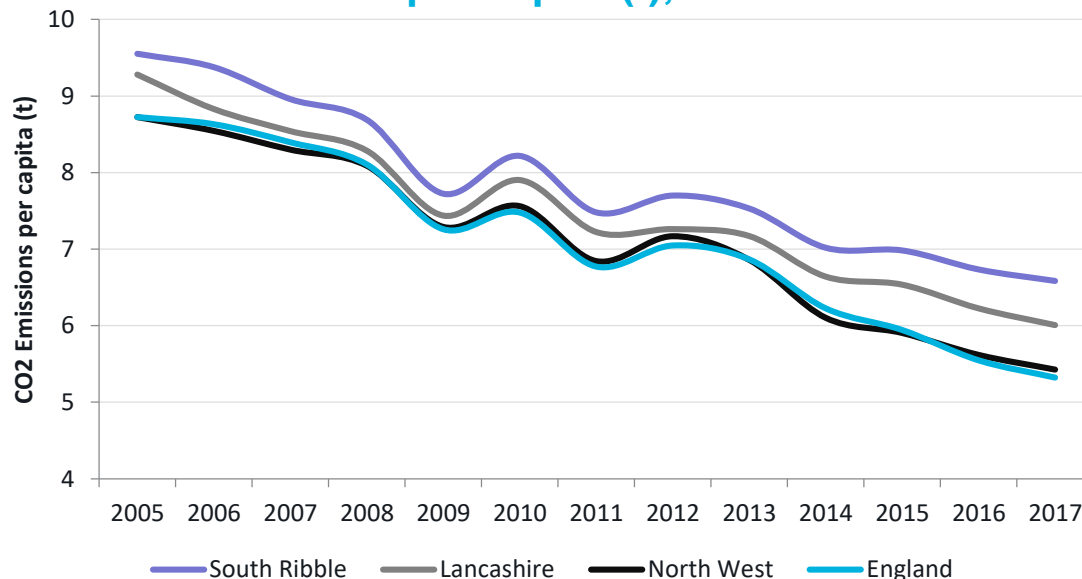


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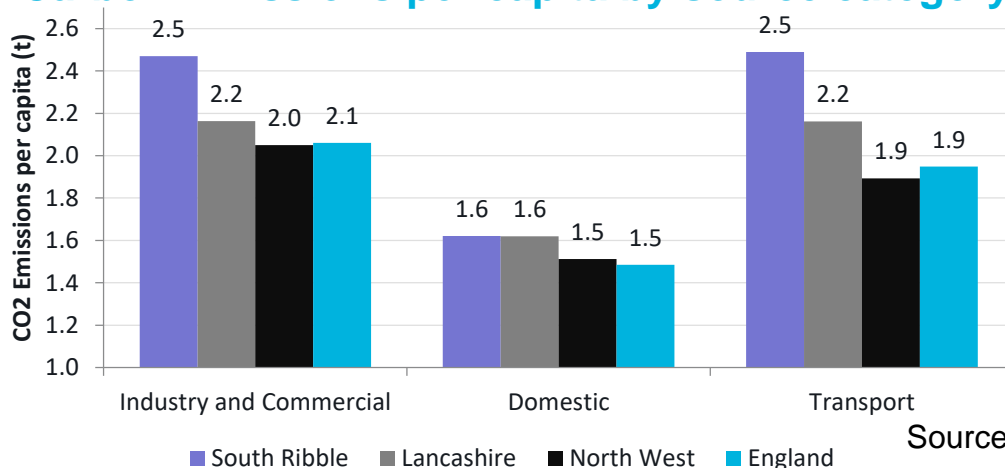
Climate Resilience & Sustainability

- Over the 2005-2017 period, South Ribble's CO2 emissions have decreased from 9.6 to 6.6 tonnes per head.
- Though they are on a downwards trajectory, South Ribble has higher CO2 emissions per head than the wider county, regionally or nationally.**
- Domestic emissions are just above the national average, though it is emissions from industry and transport that are notably above average.
- South Ribble Borough Council set a target to reach net zero carbon emissions by 2030, and declared a climate emergency last year.**
- With this, they have put in place a Standing Working Group on Climate Emergency and an Air Quality Action Plan, which includes Leyland as an Air Quality Management Area.
- To help reach the net zero target, this year the council launched 'Our Big Tree Plant', to plant 1 tree for every South Ribble resident – c.110,000.

Carbon Emissions per capita (t), 2005-2017



Carbon Emissions per capita by source category (t), 2017



Source: BEIS, 2019

Climate Resilience & Sustainability

Air Quality

- In Leyland, Golden Hill Lane, Church Way and Turpin Green Lane have been identified as an Air Quality Management Area in the South Ribble Air Quality Action Plan.
- This is due to high levels of NO₂, which main source is vehicle emissions.

Transport Emissions

- In the Leyland Town Deal Area, census data shows us that **there is a considerably greater proportion of commutes made by car than is the case nationally** (78% compared to 63%). To match national levels, a reduction in commuting by car and an increase in walking, cycling and use of public transport is required.



Green Links

South Ribble Borough Council have committed to investing £1.8million in sustainable transport infrastructure across the borough, following consultation with local residents and stakeholders.

The purpose of this is to increase connectivity (between communities, workplaces, open spaces – 68% of the Borough is green belt land) and to improve health and well-being through improved air quality and physical activity levels of residents (due to higher than national inactivity rates locally).

COVID 19 – Impacts, Challenges & Opportunities

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COVID-19: Economy Sectoral Risk

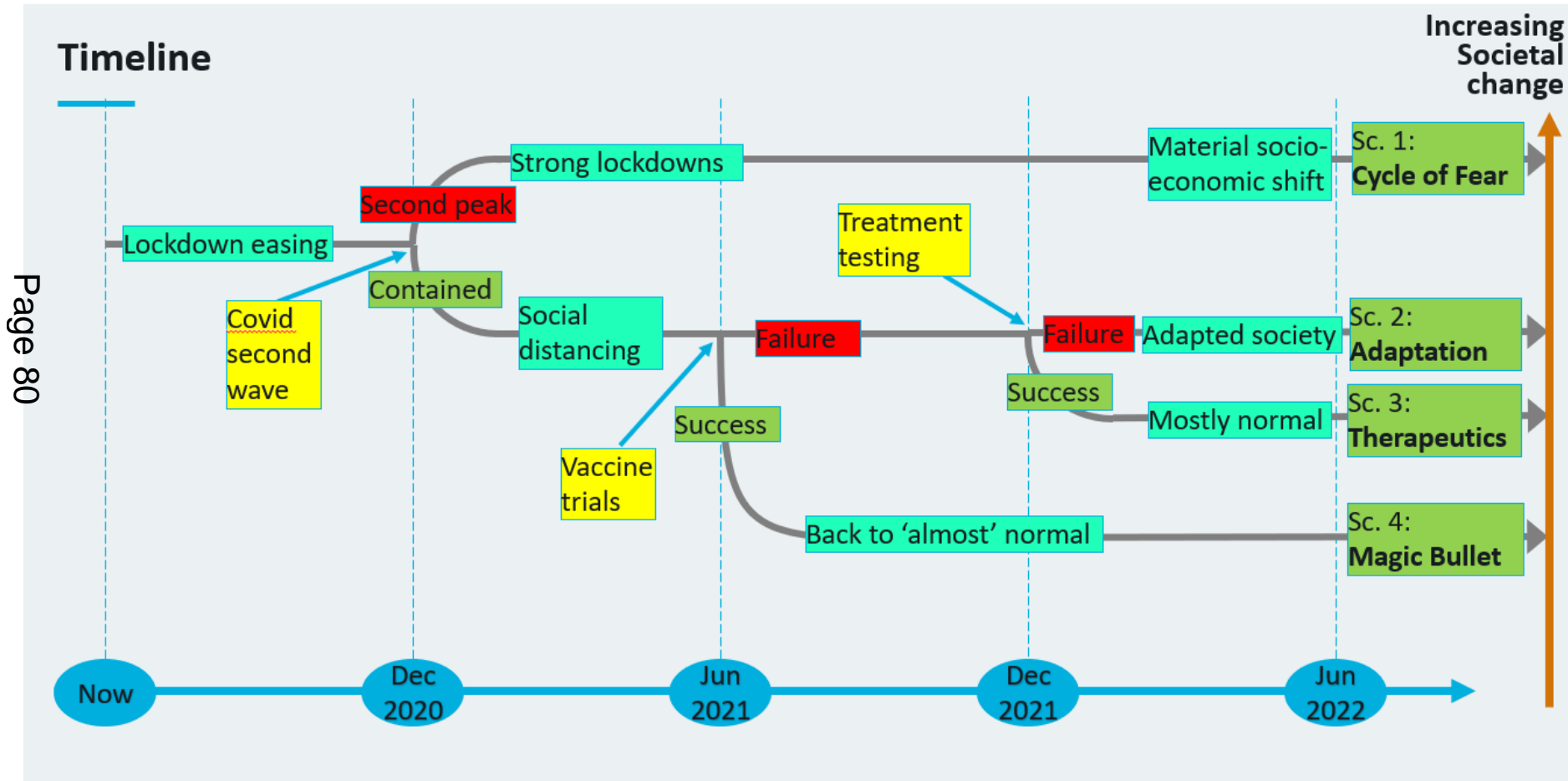
Output losses by sector in the second quarter of CY 2020

Sector	Weight in whole economy value added (%)	Effect on output relative to baseline (%)	Weight in South Ribble's economy value added (%)
Agriculture	0.7%	0	6%
Mining, energy and water supply	3.4%	-20	
Manufacturing	10.2%	-55	18.5%
Construction	6.1%	-70	20.9%
Wholesale, retail and motor trades	10.5%	-50	15.4%
Transport and storage	4.2%	-35	4.1%
Accommodation and food services	2.8%	-85	1.4%
Information and communication	6.6%	-45	2.7%
Financial and insurance services	7.2%	-5	0.4%
Real estate	14.0%	-20	12.0%
Professional, scientific and technical activities	7.6%	-40	2.7%
Administrative and support activities	5.1%	-40	3.3%
Public administration and defence	4.9%	-20	3.1%
Education	5.8%	-90	3.3%
Human health and social activities	7.5%	50	4.0%
Other services	3.5%	-60	1.1%
Whole economy	100.0%	-35	100.0%

- The sectors forecast to be most affected in the near term due to Covid-19 are education, accommodation and food services, wholesale and retail, manufacturing and construction.
- The latter three are likely to have the most severe effect on South Ribble's economy. Together, **at risk sectors constitute approximately half of South Ribble's GVA and employment (54% and 48%)**.
- Education, accommodation and food also account for 10% of South Ribble's employment.

Source: OBR Coronavirus 'Reference Scenario', 14 April 2020 & Steer-ED, 2020

COVID-19: Possible Futures Timeline



SWOT Assessment

SWOT

Strengths

- South Ribble has **relatively high productivity** and has experienced **high growth** in total GVA over the last decade.
- The employment rate in South Ribble exceeds the wider county, region and national rates significantly.
- South Ribble has a **highly skilled** working age population, exceeding national proportions of NVQ qualifications at every level.
- South Ribble has significant sector strengths in **construction and manufacturing**, which add the most value to the local economy along with agriculture, mining and utilities and wholesale and retail.
- In particular, **Leyland has economic assets in Automotive, Advanced Manufacturing, Digital and Energy**.
- There has been a high rate of apprenticeships undertaken among adults in South Ribble.
- **Business survival rates across the district are strong.**

Weaknesses

- **High working age population skills don't translate to workplace occupational breakdown** – where there is relatively low employment in management positions and professional occupations and significantly higher employment in process and plant operations and in caring and leisure.
- **Employment opportunities in South Ribble don't reflect its resident skills base** as there is a high level of out commuting particularly among higher skilled workers, though the area importantly provides employment to in commuters at scale.
- South Ribble's **knowledge economy presence is relatively small**, with lower proportion of knowledge based businesses.
- The **rate of new business start-ups is lagging** locally.
- There is **poor air quality** measured across the district including high levels of Nitrogen Dioxide in Leyland.
- Seven Stars in Leyland has significantly high child poverty rates, higher rates of no qualifications and unemployment than the rest of Leyland Town Deal Area.

SWOT

Opportunities

- Nationally, the **Automotive Sector Deal** illustrates central governments increased investment into the sector, which is one of Leyland's key industrial strengths. Building on and grasping investment opportunities will be of benefit for Leyland's motor industry leaders and wider supply chain.
- The Northern Powerhouse motivation and **Rebalancing the Economy agenda** may provide an opportunity to raise outcomes locally.
- The **Lancashire Local Industrial Strategy** will set out Lancashire's strengths and opportunities as a powerhouse for Advanced Manufacturing, Aerospace, Automotive and Energy industries and Leyland has opportunities to grasp as part of this.
- South Ribble's **Green Links strategy** to increase sustainable connectivity between businesses, communities and green spaces brings an opportunity for town centre, retail and leisure offer improvement which will be important in the Covid-19 recovery phase.
- Increasing demand for **local retail offer** due to Covid-19 impacts and potentially a more locally focused future centred around Leyland.

Threats

- South Ribble has **higher CO2 emissions per capita** than the wider county, regional and country, with CO2 emissions from transport and industry in particular above average.
- Further, in the transition away from fossil fuels to renewables to meet local and national net zero greenhouse gas emissions targets it will be important to **safeguard this employment through skills and industry adaptation**.
- South Ribble has **high rates of commuting by car**.
- **Covid-19** is likely to impact South Ribble's key sectors (construction, manufacturing and wholesale and retail) in a significant way. These sectors reflect much of the areas employment and GVA so a downturn in these sectors could pose a significant threat to the local economy.
- A national level **decline in the retail sector** was anticipated pre-Covid-19. This may be exacerbated further.

Next Steps

Shortlisting Intervention Options

- The next step for the development of the Town Investment Plan is to draw the insights gained through the development of this Project Scoping and Evidence report into the options assessment process.
- Longlist options are assessed against the following criteria:
 - Strategic Alignment;
 - Evidence of Need;
 - Impact;
 - Estimated Cost;
 - Deliverability;
 - Timeline;
 - Risk; and
 - Covid-19 (both the projects contribution to recovery and its potential to explore any opportunities that arise as a result of Covid019).
- The longlist of options, drawn from South Ribble Borough Council's existing project pipeline (as outlined within the readiness review) and consultation with the Town Deal Board, is presented in Annex 1 ('Project Options Matrix').

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Leyland Town Centre Masterplan

<https://southribble.citizenspace.com/planning/leyland-masterplan>

This report was created on Thursday 21 May 2020 at 10:58

The consultation ran from 17/03/2020 to 17/04/2020

1: What is your postcode?

Please enter your postcode

There were 51 responses to this part of the question.

2: On average, how often do you visit Leyland Town Centre? (please select one option)

Frequency of Visit

Option	Total	Percent
Daily	22	43.14%
2-6 times a week	12	23.53%
Weekly	8	15.69%
Monthly	6	11.76%
Less than once a month	3	5.88%
Not Answered	0	0%

3: When do you most frequently visit Leyland Town Centre?

timing of visit

Option	Total	Percent
Weekdays during the day	39	76.47%
Evenings	10	19.61%
Weekends	21	41.18%
Not Answered	0	0%

4: For what reason/s do you normally visit Leyland Town Centre? (please tick all that apply)

Reason for visit checkboxes

Option	Total	Percent
Shopping	44	86.27%
Food and Drink	30	58.82%
Leisure	12	23.53%
Work	5	9.80%
Other (please specify)	13	25.49%
Not Answered	0	0%

If you checked other, please specify

There were 16 responses to this part of the question.

5: Do you agree with the proposed vision and objectives for Leyland Town Centre?

Vision radio buttons

Option	Total	Percent
Yes	34	66.67%
No	5	9.80%
Don't Know	10	19.61%
Not Answered	2	3.92%

Please add any comments

There were 23 responses to this part of the question.

6: Which of the following would encourage you to spend more time in the Town Centre? (please select up to three options)

spend more time checkboxes

Option	Total	Percent
Improved range of shops	35	68.63%
Improved selection of food and drink outlets	21	41.18%

More events within the Town Centre	25	49.02%
More attractive outside spaces	37	72.55%
More leisure facilities	13	25.49%
Better pedestrian and cycle routes	28	54.90%
More on-street parking	11	21.57%
Other - please specify	5	9.80%
Not Answered	0	0%

spend more time other

There were 9 responses to this part of the question.

7: What do you consider to be Leyland Town Centre's best asset? (please specify one choice only)

Best asset radio buttons

Option	Total	Percent
Historic Buildings	4	7.84%
The market	12	23.53%
Public transport links	5	9.80%
Community facilities	0	0%
Independent businesses	15	29.41%
Variety of retail offer	3	5.88%
Other - please specify	9	17.65%
Not Answered	3	5.88%

best asset other

There were 10 responses to this part of the question.

8: The proposed regeneration of Leyland Town Centre is based on a combination of improving the shopping / food and drink offer, creation of additional pedestrian spaces by a new one-way traffic movement along Hough Lane and the creation of a town square – do you agree with this approach?

regen approach - radio boxes

Option	Total	Percent
Yes	40	78.43%

No	9	17.65%
Don't know	2	3.92%
Not Answered	0	0%

regen approach - comments

There were 24 responses to this part of the question.

9: The draft Masterplan identifies 3 priority projects and their proposed future uses (namely the Hough Lane Public Realm Scheme, Church Place Development and Market Place Development) – do you agree with these?

priority projects radio box

Option	Total	Percent
Yes	39	76.47%
No	3	5.88%
Don't know	8	15.69%
Not Answered	1	1.96%

priority projects comments

There were 12 responses to this part of the question.

10: Key to the proposal is the objective of making the town centre more pedestrian friendly and reducing traffic speeds, including the alteration of Hough Lane to one-way for vehicular traffic – do you agree with this approach?

traffic radio buttons

Option	Total	Percent
Yes	39	76.47%
No	8	15.69%
Don't know	4	7.84%
Not Answered	0	0%

traffic comments

There were 16 responses to this part of the question.

11: If we are to invest money in improving Leyland Town Centre what should the priority be?

priority improvement radio boxes

Option	Total	Percent
Hough Lane public realm scheme	29	56.86%
Church Place Development	7	13.73%
Market Place Development	11	21.57%
Not Answered	4	7.84%

priority improvement comments

There were 13 responses to this part of the question.

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