

# Leyland Town Deal Advisory Board

Monday, 1st November, 2021, 4.00 pm

Civic Centre, West Paddock, Leyland PR25 1DH

## Agenda

**1 Welcome and Introductions**

**2 Apologies**

**3 Leyland Town Deal Board Minutes 27 September 2021**

**4 Conflict of Interest Declarations**

**5 Progress Update - Town Deal**

**6 Board Terms of Reference**

(Pages 3 - 12)

- Board Members to review and sign Code of Conduct and complete and sign Declaration of Interest forms appended to Terms of Reference
- Completed forms to be submitted electronically to Clare Gornall, Democratic and Member Services Officer (South Ribble Borough Council) at [clare.gornall@southribble.gov.uk](mailto:clare.gornall@southribble.gov.uk) by **Sunday 8 November 2021**

**7 Review of Leyland Town Deal Stakeholder Engagement Plan**

(Pages 13 - 26)

**8 Review of Leyland Town Deal Communications Plan**

(Pages 27 - 30)

**9 Review of Leyland Town Deal Consultation Schedule**

- November 2021
- February 2022

**10 Any Other Business**

**11 Future Board Meetings**

- Wednesday 8 December 2021 8am-9am  
Key Items for Approval: Procurement Strategy,  
Leyland Town Deal
- Thursday 6 January 2022 (TBC) 8am-9am  
Key Items for Approval: Stage 2 Designs, Leyland  
Town Deal
- Wednesday 23 February 2021 8am-9am  
Key Items for Input: Stage 3 Design (Consultation),  
Leyland Town Deal
- Wednesday 9 March 2021 8am-9am  
Key Items for Approval: Stage 3 Designs (Sign Off),  
Leyland Town Deal
- Wednesday 16 March 2021 8am-9am  
Key Items for Approval: Business Case (Sign off)

Gary Hall  
Chief Executive

Electronic agendas sent to Members of the Leyland Town Deal Advisory Board

The minutes of this meeting will be available on the internet at  
[www.southribble.gov.uk](http://www.southribble.gov.uk)

Forthcoming Meetings  
To Be Confirmed

## LEYLAND TOWN DEAL BOARD

### TERMS OF REFERENCE

#### 1. DUTIES AND TERMS OF REFERENCE

- 1.1. The Leyland Town Deal Board (LTDB) is a strategic body created following Leyland being identified as a town that may benefit from the Towns Fund. The LTDB brings together the private, public and voluntary sectors to provide strategic leadership to develop and deliver a Town Investment Plan and schedule of interventions to secure government funding, and which sets out a clear understanding of the area, focusing on its assets, opportunities and challenges.
- 1.2. Following the agreement of the Leyland Town Deal with the Government, the Board will provide strategic direction and oversight to the delivery of the Town Deal projects.
- 1.3. The LTB will provide strategic insight on the direction on the delivery of the Town Investment Plan by:
  - a. Championing the LTB economic vision and promote bold, deliverable interventions that will generate maximum economic and social benefits for Leyland;
  - b. Using professional expertise and local knowledge to guide future decision making and governance to best deliver value for money across the full suite of Town Deal projects;
  - c. Coordinate with investment in Leyland and the surrounding area, both current and proposed, to optimise the overall benefit for the town;
  - d. Ensuring that the delivery of the Town Deal vision brings benefits which are fairly balanced across all social groups and demographics;
  - e. Communicating with the business community and residents around economic growth and delivery of the interventions;
  - f. Sharing knowledge practice and intelligence within the LTB area;
  - g. Being active ambassadors for Leyland and South Ribble to help realise its longer term development and prosperity.

The Board shall:

- a. Develop and oversee the delivery of the Leyland Town Deal.
- b. Co-ordinate public, private and third sector activity to develop and deliver the interventions in using the framework of the Towns Fund Prospectus, Towns Fund Guidance and any further guidance that may be issued.
- c. Have regard to the three strands of the Prospectus and develop the interventions and maximise the impact of those interventions:

- (i) Urban Regeneration, planning and land use
- (ii) Skills and Enterprise Infrastructure
- (iii) Connectivity

- d. Support the delivery of Leyland Town Deal projects by attending Board meetings, sub groups and participating in other working arrangements as agreed, and reflecting the agreed view of the Board in discussions with partners and stakeholders.

1.4. Where appropriate, alongside South Ribble Borough Council (SRBC), the Board shall:

- a. Promote Leyland as a prime location for inward investment, international trade and to proactively help more locally based companies export their goods and services; examples include SRBC and Board approved media interviews; attendance of events; attendance or set up of community groups or workstreams or sub-groups; PR; social media posts; research; response and attendance to webinars and virtual events.
- b. Actively promote equality, diversity and inclusion across all of its activities (see above for with examples).
- c. Assist the Council in responding to opportunities that arise from government initiatives to support economic development within Leyland;
- d. Attend events to promote the Town Investment Plan and emerging projects

1.5. Members will bring their own perspectives and also represent their organisation, interest group or area. They will be recognised for their valuable contribution bringing ideas, knowledge and expertise to the process. Members will take a Borough wide perspective and develop consensus in the best interests of Leyland. Participants are required to adhere to these Terms of Reference.

1.6. Where matters cannot be efficiently or thoroughly progressed through Board meetings, members may be asked to engage in additional meetings and related tasks including thematic workstreams, task and project focused sub-groups or working with partners. Where this occurs, Members will be asked to report back to subsequent Board meetings.

## **2. MEMBERSHIP**

2.1. The members of the Board shall be appointed by the Board and may be removed at any time by the Board, including behaviour in or outside of the Town Deal Board that can be considered as bringing the Town Deal Board into disrepute and failure to attend the majority of meetings over a rolling 12 month period, without appropriate apologies, or unwilling to engage in promotion of the Town Deal with examples given in 1.4a.

2.2. The LTB may comprise of representatives of:

- a. Town and Parish Councils
- b. Upper Tier Councils
- c. The local MP
- d. Local Business and Investors
- e. Local Enterprise Partnership
- f. Education

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- g. Community representation
- h. Business Improvement District (For Leyland representatives from the Town Team)
- i. Job Centre Plus
- j. Anchor Institutions (for Leyland Runshaw College)
- k. Arm's length and Government Agencies such as Homes England; Environment Agency
- l. Other Investors and Developers

2.3. The LTB may comprise of other private sector representatives and developers who operate on a national and international platforms who understand the requirements for investment and can help identify the best use of private and public funds.

2.4. Applications for new Board Members shall be determined by the Board following a report from SRBC's Democratic & Member Services Officer.

2.5. A Board Member shall cease to be a member of the LTB in the following circumstances;

- a. Such Board Member gives written notice to the Chair of their notice of resignation;
- b. Such Board Member's death;
- c. Such Board Member's bankruptcy making of any arrangement or composition with their creditors, or liquidation, or in the case of an organisation, winding up, liquidation, dissolution or administration or anything analogous to any of the foregoing occurring in relation to a Member in any jurisdiction;
- d. Such Board Member is removed from membership by a resolution of the Board that it is in the best interests of the Board that the membership is terminated.

2.6. Board Members may be removed from the LTB as set out in Appendix 1 (Leyland Town Board Code of Conduct). Any Board Member removed may not be reappointed.

### **3. THE CHAIR AND DEPUTY CHAIR**

3.1. The Board shall appoint a Chair and Deputy Chair who will serve for a period of 36 months before re-election, with a possible annual extension subject to the agreement of the board.

3.2. In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair.

3.3. In the absence of both the Chair and Deputy Chair at a formal meeting of the LTB, those present for the meeting of the Board will vote and appoint a Chair for that meeting only.

3.4. The LTB Delivery Team will consult the Chair from time to time on progress of works required to be undertaken on individual interventions.

3.5. The Chair may convene an informal meeting of all or some of the Board Members to inform progress of a particular matter arising under the development of individual interventions.

3.6. The Chair may meet third parties and attend events on any matter pertaining to the Town Investment Plan and individual interventions to progress activity and outcomes.

## **4. ATTENDANCE AT MEETINGS**

- 4.1. The Board will meet monthly until submission of the Town Investment Plan and thereafter quarterly unless otherwise agreed by the Board. The Board may meet at other times during the year as agreed between the members of the Board and may approve recommendations via written procedure.
- 4.2. Members will endeavour to attend all meetings of the Town Deal Board, however if they are unable to attend any meeting then they should submit their apologies in advance of the meeting.
- 4.3. Other persons and external advisers may be invited to attend all or part of any meeting as and when appropriate as observers and shall be entitled to speak at the meeting with the prior permission of the Chair but shall not be entitled to vote.
- 4.4. With the prior agreement of the Chair, any Board Member may participate in a meeting by means of a conference telephone or similar communications equipment whereby all persons participating in the meeting can communicate with each other and participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting and shall be entitled to vote and be counted in a quorum accordingly.

## **5. SUBSTITUTES**

- 5.1. There shall be no substitutes at the Board meeting with the exception of the representative of SRBC, the Leader of the Council.
- 5.2. The Leader of SRBC shall designate a formal deputy in writing to the Chair.
- 5.3. Where the Leader of SRBC will not be in attendance and not exercising a proxy vote, they must notify SRBC's Democratic & Member Services Officer no later than 24 hours before the Board meeting.

## **6. NOTICE OF MEETINGS**

- 6.1. Meetings of the Board shall be called by the SRBC's Democratic & Member Services Officer to the LTB at the request of the Chair of the Board. The agenda and papers for meetings shall be approved by the Chair.
- 6.2. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the matters to be discussed at the meeting shall be forwarded to each member and any other person required to attend no later than 5 business days before the date of the meeting. Any supporting reports and/or papers shall be sent to each member of the Board and other attendees (as appropriate) at the same time and minutes published on the website.
- 6.3. The agenda and reports (that are not exempt under legislative arrangements) shall be published on the LTB's website.



- 6.4. There will be occasions when the business of the meeting will be subject to confidentiality for reasons of commercial confidentiality or sensitivity, information provided by the government in confidence, information pertaining to individuals or third party information that is subject to common law duty of confidentiality. This list is not exhaustive. On such occasions, the notice of the meeting will highlight the reason for confidentiality pertaining to a particular agenda item. At the appropriate time of the meeting, in the event there are public present, the Chair will request those members of the public leave the meeting before that item is discussed and voted upon.

## **7. QUORUM**

- 7.1. A quorum shall be 5 Board Members present, of which a minimum of two Members should be non-Local Authority representatives.
- 7.2. Where a decision must be taken, there must be a quorum of 5 in responses received from Board Members of which a minimum of two Members should be non-Local Authority representatives.

## **8. DECLARATION OF INTEREST**

- 8.1. Each member of the TDB is required to declare any personal, prejudicial or disclosable pecuniary interest (direct or indirect) in any agenda items. Where an interest is prejudicial or is otherwise a disclosable pecuniary interest the member shall take no part in the discussion or decision making about that item. All such declarations must be included in the minutes of the meeting. Board Members shall duly sign and return the Leyland Town Deal Boards Declaration of Interests on an annual basis. A register of interest will be maintained by SRBC.
- 8.2. It is the responsibility of each Board Member to declare any personal, prejudicial or disclosable pecuniary interest ahead of any meeting in relation to any agenda items. In such circumstances, the Board may establish sub-Boards excluding Board members concerned.

## **9. DECISION MAKING AND VOTING ARRANGEMENTS**

- 9.1. Each member of the Board shall have one vote which may be cast on matters considered at the meeting by a show of hands. Votes can only be cast by members attending a meeting of the Board.
- 9.2. The general rule about decision making by the Board is that any decision of the Board must be a majority decision at a meeting.
- 9.3. Where a conflict of interest exists as set out in the LTB Code of Conduct, a Board Member may take part in the debate but may not vote. However depending on the nature of the conflict, the Board member may be excluded to attend the subject meetings.
- 9.4. In exceptional circumstances, decision-making and voting will take place via written procedure (email). For instance, if a decision is required to be made between board meetings; this is for the purposes of ensuring the project is able to progress in a timely manner given the challenging delivery programme.

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## 10. REPORTING

- 10.1.1. The proceedings and resolutions of meetings of the Board, including the names of those present and in attendance, shall be minuted by SRBC's Democratic & Member Services Officer. Draft minutes of each meeting will be circulated promptly to all Members of the Board.
- 10.1.2. Minutes of meetings of the Board shall be approved in draft form by the Chair and disseminated to Board no later than ten working days following the meeting. Minutes shall remain in draft until approval by the Board at the Board's next meeting.
- 10.1.3. Approved minutes of the Board shall be published on the website of the Leyland Town Deal, with the exception of minutes relating to items deemed confidential.
- 10.1.4. The Board shall produce an annual report about its activities including a review of the past year and a forecast of activities for the year ahead.
- 10.1.5. The Board will review these Terms of Reference on an annual basis.

## 11. THE BOARD'S RELATIONSHIP WITH SOUTH RIBBLE BOROUGH COUNCIL (SRBC)

- 11.1.1. The Board is responsible for:
  - a. Developing and agreeing an evidenced based Town Investment Plan
  - b. Developing a clear programme of interventions
  - c. Coordinating resources and including stakeholders
- 11.1.2. SRBC remains the accountable body for all monies received through capacity funding and any other funding that will be allocated throughout the Towns Fund.
- 11.1.3. SRBC will be represented on the Board by various Councillors and Council officials, with the Leader of the Council providing the formal link between the two bodies in the development of outcomes under those functions set out in 11.1.
- 11.1.4. The Board will be supported by the LTD Delivery Team, which will be in the employment of SRBC and Chorley Borough Council.
- 11.1.5. Officers of the LTD Delivery Team may from time to time attend both formal and informal Cabinet of SRBC and attend as required meetings of SRBC's Overview & Scrutiny Committee to provide updates and information pertaining to the development of the Town Investment Plan, programme of interventions and stakeholder engagement. The Board will not be required for attendance.
- 11.1.6. SRBC's Cabinet, Overview and Scrutiny Committee, Transformation Board and Senior Management Team (SMT) may receive reports on the progress of activities through its established performance monitoring.
- 11.1.7. The Board may make recommendations to the Cabinet of SRBC from time to time and prior to the submission of the Business Case.



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- 11.1.8. The Board must not become executive or involved with delivery unless duly agreed with SRBC.

## **12. GENERAL MATTERS**

- 12.1.1. Board Members shall duly sign and return the LTB's Code of Conduct (Appendix 1) and Declaration of Interests on an annual basis.
- 12.1.2. The Board may be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis.
- 12.1.3. The Board will have access to officer resources in order to carry out its duties through the LTD Delivery Team.
- 12.1.4. The Board shall be entitled to invite relevant third parties to attend any meeting of the Board as observers and they may be entitled to speak at a meeting of the Board with the prior permission of the Chair but shall not be entitled to vote.
- 12.1.5. The Board shall give due consideration to all laws and regulations as appropriate.
- 12.1.6. The Board will, from time to time, consider projects and proposals of a commercial in confidence or sensitive nature that will not be for publication under existing legislative provisions (Data Protection and Freedom of Information). All Board members and invited third parties will observe the need for confidentiality in this respect.
- 12.1.7. The LTB will be subject to the privacy legislation contained within Data Protection Act 2018, Freedom of Information Act 1998 and the Environmental Protection Regulations (various). Such requests will be serviced by SRBC in accordance with SRBC policies and procedures.
- 12.1.8. Members of the public may wish to contact The Board. Any such contact will be managed by the LTD Delivery Team and contact details will be published on the Leyland Town Deal website. The Delivery Team may where appropriate, engage with the Chair and/or wider Board.

## **13. REVIEW**

- 13.1.1. The Government may publish further guidance on the operation and function of Town Deal Boards and these Terms of Reference must be reviewed in accordance with any such guidance.
- 13.1.2. The Board may amend these terms of reference at any time and will be reviewed on an annual basis.

## Appendix 1: Leyland Town Board Code of Conduct

- 1.1. The Leyland Town Board (LTB) has adopted this code setting out the expected behaviours required of its Board Members, acknowledging that they each have a responsibility to represent the ambition of the Town Deal for Leyland and work constructively with the Town Deal Delivery Team and partner organisations to develop and deliver the Town Investment Plan and associated activities.
- 1.2. The Town Deal Board will sign off each stage of a Town Investment Plan and Town Deal. The Board is responsible for:
- Upholding the Seven Principles of Public Life (the Nolan Principles)
  - Developing and agreeing an evidence-based Town Investment Plan
  - Establishing a clear programme of interventions
  - Embedding arrangements in local plans (where appropriate) and undertaking Environmental Impact Assessments and fulfilling duties on public authorities under the Equalities Act, in particular, and the public sector equality duty
  - Coordinating resources and engaging stakeholders
  - Ensuring communities' voices are involved in shaping design and decision making at each phase of development
  - Ensuring diversity in its engagement with local communities and businesses
  - Helping develop detailed business cases
  - Overseeing each step of agreeing a Town Deal, and overseeing compliance with the Heads of Terms Agreement with government
- 1.3. Elaborating on point A above and in accordance with the Towns Fund Prospectus, when acting in a Board Member capacity, members must be committed to behaving in a manner that is consistent with the Nolan principles to achieve best outcome for our residents and maintain public confidence in the actions of the Board;

### **SELFLESSNESS:**

Holders of public office should act solely in terms of the public interest.

### **INTEGRITY:**

Holders of public office must avoid placing themselves under any obligation to outside individuals or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or material benefits for themselves, their family or their friends. They must declare and resolve any interests and relationships.

### **OBJECTIVITY:**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **ACCOUNTABILITY:**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to the scrutiny necessary to ensure this.

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## **OPENNESS:**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

## **HONESTY:**

Holders of public office should be truthful.

## **LEADERSHIP:**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## **CONFLICTS OF INTEREST**

- 1.4. A conflict of interest arises where a Board Member, a close associate, immediate family, business, organisation or employer has an interest in a matter which is the same as, connected to or may be affected by the matter under discussion.
- 1.5. A Register of Interests shall be established and completed by all members of the Board. This shall be made available to the Chair at all meetings. The LTD Delivery Team will maintain a register of Board Member interests that will be reviewed annually to ensure it is up to date.
- 1.6. At a meeting, Board Members must declare any interest, which they have in any matter to be considered at that meeting. The Board may, at any time authorise a Member to remain in the meeting whilst a matter in which they have or may have a conflict of interest is discussed, then a Member may speak on the item but must not vote on it.

## **Registration of Gifts and Hospitality**

- 1.7. Board Members must register in the Register of Members Gifts and Hospitality, held by the LTD Delivery Team, any gift or hospitality worth £5 or over received (or offered), in connection with their official duties as a Board Member and the source of that gift or hospitality (or offer) within 28 days of receiving it. Acceptance by Board Members of hospitality through attendance at relevant events, conferences and other Board related activity is acceptable where it is clear the hospitality is corporate rather than personal.
- 2.0 Complaints where a person has reason to believe that the conduct of a Board Member of the LTB has fallen short of the standards set out above, encapsulated in the Nolan Principles, a complaint may be made in writing to;

Governance Team  
South Ribble Borough Council  
Civic Centre  
West Paddock  
Leyland  
PR25 1DH

## Appendix 2: Register of Interests Declaration Form

I, ..... as member of the Leyland Town Board have set out below my interests in accordance with the Town Deal Board's term of reference and code of conduct.

Please give details of interest, specifying dates and endings of appointments for the following:

1. Current employment and any employment held in the last 12 months: .....
2. Details of all businesses in which I am a partner or sole proprietor: .....
3. Current appointments (voluntary or otherwise) e.g. trusteeships, directorships, tribunals etc.:  
.....  
.....  
.....
4. Current membership of any professional bodies, special interest groups or mutual support organisations:  
.....  
.....  
.....
5. Gifts or hospitality offered to you by external bodies and whether this was declined or accepted in the last twelve months:  
.....  
.....
6. Details of existing business interests, company directorships and trusteeships of immediate family (to include spouse/ partner, siblings, children and parents):  
.....  
.....

To the best of my knowledge, the above information is complete and correct. I undertake to update the information provided within 28 calendar days of any information changing or a new interest becoming registrable and to review the accuracy of the information on an annual basis. I undertake to declare any interest which I have in any matter, to be considered at a meeting.

I give my consent for it to be used for the purposes described in the Terms of Reference and Code of Conduct and for no other purpose.

I give my consent for this notification to be published on the Leyland Town Deal website.

I understand that by signing this notification I am also agreeing to abide by the LTB Code of Conduct.

Signed: .....

Date: .....

## Stakeholder Engagement Plan Leyland Town Deal

South Ribble Borough Council  
Leyland Town Deal Board

October 2021

Owner: Jennifer Clough  
Investment & Skills Manager  
South Ribble Borough Council

Last Updated: 15<sup>th</sup> October 2021

Revision 1

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## 1. BACKGROUND

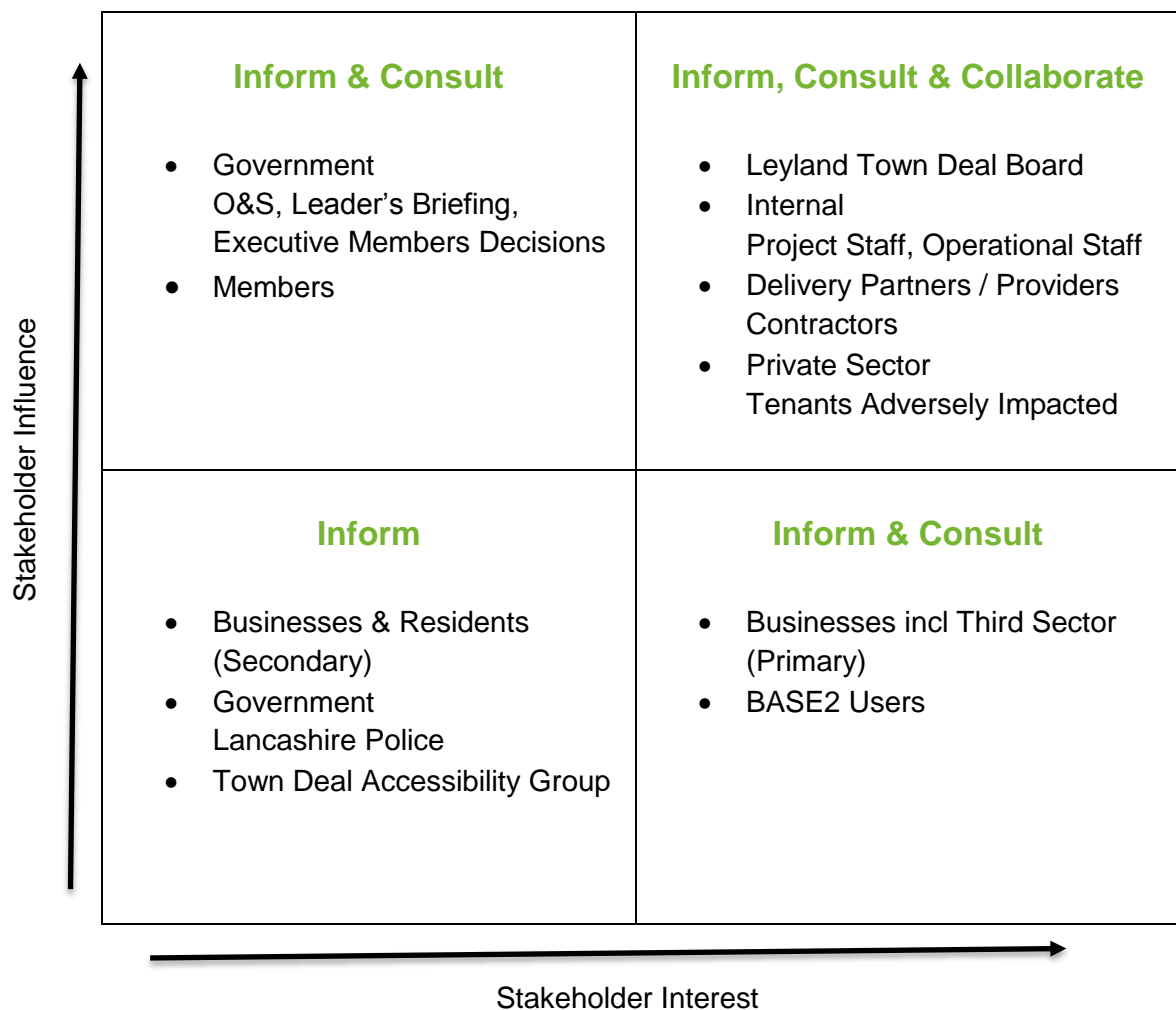
- 1.1. In October 2020 South Ribble Borough Council in conjunction with the Leyland Town Deal Board submitted a Town Deal Investment to propose a regeneration project for Leyland Town Centre. The submission proposed a £25 million investment from Town Deal. This funding submission was successful subject to submission of a business case for the proposed projects. The Leyland Town Deal Investment Plan describes Leyland as being dispersed without a clear centre. The aim of the project is to create a high-quality central heart to Leyland, with investment in strategic connections to the north and south to improve connectivity. The Plan proposes 3 key projects including Project A: Town Centre Transformation; Project B: Market Regeneration and Project C: The BASE2.
- 1.2. The objective of the Town Deal is to drive the economic regeneration of towns to deliver long term economic and productivity growth through:
  - **Urban regeneration, planning and land use:** ensuring towns are thriving places for people to live and work, including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.
  - **Skills and enterprise infrastructure:** driving private sector investment and ensuring towns have the space to support skills and small business development.
  - **Connectivity:** developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity
- 1.3. The Leyland Town Deal is led by the Leyland Town Deal Board who have participated in workshops and actively involved in defining, shaping and providing advice throughout the development stages of the project proposals. The authorising body for Leyland Town Deal is South Ribble Borough Council.
- 1.4. During the run up to and the development / refinements to the Leyland town Deal investment plan submission, the local community have been engaged /consulted. Forms of engagement have included several public engagements and consultations such as the Leyland Town Centre Masterplan Consultation Workshops in March 2019 and the Public Consultation on the Leyland Town Investment Plan Project Proposals in September/October 2020.
- 1.5. A key element of the next stage of the Leyland Town Deal project is to clearly define the engagement with the Town Deal Board and the wider stakeholder engagement. This Stakeholder Engagement Plan identifies key stakeholders

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for the next and future stages of the project for the purpose of identifying the level of engagement for stakeholders. The plan sets out a programme of engagement sessions, how any feedback will be captured and documented to ensure that all feedback is carefully considered as part of the process. An accompanying Communication Plan has also been devised to monitor and ensure smooth communications throughout the project.

## 2. STAKEHOLDER ANALYSIS / MAPPING

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



- High interest, high influence – Inform, Consult & Collaborate  
This zone is the closest to the project and interactions/impacts on stakeholders will be on a very frequent basis.



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- High interest, low influence – Inform & Consult  
Stakeholders of zone 2 deal frequently with the project interactions/impacts however the impacts are not as significant as in zone 1 but still important.
- Low interest, high influence – Inform & Consult  
A stakeholder interaction with your project will be limited in time and potentially restricted to a specific phase of the project however these are powerful stakeholders we need to engage with
- Low interest, low influence – Inform  
Interactions could occur on an incidental or occasional basis with these stakeholders, and impacts are either very limited or inexistent.

## 3. STAKEHOLDER REGISTER & MONITORING

- 3.1. The proposed dates for Town Deal Board and wider stakeholder engagement groups has been included at Appendix 1. As working document these dates may change or additional dates may be included as required.
- 3.2. A Stakeholder engagement and feedback log has been established to capture details on the stakeholders' interests and expectations based on the above matrix, to record their feedback. This register also records key information including contact name, position, email and phone number (where available) and how their comments have been considered in the project development.
- 3.3. The accompanying Stakeholder engagement and feedback log can be found at Appendix 2 below which provides a platform for monitoring stakeholder engagements for the Leyland Town Deal project. All engagement will comply with the corporate stakeholder engagement policy – this can be located at Appendix 4 of the SMT report.

## 4. STAKEHOLDER ENGAGEMENT PLATFORMS

- 4.1. Several platforms will allow clear communications with stakeholders alongside residents and potential investors; this will include a dedicated micro-site; dedicated email address; dedicated hashtag amongst other mediums. Business Engagement will be ongoing by the Investment and Skills team, South Ribble Borough Council. This document provides a summary of communications, a detailed communications plan supports this document.

### **Specific Town Deal Board Feedback Sessions**

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

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## **Leyland Town Deal Micro-site**

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

## **Leyland Town Deal Email**

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

## **Direct Meetings**

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

## **Leyland Town Deal Hashtag**

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

## **Utilising the Above Platforms (Regular News Updates)**

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

## **‘Drop In’ Sessions**

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

## **Letters**

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

**Internal Communications (Meetings, Emails, Yammer, Reports)**

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

**Member Engagement**

- 4.11. For Members, engagement will take place via Member meetings as appropriate.
- 4.12. The stakeholder engagement dates are included at Appendix 1. The dates defined include review and approval required in accordance with South Ribble Council Governance Procedures and the Town Deal Board Terms of Reference. This is a working document therefore dates will be added / changed to the process as required. The stakeholder engagement process is summarised at Appendix 4.

## 5. APPENDIX 1 – STAKEHOLDER ENGAGEMENT EVENTS CALENDAR

| Status    | Date       | Time        | Venue          | Review or Discussion Item   | Review or Approval | Target Audience               | Format                |
|-----------|------------|-------------|----------------|---|--------------------|-------------------------------|-----------------------|
| 2021      |            |             |                |   |                    |                               |                       |
| Confirmed | Wed 20 Oct | -           | -              | Stakeholder Engagement and Communications Plan and Board Terms of Reference | Approval           | Senior Management Team        | Meeting               |
| Confirmed | Mon 25 Oct | -           | -              | Stakeholder Engagement and Communications Plan and Board Terms of Reference | Approval           | Leader Briefing               | Meeting               |
| Proposed  | Mon 1 Nov  | 4pm-5pm     | Virtual        | Stakeholder Engagement and Communications Plan and Board Terms of Reference | Approval           | Leyland Town Deal Board       | Meeting               |
| Proposed  | Fri 5 Nov  | -           | -              | Stakeholder Engagement and Communications Plan and Board Terms of Reference | Approval           | Executive Members Decision    | Report                |
| Proposed  | Thu 11 Nov | -           | -              | Stage 2 Design  | Review             | Transformation Board          | Meeting               |
| Proposed  | Thu 11 Nov | 1 – 3pm     | TBC            | Stage 2 Design  | Review             | Internal Staff                | Meeting               |
| Proposed  | Tue 24 Nov | TBC         | Leyland Market | Stage 2 Design  | Review             | Market Traders                | Drop In               |
| Proposed  | Wed 24 Nov | 8 – 10am    | TBC            | Stage 2 Design  | Review             | Businesses Impacted (Primary) | Formal (Presentation) |
| Proposed  |            | 10am – 12pm | TBC            | Stage 2 Design  | Review             | Town Deal Accessibility Group | Formal (Presentation) |

Agenda Item 7

|             |            |             |         |                          |          |                                      |                       |
|-------------|------------|-------------|---------|--------------------------|----------|--------------------------------------|-----------------------|
| Proposed    | Thu 25 Nov | 1 – 3pm     | TBC     | Stage 2 Design           | Review   | Business Impacted (Primary)          | Formal (Presentation) |
| Proposed    |            | 3 – 5pm     | TBC     | Stage 2 Design           | Review   | Leyland Farrington Hub               | Drop In               |
| Proposed    |            | 11am – 12pm | TBC     | Stage 2 Design           | Review   | Secure by Design & Counter Terrorism | Meeting               |
| Proposed    |            | 1 – 2pm     | TBC     | Stage 2 Design           | Review   | BASE2                                | Meeting               |
| Proposed    |            | 3 – 4pm     | TBC     | Stage 2 Design           | Review   | Planning & LCC Highways              | Meeting               |
| Proposed    |            | 5 – 7pm     | TBC     | Stage 2 Design           | Review   | Businesses & Residents (Secondary)   | Drop In               |
| Confirmed   | Wed 1 Dec  | -           | -       | Procurement Strategy     | Review   | Senior Management Team               | Meeting               |
| Proposed    | Thu 2 Dec  | -           | -       | Procurement Strategy     | Review   | Transformation Board                 | Meeting               |
| Confirmed   | Mon 6 Dec  | -           | -       | Procurement Strategy     | Review   | Leader Briefing                      | Meeting               |
| Proposed    | Wed 8 Dec  | 8am-9am     | Virtual | Procurement Strategy     | Review   | Leyland Town Deal Board              | Meeting               |
| Confirmed   | Wed 15 Dec | -           | -       | Stage 2 Design           | Review   | Senior Management Team               | Meeting               |
| Confirmed   | Mon 20 Dec | -           | -       | Stage 2 Design           | Review   | Leader Briefing                      | Meeting               |
| <b>2022</b> |            |             |         |                          |          |                                      |                       |
| Proposed    | Thu 6 Jan  | 8am-9am     | Virtual | Stage 2 Design           | Review   | Leyland Town Deal Board              | Meeting               |
| Confirmed   | Thu 6 Jan  | -           | -       | Procurement Strategy     | Approval | Informal Cabinet                     | Meeting               |
| Confirmed   | Wed 19 Jan |             |         | Procurement Strategy     | Approval | Formal Cabinet                       | Meeting               |
| Proposed    | Mon 31 Jan | -           | -       | Stage 2 Design           | Approval | Executive Members Decision           | Report                |
| Proposed    | Tue 15 Feb | -           | -       | Stage 3 Design           | Review   | Transformation Board                 | Meeting               |
| Confirmed   | Wed 16 Feb |             |         | Stage 3 Design           | Review   | Senior Management Team               | Meeting               |
| Proposed    | Thu 17 Feb | 1 – 3pm     | TBC     | Stage 3 Design           | Review   | Internal Staff                       | Drop In               |
| Confirmed   | Mon 21 Feb | -           | -       | Stage 3 Design           | Review   | Senior Management Team               | Meeting               |
| Proposed    | Tue 22 Feb | -           | -       | Stage 3 Design           | Review   | Special Cabinet (To Be Requested)    | Meeting               |
| Confirmed   | Wed 23 Feb | -           | -       | Business Case (Sign Off) | Approval | Senior Management Team               | Meeting               |

|           |            |             |                |                           |          |                                      |                       |
|-----------|------------|-------------|----------------|---------------------------|----------|--------------------------------------|-----------------------|
| Proposed  | Wed 23 Feb | 8 – 10am    | TBC            | Stage 3 Design            | Review   | Businesses Impacted (Primary)        | Formal (Presentation) |
| Proposed  |            | 10am – 12pm | TBC            | Stage 3 Design            | Review   | Town Deal Accessibility Group        | Formal (Presentation) |
| Proposed  |            | 1 – 3pm     | TBC            | Stage 3 Design            | Review   | Business Impacted (Primary)          | Formal (Presentation) |
| Proposed  |            | 3 – 5pm     | TBC            | Stage 3 Design            | Review   | Leyland Farrington Hub               | Drop In               |
| Proposed  | Thu 24 Feb | 11am – 12pm | TBC            | Stage 3 Design            | Review   | Secure by Design & Counter Terrorism | Meeting               |
| Proposed  |            | 1 – 2pm     | TBC            | Stage 3 Design            | Review   | BASE2                                | Meeting               |
| Proposed  |            | 3 – 4pm     | TBC            | Stage 3 Design            | Review   | Planning & LCC Highways              | Meeting               |
| Proposed  |            | 5 – 7pm     | TBC            | Stage 3 Design            | Review   | Businesses & Residents (Secondary)   | Drop In               |
| Proposed  | Fri 25 Feb | TBC         | Leyland Market | Stage 3 Design            | Review   | Market Traders                       | Drop In               |
| Confirmed | Mon 7 Mar  | -           | -              | Business Case (Sign Off)  | Approval | Leader Briefing                      | Meeting               |
| Proposed  | Wed 9 Mar  | 8am – 9am   | Virtual        | Business Case (Sign Off)  | Approval | Leyland Town Deal Board              | Meeting               |
| Proposed  | Thu 10 Mar | TBC         | TBC            | Business Case (Sign Off)  | Approval | Special Cabinet (To Be Requested)    | Meeting               |
| Confirmed | Wed 16 Mar | -           | -              | Stage 3 Design (Sign Off) | Approval | Senior Management Team               | Meeting               |
| Proposed  |            | 8am – 9am   | Virtual        | Business Case (Sign Off)  | Approval | Leyland Town Deal Board              | Meeting               |
| Confirmed | Mon 21 Mar | -           | -              | Stage 3 Design (Sign Off) | Approval | Leader Briefing                      | Meeting               |
| Confirmed | Thu 31 Mar | -           | -              | Stage 3 Design (Sign Off) | Approval | Executive Members Decision           | Report                |

## 6. APPENDIX 2 – KEY DATES / BOARD MEETINGS – INPUTS & APPROVALS (LEYLAND TOWN DEAL BOARD)

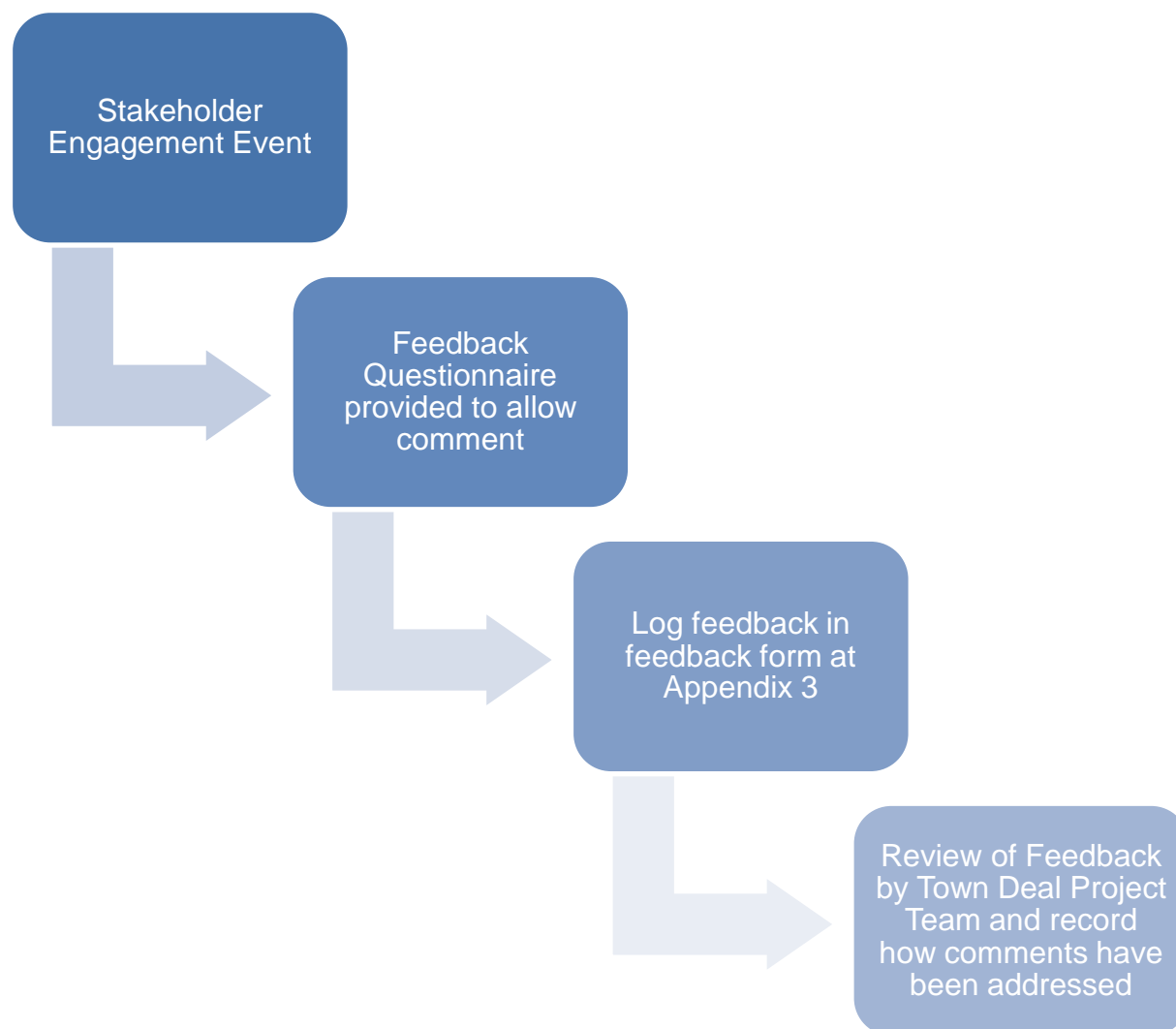
| Proposed Leyland Town Deal Board Meeting | Key Activity / Item  | Date - Input Required     | Date - Sign-Off Required  |
|--|--|---------------------------|---------------------------|
| Mon 1 Nov 2021                           | LTB Stakeholder Engagement Plan, Communications Plan, Proposed Consultation Dates / Venues & Proposed Board Meeting Dates and Terms of Reference | Monday 1 November 2021    | Monday 1 November 2021    |
| Wed 8 Dec 2021                           | Procurement Strategy   | Wednesday 8 December 2021 | Wednesday 8 December 2021 |
| Tue 21 Dec 2021                          | Stage 2 Designs  | TBC                       | TBC                       |
| Wed 23 Feb 2022                          | Stage 3 Design (Consultation)  | TBC                       | TBC                       |
| Wed 9 Mar 2022                           | Business Case (Sign Off)   | Wednesday 9 March 2022    | Wednesday 9 March 2022    |
| Wed 16 Mar 2022                          | Stage 3 Designs (Sign Off)   | TBC                       | TBC                       |

## 7. APPENDIX 3 - STAKEHOLDER ENGAGEMENT AND FEEDBACK LOG

|    | Stakeholder   | Project Focus | Engagement Approach   | Date | Feedback Summary | Actions | Closed Out |
|----|---|---------------|---|------|------------------|---------|------------|
| 1. | Leyland Town Deal Board   | Delivery      | <ul style="list-style-type: none"> <li>- Face to face / virtual meetings</li> <li>- Emails</li> </ul> |      |                  |         |            |
|    | <p>Engagement Activity Status Report<br/>Lead Officer – TBC Jennifer Clough, Investment &amp; Skills Manager (SRBC)</p> <p>27.09.21 – Leyland Town Deal Board (LTDB) meeting undertaken place 27.09.21, 5.15pm. Schedule of future meetings proposed for SRBC Leader to approve.</p> <p>14.10.21 – Proposed LTDB meetings included based around time requirements of key inputs / approvals for upcoming projects (Appendix 2).</p> |               |   |      |                  |         |            |

## APPENDIX 4 – CONSULTATION / APPROVALS PROCESS





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## **Communications Plan**

### **Leyland Town Deal**

#### **Background**

Leyland was awarded up to £25 million of Government Town Deal funding following a funding bid submission by Leyland Town Deal Board to the Government's Town Fund in 2020. The bid includes three key projects in Leyland Town Centre:

- Town Centre Improvements
- Leyland Market Regeneration
- BASE2 business and skills hub

#### **Communications Objectives**

- To update progress on the schemes
- To offer consultation opportunities
- To update on partners
- To update on contract awards

#### **Key Audiences**

- Stakeholders
- Residents
- Staff
- Councillors
- Regional agencies & partners
- Potential partners
- Board members
- Potential new Board members
- National government and agencies

#### **Communications process**

All communication about the Leyland Town Deal will be issued from the South Ribble Borough Council Communications Team.

All communication will be approved by the Town Deal Board Chair or Vice Chair and (South Ribble Borough Council Leader?)

#### **Communication Channels**

##### **Website**

The site [www.leylandtowndeal.com](http://www.leylandtowndeal.com) has been developed to act as the main source of information on the Town Deal project.

Website content includes:

- Bid details
- The proposed projects
- Board members
- Meetings and reports
- Town Investment Plan
- Latest news
- Get in touch (email address developed)

CGIs of the main schemes are also featured on the site.

The site can be added to at any time and is managed by the SRBC Communications team.

### **Media Releases**

Media Releases have been issued to local, national and specialist business media outlets at significant points in the bid process. Media releases will continue to be issued when project milestones or newsworthy events take place. A media release schedule will be developed to keep Leyland Town Deal in the mind of local partners, investors and residents.

### **Social Media**

Social Media will be issued through the SRBC social channels with a specific hashtag to be decided. (#Leyland #LeylandTownDeal ). Posts can then be easily identified and shared by partners.

Channels for posting – Facebook, Twitter and LinkedIn

Partner organisations can also use the #hashtag on their own channels.

If the traffic on the Social Channels reaches a significant level then setting up dedicated channels can be considered.

### **Internal Communications**

Project updates and news stories will be shared with staff on internal channels.

### **Consultation events**

Consultation events have taken place on the initial proposals in the bid.

The events were very well received and acted as a good way to engage local businesses and residents in the project.

### **Newsletters**

Enewsletters can be developed and sent out. A list of people interested in Town Deal news to be developed.

News stories can also be included in regular resident newsletters.

## Communications Action Plan – in progress

Website design developed  
 Website content developed  
 Website launched – Spring 2021

Enewsletter mailing list to be developed

Develop media release schedule to include:  
 Project progress, milestones, consultations

Social Media – decide #hashtag, develop regular schedule of posts

| Date       | Action/Event  | status |
|------------|---|--------|
|            | Letters to impacted businesses <ul style="list-style-type: none"> <li>- Draft letter – w/c 18/10 - done</li> <li>- Approve letter</li> <li>- Letter sent out – w/c 1 Nov</li> </ul>   |        |
|            | Social Posts introducing the design Consultation phase <ul style="list-style-type: none"> <li>- Draft - done</li> <li>- Post on Facebook, twitter, Linked In</li> </ul>   |        |
|            |   |        |
|            | Full schedule of consultation events for week of 22 November to be developed. Venues, times & audience<br>Content for website<br>Content for media release<br>Content for social posts<br>Content for letters   |        |
| w/c 8 Nov  | Send out letters, media release, social posts for drop in events  |        |
| w/c 15 Nov | Reminder social posts for events  |        |
| w/c 22 Nov | 24 November Consultation <ul style="list-style-type: none"> <li>- Market traders – drop in</li> <li>- Businesses impacted- presentation</li> <li>- Stakeholder meetings</li> <li>- Leyland &amp; Farrington Hub drop in</li> </ul> 25 November <ul style="list-style-type: none"> <li>- Business &amp; Residents drop in</li> <li>- Stakeholder meetings</li> </ul> |        |
|            |   |        |
|            |   |        |
|            |   |        |
|            |   |        |
|            |   |        |
|            |   |        |
|            |   |        |

# Agenda Item 8