



HM Government

## Leyland Town Deal Board

Friday, 16th September, 2022, 8.00 am

Shield Room, Civic Centre, West Paddock, Leyland PR25 1DH  
or via Microsoft TEAMS

### Agenda

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|---|----------------|
| <b>1 Apologies</b>                                    |                |
| <b>2 Declarations of Interest</b>                     |                |
| <b>3 Minutes of last meeting held on 16 June 2022</b> | (Pages 3 - 4)  |
| Attached.   |                |
| <b>4 Highways Update</b>                              |                |
| <b>5 Planning Applications Update</b>                 |                |
| <b>6 Forward Plan</b>                                 |                |
| <b>7 Risk Register</b>                                | (Pages 5 - 10) |
| Attached.   |                |
| <b>8 Any other business</b>                           |                |
| <b>9 Date of next meeting</b>                         |                |

Gary Hall  
Chief Executive

Electronic agendas sent to Members of the Leyland Town Deal 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

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# Agenda Item 3

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RESOLVED:

- i) That the minutes of 10 February 2022 be noted; and
- ii) That the minutes of 9 March 2022 be agreed as a correct record.

Under matters arising, the Chair indicated that he had called this meeting at the request of some members representing the private sector who had expressed concerns to him following the previous meetings.

The Chair also expressed his concerns following the above meetings and the subsequent CLGU Towns Fund Visit to be discussed later in the meeting. He indicated that he had seriously considered his position as Chair. He stressed the importance of the Town Deal being non-partisan and being for the benefit of Leyland and the borough as a whole, despite political differences between representatives from national and local tiers of government.

Charles Hadcock stressed he was available as Chair to speak to any members of the Board outside of formal meetings about any concerns they may have.

The Chair explained that he had reviewed his position and was happy to continue in the role, on the basis of the agreed terms of reference for this Board and in the spirit in which was set up.

RESOLVED:

Members of the Board unanimously supported the Chair and agreed to commit to the terms of reference and the spirit in which the Board was established.

## **4 Board Feedback on Stage 3 Design**

Rachel Salter, Strategic Lead for Future Investments referred to the latest Stage 3 Design proposals which had been emailed to the Board on 24 May 2022. Events had been organised for public consultation and the proposals published on the Town Deal website.

Rachel presented a site plan showing proposed parking allocation on Quin Street.

Christine Holmes from the Leyland United Reformed Church expressed concerns about parking capacity for the residential parking developments given that some parking places were already allocated on Iddons for existing residents.

Rachel Salter explained that a study of the area had shown that all not all car parking spaces were currently utilised. In addition, parking was available locally e.g. on King Street which was only a short walk away. However, Councillor Green pointed out that this walk may not be possible for elderly / less mobile residents. Rachel agreed that these comments would be fed back to the architects to try and find a balance.

RESOLVED:

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That the Site Plan be noted and that comments regarding parking allocation be fed back to the architects.

## 5 Feedback on CLGU Visit

The Chair informed the Board that on 8 June 2022 representatives from the Towns Fund visited Leyland, which was followed by a Workshop with the South Ribble Borough Council Officers.

The Chair indicated that he met with Joanna Rowell, Project Director who had been appointed by the Government and her role was to check, challenge and report to the Government on all the Town Deals. The outcome was that there were no concerns about the Leyland Town Deal, they were very impressed with due diligence regarding this project and it was recommended that that it be allowed to proceed in accordance with required timescales.

The Chair then outlined the next steps and issues which were discussed during the visit and for the Board to consider in order to proceed:

- Appointment of contractors (local where possible) – within Construction Framework / Strategy for the Scheme
- Public Realm – important to engage with public and stakeholders, start hoarding and documenting the history at an early stage
- Increase in construction costs – the Board noted there is capacity to manage within budget however due to increasing labour costs, difficult to get contractors to fix a long term price
- Non attendance at Board meetings – if representatives are not sending apologies and unable to attend meetings, they need to consider stepping down
- Individual Board members tasked with engagement they are well placed to take forward (e.g. Adrian Walsh – training young people)
- Risk Register – to be shared and reviewed with the Board (any risks to be added – please advise Clare Gornall).

The Chair emphasized that the visit was very positive and the project Director felt that the Leyland Town Deal project was exemplary.

RESOLVED:

- i) That the Board welcomes the Chair's feedback from the visit on 8 June 2022 and awaits confirmation of the next steps from BEIS / DLUHC
- ii) That Gary Hall shares with the Board the letter he sent to the Towns Fund representatives with the minutes of this meeting.

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## 6 Overview of Revised Programme

Rachel Salter gave an overview of the revised programme. She explained as the design progresses, officers and the professional design team have been reviewing the phasing strategy.

The review of the phasing strategy sought to address the following:

- Minimise Disruption to the Town Centre
- Consider the feedback from the market traders and businesses
- Minimise conflict between the different procurement packages
- Ensure that the public finishes to the town centre are correctly programmed to ensure they aren't impacted by the overall construction

The detailed programme and phasing plan were circulated as a separate document with the agenda.

The Board discussed a number of options to promote the market during this period, including "pop up" markets to create a destination event (Manchester Christmas markets are an example).

RESOLVED:

That the Board explore the concept of pop up markets / destination events to promote the markets over the 12 month period.

## 7 Shared Prosperity Fund

Jennifer Clough, Investment and Skills Manager gave details of the UK Shared Prosperity Fund (UKSPF) which is the Government's domestic replacement for the European Structural and Investment Programme. The UKSPF funds will be allocated as opposed to a competitive bidding process and is a mix of both capital and revenue funding. South Ribble Borough Council's allocation for the next three years is £3,367,878.

Jennifer explained that the funding had 3 core objectives and 41 interventions, which made it quite complex. She confirmed that the interventions included public transport.

The Board suggested that the funding could be used for the pop up markets concept. The Chair also suggested that the new Arts Council funding may be an avenue to pursue.

RESOLVED:

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That the Board be consulted on the UK Shared Prosperity Fund with the following questions:

Are there any interventions within UKSPF, which Board members would like to see considered to complement the Town Deal funded programme?

What do you feel should be the top priorities for UKSPF, which would have the biggest impact over the next 3 years?

## 8 Risk Register

The Board were informed of the risks to the Town Deal projects as follows:

### ***Funding & Delivery***

High build costs, contingency & risk of optimism bias

Partnership & supplier risks – procurement & need to secure BASE2 partners/training providers

Securing council's own funding streams – CIL/borrowing & receipts from early development

### ***Securing Outcomes & Impacts***

Regeneration uplift – dependent on the delivery of the full package of high quality & density of investment

Securing target occupants for commercial premises

### ***Others***

Site acquisitions

Extent of contamination and remediation requirements

Delay to design progression due to delays with sign acquisitions and access

RESOLVED : As previously agreed, that the Risk Register be shared with the Board and any risks to be added to be sent to Clare Gornall.

## 9 Any other business

None.

## 10 Date of next meeting

To be confirmed.

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Chair

Date

Risk	Risk Description	Risk Owner	Inherent Risk Score	Existing Control Measure	Existing Control Measure Description	Residual Risk Score	Risk Category	Target Risk Level	Review Date
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Items in Group: 35

**Deliver transformational regeneration projects incl Town Deal**

Access right and permissions - IRS & Public Real / Highways Improvements	Risk of surveying teams requiring permits or permission to access land within the development before surveying can be undertaken.	Rachel Salter (Service Lead (Development and Business))	3	Establish permit or permission requirements as early as possible		12	Risks relating to the failure of partners/contractors or the contract itself Risks relating to information held	2	9/5/2022
Acoustic Performance	Failing to ascertain acoustic measures for the various developments.	Rachel Salter (Service Lead (Development and Business))	6	Confirm client brief / spec for BASE2 and other developments. Procurement of Acoustician	Procurement of Acoustician	6	Risks relating to operational activity	4	9/5/2022
Approval of Technical Design, S278 and Traffic Regulation Orders (TROs)		Rachel Salter (Service Lead (Development and Business))		Continue working with LCC to agree design and way forward in light of clash of views and designs	Continue working with LCC to agree design and way forward in light of clash of views and designs	12	Risks associated with financial planning & control Risks relating to operational activity	4	9/5/2022
Ascertain extent of public realm works	Ascertain extent of public realm works	Rachel Salter (Service Lead (Development and Business))	9	To be agreed with Client ASAP		4	Risks associated with financial planning & control Risks relating to information held	4	9/5/2022
Ascertain Market Trader's legal agreements with tenants	Risk of not being able to ascertain Market Trader's legal agreements with tenants	Rachel Salter (Service Lead (Development and Business))	9	Liaise with Market Manager and Traders to ascertain legal agreements		6	Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself Risks relating to information held	4	9/5/2022
Boundaries and Party Walls	Boundaries and party walls associated with Leyland Town Deal. Concerns to public walkway and highways stability along perimeter of Greenwood Court and Bannister Brook.	Rachel Salter (Service Lead (Development and Business))	12	Ensure all boundaries and party walls are considered as part of Leyland Town Deal Ascertain reasons for sections of perimeter wall remaining of the former Heatons Engineering Factory adjacent to Greenwood Court with Building Control.		12	Risks associated with financial planning & control Risks relating to operational activity	6	9/5/2022

				Undertake Party Wall and Topo Surveys to understand interfaces					
Capacity of existing drainage	Identifying the capacity of the existing drainage network for foul and surface water.	Neil Currie	8	Identify the extents of the drainage network, develop a drainage strategy and apply for a PDE		4			9/5/2022
Carbon Strategy	The RIBA Stage 2 report notes that the BASE building is to be zero carbon (embedded and operational) but this can only be achieved through sequestration and self-generation. Has this been costed and is it hardwired into the funding application?	Neil Currie	16	Establish the base criteria for the funding on the Town Centre Deal and confirm clients brief		4			9/5/2022
CDM Compliant	Ensure CDM2015 compliancy for the project	James Potter (External Consultant) Rachel Salter (Service Lead (Development and Business))	2	Ensure all concerned with the project are compliant with CDM		2	Risks relating to operational activity	2	9/5/2022
Change in direction or requirements from Members, South Ribble Borough Council	Change in direction or requirements from Members, South Ribble Borough Council	Rachel Salter (Service Lead (Development and Business))	4	Hold communications and updates with Members via meetings, reporting and consultations	Hold communications and updates with Members via meetings, reporting and consultations	4	Risks associated with financial planning & control Risks relating to operational activity	4	9/5/2022
Clash with future highways works	Ensuring that any public realm works are co-ordinated with other highway works to ensure new surfaces are not excavated shortly after having been placed.	Rachel Salter (Service Lead (Development and Business))	6	Ensure that stakeholders for services and highways are included within the consultation		12	Risks relating to the failure of partners/contractors or the contract itself Risks relating to information held	4	9/5/2022
Contaminated land	Extents and type of contaminated land within the development to be determined.	Neil Currie	8	Undertake SI early in programme to gain contamination cost certain		16			9/5/2022
Develop transport strategy	The masterplan shows relocation of car parking and adjustments to the width of carriageways which may impede traffic flow. Analysis will be required.	Rachel Salter (Service Lead (Development and Business))	9	Landscape Architect, Architect, and Transport Consultant to confirm		4	Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself	4	9/5/2022
Developing flood risk strategy (surface water)	There may be an opportunity to use the brook on the Northern boundary for surface water discharge subject to flood analysis and discussions with the EA and UU.	Neil Currie	6	Develop drainage strategy and outline approach with UU and the EA. Seek advice from flood consultant		4	Risks relating to information held	4	9/5/2022
Disruption to Town Centre including residents, businesses, travelling and parking and interface with statutory bodies	Disruption to Town Centre including residents, businesses, travelling and parking and interface with statutory bodies	Rachel Salter (Service Lead (Development and Business)) Portia Taylor-Black (Business Engagement Officer)	8	Ensure consultations held and communications issued appropriately throughout the process		8	Risks relating to operational activity Risks relating to the reputational risks to the Council	8	9/5/2022

Diversion of existing services and drainage	Diversion of existing services and drainage		12	GPR survey and desktop information for review in tandem with building setting out		9	Risks associated with financial planning & control Risks relating to information held	6	9/5/2022
Drainage strategy; SUDS; raingardens; permeable paving; impact on material disposal	Drainage strategy; SUDS; raingardens; permeable paving; impact on material disposal	Neil Currie	16	Key impact to establish, particular with regard to external works		9		6	9/5/2022
Ensuring compliancy with funding requirements / criteria	Ensuring compliancy with funding requirements / criteria	Rachel Salter (Service Lead (Development and Business))	3	Ensure compliancy with guidance and criteria for funding		3	Risks associated with financial planning & control	3	9/5/2022
Existing services through sites	Diversion and/or reinforcement of services can be expensive.	Rachel Salter (Service Lead (Development and Business))	6	MEP records check and GPR Survey		12			9/5/2022
Inflation; COVID; Brexit	Inflation levels increasing; COVID impacting construction and supply chain; Brexit impacting supply chain and material availability and labour market		16	Continue to monitor key indices and construction press to update forecasts and advise Client		9	Risks associated with financial planning & control	6	9/5/2022
Land acquisitions / ownership	Failing to identify and conclude land assembly / acquisitions	Rachel Salter (Service Lead (Development and Business))	12	Client to confirm land acquisition strategy		12	Risks impacting on the achievement of corporate objectives and priorities Risks associated with financial planning & control Risks relating to the reputational risks to the Council	6	9/5/2022
Levels generally, scope of cut, fill and disposal; retaining structures and the like	Cost estimate - Levels generally, scope of cut, fill and disposal; retaining structures and the like		16	Topo required ASAP to feed into cost plan		9	Risks associated with financial planning & control	6	9/5/2022
Losing key personnell	Losing key personnell	Rachel Salter (Service Lead (Development and Business))	6	SRBC retention policies in place and regular reports received from contractors		4			9/5/2022
Not obtaining IRS Surveys	Procure contractors to undertake surveys and supply data to support design development in line with programme	Rachel Salter (Service Lead (Development and Business)) Portia Taylor-Black (Business Engagement Officer)	12	Proceed with appointments and arrangement of surveys as per schedule  Transfer of information to design team as and when received		12	Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself Risks relating to information held	4	9/5/2022
Obstructions	Many of the sites have been previously built on, there is a risk of significant below ground obstructions.	Neil Currie	8	Enabling package built into the cost plan. Plus site investigations		6	Risks associated with financial planning & control Risks relating to information held	4	9/5/2022

Phasing and delivery strategy	Development of a phasing and delivery strategy (procurement strategy)		16	Complete procurement strategy ASAP following fixed masterplan to establish phasing and programme to feed into the Stage 2 cost plan		12	Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself	6	9/5/2022
Provision of new utility services to each location	Provision of new utility services to each location	Steve Hunt	16	Building use and supply requirements to be established and loads identified for review with stat suppliers		9	Risks associated with financial planning & control Risks relating to information held	6	9/5/2022
Public realm spec (standard of paving, tarmac and kerbs; street furniture etc)	Costing element - public realm spec (standard of paving, tarmac and kerbs; street furniture etc)		16	Greater detail required in paving standards and extent as early as possible to feed into the cost plan  Obtain spec from Lanpro Services	Assumptions based on Lanpro Stage 2; exact spec of finishes to be agreed within the cost plan parameters	12	Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself	9	9/5/2022
Relocation of Leyland Market Traders	Ensuring alternative, temporary premises are secured and obtained for the Market Traders to relocate to ensure the construction works at Leyland Market	Rachel Salter (Service Lead (Development and Business)) Portia Taylor-Black (Business Engagement Officer)	8	Ascertain existing lease/license agreements held by the Market Traders and understand any compensation due		12	Risks associated with financial planning & control Risks relating to the reputational risks to the Council	8	9/5/2022
Requirements for the business case	Risk of providing required information within set timeframes to enable the development of the business cases.	Rachel Salter (Service Lead (Development and Business))	9	Client to confirm the brief and requirements of the business case to inform the design		4	Risks relating to information held	4	9/5/2022
Secure planning permission	Unable to secure planning permission for the developments	James Potter (External Consultant) Rachel Salter (Service Lead (Development and Business))	6	Proceed with pre-application advice for the proposed developments		4	Risks associated with financial planning & control Risks relating to operational activity	4	9/5/2022
Securing budget for capital build	Risk of not securing budget via council approval	Rachel Salter (Service Lead (Development and Business))	4			12	Risks associated with financial planning & control	4	9/5/2022
Supply Chain Issues / Financial Stability of Contractors	Supply Chain Issues / Financial Stability of Contractors	Rachel Salter (Service Lead (Development and Business))	9			9	Risks associated with financial planning & control Risks relating to operational activity	4	9/5/2022
Traffic Management / Parking throughout duration of works	Traffic Management / Parking throughout duration of works	Rachel Salter (Service Lead (Development and Business))	6	Ensure parking and road users are considered within the programme		6	Risks relating to the reputational risks to the Council	4	9/5/2022

Treatment and/or disposal of contaminated materia	Treatment and/or disposal of contaminated material		16	Review of substructure solutions including drainage to establish impact on material handling and remediation solutions		9	Risks associated with financial planning & control Risks relating to information held	4	9/5/2022
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