



HM Government

Leyland Town Deal Board

Wednesday, 14th December, 2022, 8.00 am

Wheel Room, Civic Centre, Leyland PR25 1DH and via Microsoft TEAMS

Agenda

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|---|----------------|
| 1 Welcome | |
| 2 Apologies | |
| 3 Minutes of last meeting | (Pages 3 - 6) |
| Draft minutes of 14 October 2022 attached. | |
| 4 Procurement - Expression of interest | |
| 5 Progress Update | |
| 6 Risk Register | (Pages 7 - 12) |
| Attached for information. | |
| 7 Any Other Business | |
| 8 Date of next meeting | |

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

Forthcoming Meetings
To be confirmed

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Agenda Item 3

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He read out a letter from Dehenna Davison MP, Minister for Levelling Up, which confirmed the excellent news that the Leyland Town Deal Project Adjustment Request had been approved and that the funding would now be released to enable the programme to start.

Rachel Salter indicated that the project adjustment referred to going from three business cases to two. It was hoped that the first tranche of funding would be released in November.

The Chair confirmed that the Board's Risk Register would therefore be updated on Monday and circulated at the next meeting.

Charles went on to say that the Board now needed to re-engage with architects and get the programme back on track. He was now confident the Board could move forward and deliver the project.

Rachel Salter confirmed that the total cost of the project was £38m which included significant contingency level of £5m e.g. due to risks associated with inflationary design/construction/labour costs. She referred to the revenue model which had been developed so that borrowing would be financed from the lease of commercial units and sale of residential properties. They would now be looking at how affordable housing fits into the Scheme. She confirmed that contracts had now been exchanged with Iddons, mobilisation on site would take place as soon as possible and demolition was expected early January 2023.

It was noted that now that the £25m government funding was confirmed, remaining funding bids would now need to be made e.g. to Homes England in respect of affordable housing element. Liam Fergusson said he expected no difficulties letting the units. Rachel Salter also stated that land enquiries had already been made.

Katherine Fletcher MP thanked the Board members at the last meeting, Arup's team who had given freely of their time to despite the fact that their contract had ended and Dehenna Davison MP all of which had enabled the project to move forward.

It was AGREED that the Chair would write to Dehenna Davison MP to express the Board's thanks.

23 Any other business

Contractor Bids

It was stressed that the Board is keen to ensure the project be delivered through a local supply chain, as embedded in the Council's Procurement Policy (social value element). Some Board member organisations may therefore want to Bid for contracts. Such members need to consider their position and may wish to step back from Board activity to avoid conflict of interest.

It was also noted that smaller businesses may wish to register their interest as a sub-contractor. Engagement should be promoted via the next "Meet the Buyer" event.

Agenda Item 3

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Local recruitment should also be considered where possible. Reference was made to the Jubilee Gardens Extra Care Facility, which uses local contractors, local jobs/skills and provides apprenticeships – so the procurement exercise was a success.

It was AGREED that Board members would promote awareness of local opportunities created by the project following the press release today.

Highways Update – Chapel Brow

With regard to progress on Minute 14 on 16.9.22 - Highways Update (Chapel Brow), Rachel Salter indicated that there was no update at present however discussions were taking place with LCC and that a separate conversation would be had with members in due course.

Date of next meeting

It was AGREED that the next meeting be held in 8 weeks' time.

Chair

Date

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For Export Report

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

Deliver transformational regeneration projects incl Town Deal

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

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| 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 | | 8 | Risks relating to operational activity Risks relating to the reputational risks to the Council | 8 | | | | | | 05/12/2022 |
| Diversion of existing services and drainage | Diversion of existing services and drainage | | 12 | GPR survey and desktop information for review in tandem with building setting out | | 9 | Risks associated with financial planning & control Risks relating to information held | 6 | | | | | | 05/12/2022 |
| Drainage strategy; SUDS; raingardens; permeable paving; impact on material disposal | Drainage strategy; SUDS; raingardens; permeable paving; impact on material disposal | Neil Currie | 16 | Key impact to establish, particular with regard to external works | | 9 | | 6 | Ascertain cost impact of drainage strategy | Ascertain cost impact of drainage strategy | Dan Gosling (Strategic Development Officer) | In Progress | 25/02/2022 | 05/12/2022 |
| Inflation, COVID and Brexit Impacting Budget | Inflation levels increasing; COVID impacting construction and supply chain; Brexit impacting supply chain and material availability and labour market | | 16 | Continue to monitor key indices and construction press to update forecasts and advise Client | | 9 | Risks associated with financial planning & control | 6 | | | | | | 05/12/2022 |
| Issues with Boundaries and Party Walls as part of the Developments | Boundaries and party walls associated with Leyland Town Deal. Concerns to public walkway and highways stability along perimeter of Greenwood Court and Bannister Brook. | Rachel Salter (Service Lead (Development and Business)) | 12 | Ensure all boundaries and party walls are considered as part of Leyland Town Deal Ascertain reasons for sections of perimeter wall remaining of the former Heaton's Engineering Factory adjacent to Greenwood Court with Building Control. Undertake Party Wall and Topo Surveys to understand interfaces | | 12 | Risks associated with financial planning & control Risks relating to operational activity | 6 | | | | | | 05/12/2022 |
| Lack of approval of Technical Design, S278 and Traffic Regulation Orders (TROs) | Lack of approval of Technical Design, S278 and Traffic Regulation Orders (TROs) may mean there is no project which can be delivered in terms of the highways work or revisiting the design with the design team; in turn leading to more cost and time. | Rachel Salter (Service Lead (Development and Business)) | 16 | Continue working with LCC to agree design and way forward in light of clash of views and designs Seek comments from the South Ribble Capital Projects Programme Board Seek comments from SMT and Leader Briefing | Continue working with LCC to agree design and way forward in light of clash of views and designs Seek comments from SMT and Leader Briefing on the hybrid model proposed from Consultants to enable design to be progressed Seek comments from SMT and Leader Briefing on the hybrid model proposed from Consultants to enable design to be progressed | 12 | Risks associated with financial planning & control Risks relating to operational activity | 4 | Agree design in principle with Lancashire County Council to enable design to progress Conclude remainder of GPR Survey - SRBC to procure Supplier | Agree design in principle with Lancashire County Council to enable design to progress Conclude remainder of GPR Survey - SRBC to procure Supplier | Rachel Salter (Service Lead (Development and Business)) Portia Taylor-Black (Business Engagement Officer) Rachel Salter (Service Lead (Development and Business)) Portia Taylor-Black (Business Engagement Officer) | In Progress Proposed | 31/01/2023 16/12/2022 | 05/12/2022 |
| Lack of CDM Compliancy | Lack of CDM2015 compliancy for the project | James Potter (External Consultant) Rachel Salter (Service Lead) | 2 | Ensure all concerned with the project are compliant with CDM | | 2 | Risks relating to operational activity | 2 | | | | | | 05/12/2022 |

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

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

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| Significant Underground Obstructions | Many of the sites have been previously built on, there is a risk of significant below ground obstructions. | Neil Currie | 8 | Enabling package built into the cost plan. Plus site investigations | | 6 | Risks associated with financial planning & control Risks relating to information held | 4 |
| 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 |
| Treatment and/or disposal of contaminated material | Treatment and/or disposal of contaminated material | | 16 | Review of substructure solutions including drainage to establish impact on material handling and remediation solutions | | 9 | Risks associated with financial planning & control Risks relating to information held | 4 |

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