

Leyland Town Investment Plan



Leyland Town Deal Board



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Foreword

Leyland is a historic market town within the South Ribble district of Lancashire. In the 1870s, Leyland was known as the 'Garden of Lancashire'. Throughout the nineteenth and twentieth centuries, Leyland transformed with the growth of the light-engineering rubber and motor vehicle industries and developed a worldwide reputation as a centre of manufacturing innovation and excellence, particularly with the success story of Leyland Trucks.

The Towns Fund is a once in a lifetime opportunity for Leyland to receive **£25million** of funding to invest in current and new buildings, to create a new centre that will provide a 'new heart' of Leyland. We have seen an increase in shopping locally in towns rather than travelling to busier and bigger places in response to the Covid-19 pandemic and lockdown. Our Town Investment Plan aims to build on this momentum and bring provide our town with a distinctive identity, through creating quality facilities that support start-ups, skills development and employment opportunities, and developing the local day and evening hospitality, leisure and retail offers. **Together, these projects can help Leyland to become a more economically resilient town to recover from Covid-19 and in facing new challenges.**

The Towns Fund focus is on investing in people infrastructure to support local skills development, enterprise infrastructure to support the start-up and growth of small businesses, improved transport connectivity, improved arts, culture and heritage offers, provide urban regeneration, and enhance digital connectivity. In this Town Investment Plan for Leyland, we present a set of shortlisted and agreed development projects which respond to the Towns Fund requirements. The chosen projects illustrate their ability to add value in these areas. The package of projects to transform Leyland's town centre, and to support skills, enterprise, and improve connectivity, includes three project proposals: **The Business Advisory, Skills and Enterprise Hub (BASE2), the Market Regeneration & the Town Centre Transformation.**

Our approach to shortlisting these projects is articulated in our Town Investment Plan - a detailed evidence base assessment and set-by-step options process has been undertaken, which started with a longlist of project options and assessed them against eight criteria that are aligned with the evidence of what Leyland needs, local and regional priorities, and the Towns Fund requirements. The Town Deal Board has been instrumental in the development process for the Leyland Town Investment Plan, representing local resident and business communities, public and private sector. There has also been a **[NB. ongoing – findings will be incorporated, and the plan refined accordingly prior to submission]** public consultation to refine the shortlisted proposed projects and to engage with the wider community.

Jennifer Gadsdon, Leyland Town Deal Board Chair

1 Context Analysis

Introduction

1.1 This section sets out the geographical and policy context for our Town Investment Plan, before providing a summary of key baseline analyses, and an overview assessment of Leyland's Strengths, Weaknesses, Opportunities and Threats (SWOT).

1.2 Geographical Context

1.3 Leyland is a historic market town within the South Ribble district, located approximately six miles to the south of Preston City Centre, and five miles north of Chorley Town Centre. Leyland is home to 3% of Lancashire's population and 35% of South Ribble District's population (38,000 people).

[Figure 1.1: MAP of Leyland in the regional context to be added]

1.4 The town is easily accessible from the M6 motorway, which passes to the east of Leyland. Leyland Railway Station is located at the northern end of the town centre and is on the West Coast Main Line, which is served by regular services to Liverpool, Preston, Manchester Victoria and Blackpool.

Town Boundary

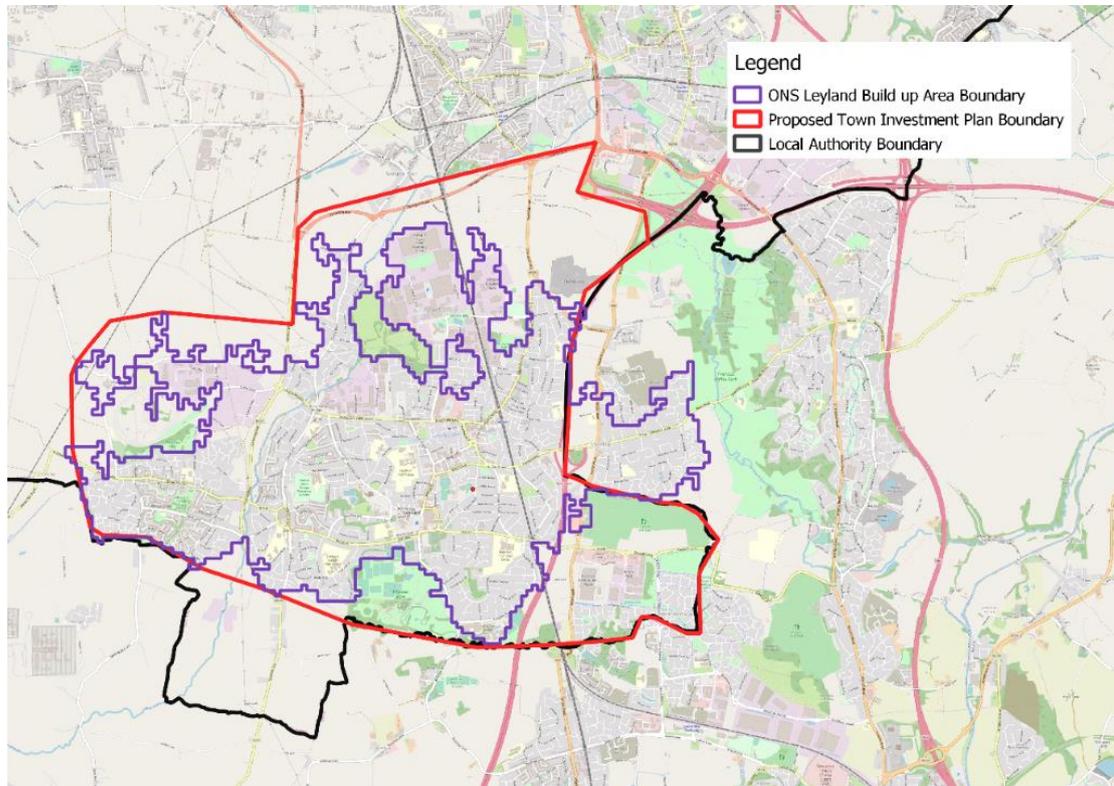
1.5 When defining the area of focus for this Leyland Town Investment Plan, consideration was given to both institutional and market factors. The boundary has been defined with an eye to the future; incorporating key sites for development and ensuring the town's growth is not constrained by a statistical boundary defined almost 10 years ago (the existing ONS Built-up Area Sub-division (BUASD) defined in 2011 and outlined in purple on Figure 1-1).

1.6 The proposed Town Investment Plan boundary, outlined in red Figure 1-1, reflects the future of Leyland's Functional Economic Market Area (FEMA). It broadly mirrors this existing BUASD but with key differences. These are:

1. **The exclusion of areas within the neighbouring local authority**, Chorley, that currently fall within the ONS defined Leyland BUASD: Chorley has been shortlisted for the Future High Streets Fund and has a different set of strategic priorities. The simpler management structures due to the coordination of just one local authority (South Ribble) also ensures a more streamlined approach to delivery.
2. **The expansion to include key development opportunity sites**. Specifically extending the BUASD boundary:
 - i. South-East to include the Matrix Industrial Park (a key strategic employment site);
 - ii. South to include Worden Park (to enable investments in green infrastructure);
 - iii. West to include the area surrounding Moss Side Industrial Estate (a key strategic employment site); and
 - iv. North to include the area surrounding Leyland Business Park up to the A582 (a key strategic employment site), including the major development of a new employment

area at Cuerden and the Woodcocks Farm site around a potential leisure development.

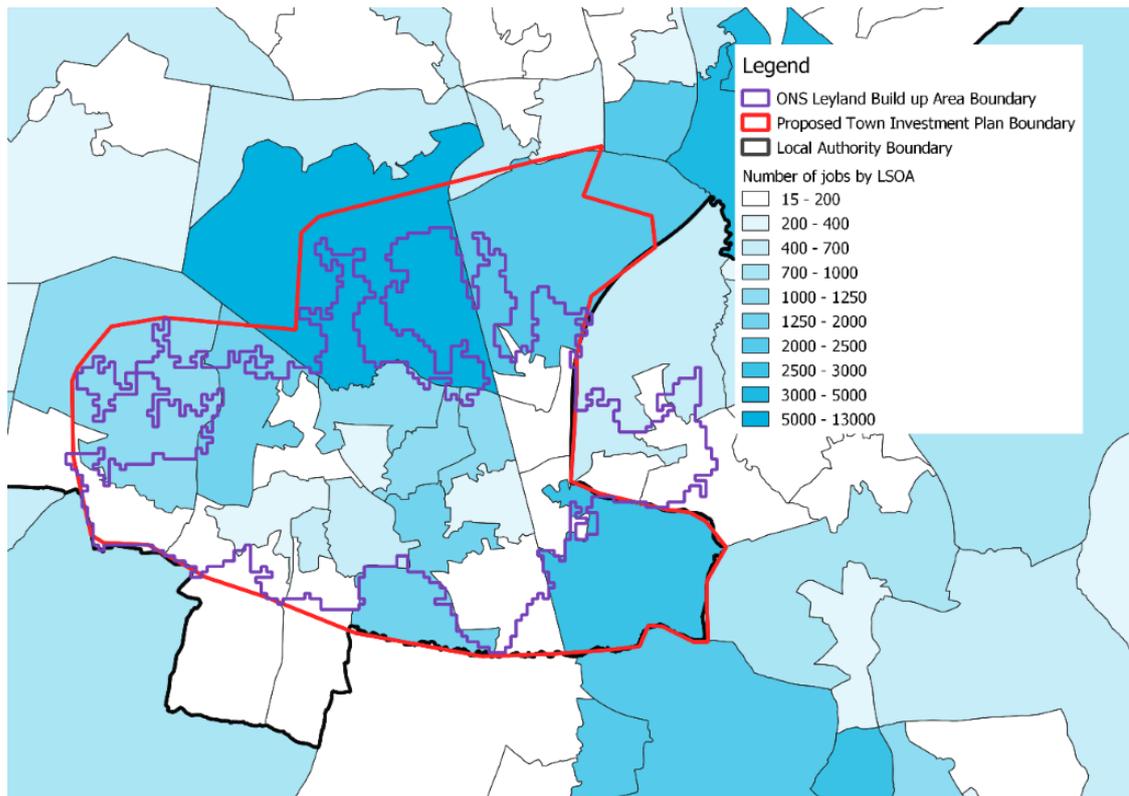
Figure 1-1: Proposed Town Investment Plan Boundary [NB. Diagram to be redesigned and amended to label strategic development sites]



Source: ONS, 2020

- 1.7 This rationale for this new FEMA is supported by Figure 1-2 which displays the distribution of jobs across the area. Jobs are presented by LSOA (i.e. the smallest available statistical area) with darker blue areas reflecting a larger number of jobs. The redline boundary has been expanded to capture more of these employment areas.

Figure 1-2: Proposed Town Investment Plan boundary showing employment density

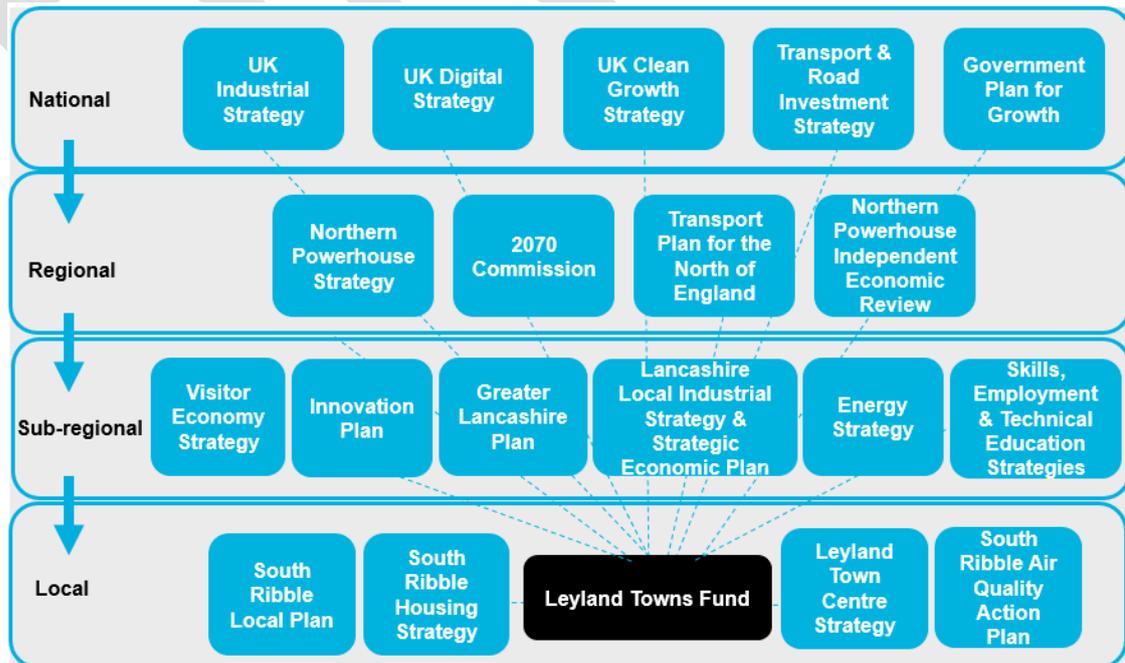


Source: UK Business Register and Employment Survey (BRES), 2018

Policy Context

1.8 Our Town Investment Plan is underpinned by a hierarchy of strategies. These are summarised in Figure 1-3 and then set out in detail below.

Figure 1-3: Policy Mapping



UK Industrial Strategy and Sector Deals, 2017

- 1.9 The UK Industrial Strategy and associated Sector Deals are focused on raising productivity and improving the competitiveness of the UK's economy, focused around five pillars of productivity:
- **Ideas** including stimulating innovation through increasing investment in R&D;
 - **People** with a focus on Technical Education, STEM subjects and re-skilling/upskilling;
 - **Infrastructure** comprising major upgrades to transport, housing and digital infrastructure, including 5G broadband and electrical vehicles;
 - **Business Environment** by supporting for small & medium sized businesses with the aim of creating the best place to start and grow a business; and
 - **Place** including the development of Local Industrial Strategies (LIS) to create prosperous communities across the UK.
- 1.10 The two UK Sector Deals most important for Leyland's industry base are the Automotive and Construction Sector Deals. The Aerospace Sector Deal is also important for the wider county due to Lancashire's large aerospace industry.

UK Digital Strategy, 2017

- 1.11 Following the UK Industrial Strategy, the UK Digital Strategy works to position the UK at the cutting-edge of global digital innovation breakthroughs, and support businesses across the digital economy nationally.

UK Clean Growth Strategy, 2017

- 1.12 The UK Clean Growth Strategy sets out how the UK will reduce emissions and reach Net Zero greenhouse gas emissions by 2050, whilst still creating jobs, growth and raising productivity by growing the Low Carbon economy. In turn, the South Ribble Borough Council declared a climate emergency last year, setting a Net Zero carbon emission target by 2030.

Northern Powerhouse Strategy, 2016

- 1.13 In 2016, the Northern Powerhouse Strategy was published to tackle the North of England's productivity barriers by investing in transport infrastructure, raising skills and increasing trade and investment.

The UK 2070 Commission, 2019

- 1.14 The 2070 Commission sets out the steps needed to make changes to rebalance the national economy by addressing regional inequalities across the UK.

Lancashire Local Industrial Strategy, 2020

- 1.15 The LIS Evidence Base illustrates Lancashire's key strengths in aerospace, automotive, energy and marine sectors and outlines the need to stay ahead in these sectors. The LIS emphasises the importance of supporting businesses in technology advances to minimise market disruption. Furthermore, the LIS stresses the importance of upskilling and reskilling the workforce across all age groups to respond to sectoral and occupational changes.
- 1.16 The Lancashire LIS also illustrates the county lags behind national averages in productivity, business start-up and survival. The LIS points to creating a distinctive sense of place as a priority for Lancashire, including through visitor, leisure/culture offers.

Lancashire LEP Skills and Employment Framework, 2016

- 1.17 The framework is structured into 4 themes: Future Workforce, Skilled & Productive Workforce, Inclusive Workforce and An Informed Approach. These themes are underpinned by key objectives surrounding priorities for skills provision for young people, improving employability through digital skills, sector specific routes to employment and using an evidence-based approach to investment decisions and engaging with employers and partners.

South Ribble Housing Strategy, 2020-2025

- 1.18 This strategy sets out the vision for the South Ribble's housing economy to offer good quality, safe and secure housing that current and future residents can afford to live in. This strategy seeks to support a balanced housing market that supports independence, good health and quality of life, and reduces and prevents homelessness

South Ribble Local Plan, 2015

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

South Ribble Air Quality Action Plan, 2018

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

Leyland Town Centre Improvement Strategy, 2019

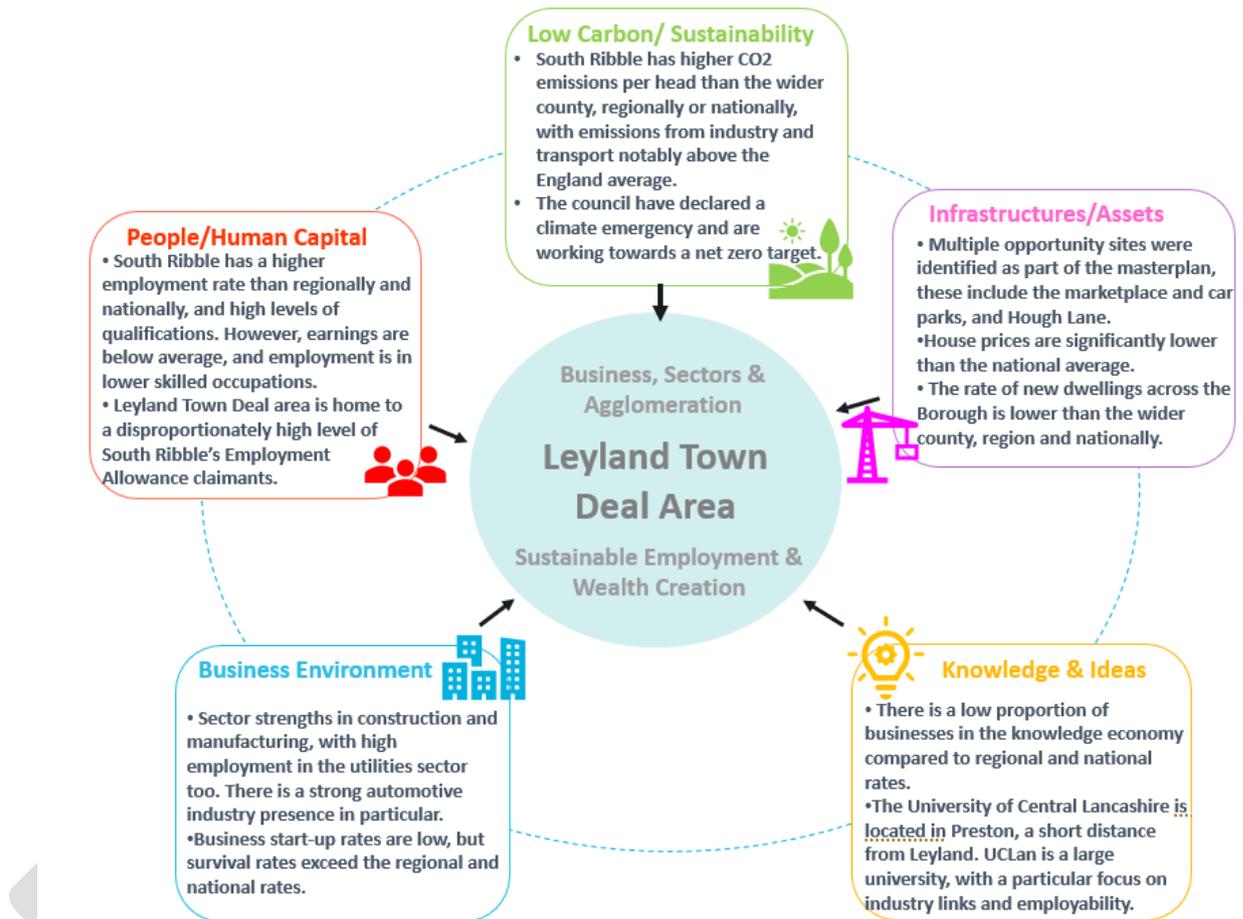
- 1.21 The vision set out in the strategy is for Leyland to become a sustainable town centre, which is well equipped to meet the current and future needs of its residents and visitors, and which effectively supports the role of local businesses. Within the retail hierarchy for Central Lancashire, Leyland represents one of 2 town centres, alongside Chorley, with Preston city centre at the top of the hierarchy. Within the South Ribble Borough, Leyland represents the principal shopping area, above the respective district centres and local centres. Leyland has a strong retail and service offer with representation from independent businesses and is home to the unique British Commercial Vehicle Museum linking with its motor industry heritage.
- 1.22 The strategy outlines the current constraints to this, including, a linear town centre with a dispersed retail offer and limited pedestrian connectivity, paired with the wider challenge of changing consumer behaviour to online shopping which requires town centres to provide an experience to attract visitors. There are few green spaces within the town centre, though the Borough's Green Links strategy aims to increase connectivity between the green spaces around the town centre periphery.

Evidence Base Overview

- 1.23 Below we provide a summary of the Evidence Base Report that underpinned the project prioritisation leading to the final proposed projects, the full Evidence Base Report is appended and submitted alongside this Town Investment Plan.

1.24 We have structured the baseline investigation and analysis around an Economic Development Ecosystem approach. Central to this approach is a recognition that meaningful economic development requires holistic consideration of all elements contributing to placed-based economic success. Our data analysis is therefore framed around the 5 ecosystem domains, that are aligned with the UK Industrial Strategy.

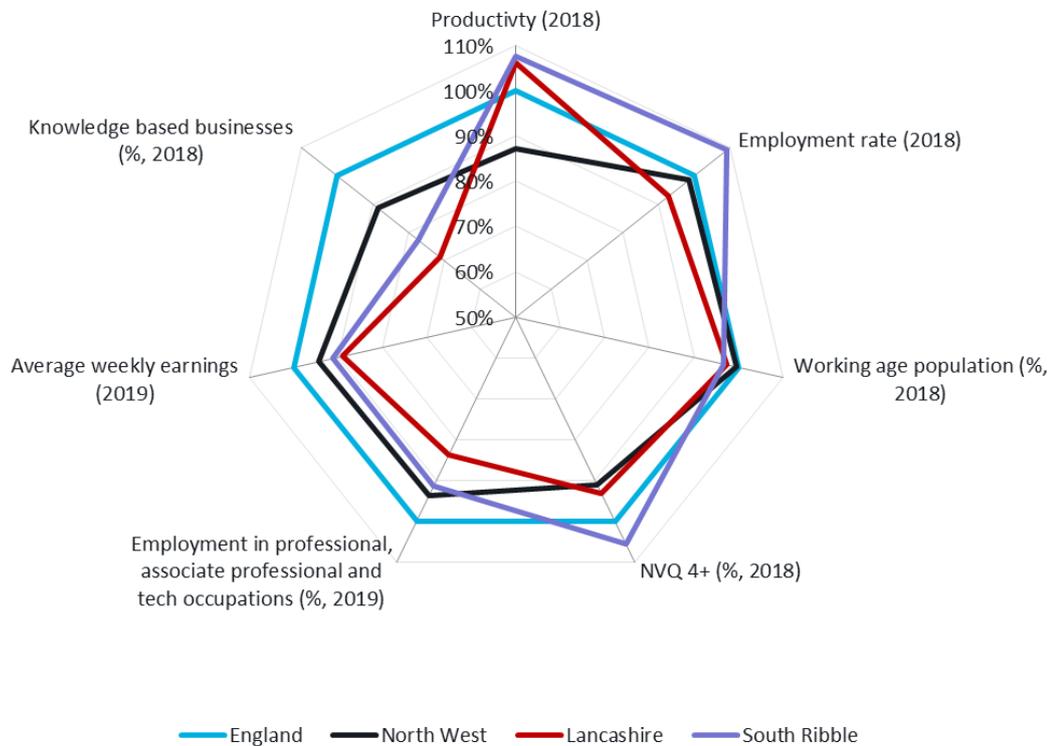
Figure 1-4: Leyland Town Deal Evidence Base Overview



Source: Leyland Town Investment Plan Project Scoping & Evidence Report, 2020

1.26 A summary of some of the key socioeconomic indicators are presented in the below diagram.

Figure 1-5: Economic Development Indicators Overview



Source: UK Business Register and Employment Survey, Annual Population Survey, Annual Survey of Hours & Earnings, 2018/19

1.27 The key baseline analysis findings can be organised around the following three cross-cutting themes: Skills, Enterprise, and Connectivity.

Skills

1.28 Despite South Ribble borough having a high employment rate and a high proportion of the working age population highly qualified, this does not translate into high quality jobs locally that are well remunerated, or a strong knowledge economy presence. Across South Ribble, the high working age population skills don't translate to workplace occupational breakdown – where there is relatively low employment in management positions and professional occupations and significantly higher employment in process and plant operations and in caring and leisure. Additionally, employment opportunities in South Ribble don't reflect its resident skills base as there is a high level of out commuting particularly among higher skilled workers, though the area importantly provides employment to in commuters at scale.

1.29 Leyland itself too has a relatively high rate of economic activity amongst working age residents (74% compared to the national average of 70%). Leyland's proportion of residents with degree level qualifications is lower than average (23% compared to a national average of 27%), however. The Seven Stars ward in Leyland has particularly high child poverty rates, higher rates of no qualifications and unemployment than the rest of Leyland.

- 1.30 Further, with the working aged population decreasing (as a proportion of the total population) at a faster rate across the district than is the case nationally, and job opportunities transform with the macroeconomic automation and digitisation shifts, upskilling and 'lifelong learning' are increasingly important.

Enterprise

- 1.31 South Ribble has strong business survival rates with an above average 5-year start-up survival rate and many small independent businesses. However, although the size of the local business base has increased over the last decade, the rate of new business start-ups is significantly below the national rate.
- 1.32 Despite good foundations with sector strengths in construction and manufacturing (and notable economic assets in Automotive, Advanced Manufacturing, Digital and Energy) providing significant GVA and employment, Leyland faces some significant challenges including a productivity gap. South Ribble has a GVA per full-time employee of £49,700 compared to £56,900 across England as a whole, as well as on-going difficulties in securing business investment. Additionally, South Ribble's knowledge economy presence is relatively small, with a lower proportion of knowledge-based businesses and lower proportion of employment in professional, associate professional and technical occupations.
- 1.33 There is potential for increasing demand for the local retail offer during and following Covid-19, with potentially less willingness to travel to larger more populous towns and cities. South Ribble's high street survey consultation that ran July-August 2020, found that 60% of respondents regularly visit Leyland town centre. However, while 59% of respondents visited the local town centres in South Ribble on a weekly basis before Covid-19, 36% visited on weekly basis during the pandemic. 40% of respondents answered that they were visiting town centres less frequently during Covid-19.
- 1.34 Further, currently when visiting the town centre, respondents on average reported staying for less than 1 hour. Respondents usually visit in the morning and afternoon, with the majority visiting the town centres in South Ribble for food shopping. The high streets assessment highlighted the lack of the evening economy offer locally, likely exacerbated by the Covid-19 implications on the hospitality industry. Just 31% of respondents reported visiting South Ribble town centres in the evenings, and only a quarter of visitors reported staying for over 1 hour, with less than a third of respondents visiting cafes and restaurants.

Connectivity

- 1.35 There is a need for greener connectivity across the borough as carbon emissions are higher per capita than is the case regionally and nationally, a large proportion down to transport. Covid-19 has seen an increase in cycling and walking and facilitating that in town centre design is necessary as we face the challenge of slowing global warming.
- 1.36 Local visitors to town centres in South Ribble travel largely by car, according to a recent survey (August 2020), and over a third walk.

Table 1-1: How do you usually travel to your local centre?

Option	Total	Percent
Bus	6	1.4%
Train	0	0%
Cycle	11	2.5%
Walk	156	35.9%
Car	260	59.7%
Other	2	0.5%

Source: South Ribble Borough Council High Street Survey, August 2020

SWOT Assessment

- 1.37 The table overleaf summarises the main challenges Leyland is facing, plus our assets, strengths and key opportunities. Leyland has good foundations on which to build and to help in tackling the key socio-economic concerns around low productivity, flexibility in the skills base, and attracting investment.
- 1.38 The Towns Fund provides an opportunity for Leyland to overcome some of these key hurdles and to build on our existing local strengths in order to bridge the productivity gap and foster resilience in the Town's economy.

Figure 1-6: Leyland Town Deal Area SWOT Assessment

<p>Strengths</p> <ul style="list-style-type: none"> • South Ribble has relatively high productivity and has experienced high growth in total GVA over the last decade. • The employment rate in South Ribble exceeds the wider county, region and national rates significantly. • South Ribble has a highly skilled working age population, exceeding national proportions of NVQ qualifications at every level. • South Ribble has significant sector strengths in construction and manufacturing, which add the most value to the local economy along with agriculture, mining and utilities and wholesale and retail. • In particular, Leyland has economic assets in Automotive, Advanced Manufacturing, Digital and Energy. • There has been a high rate of apprenticeships undertaken among adults in South Ribble. • Business survival rates across the district are strong. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • High working age population skills don't translate to workplace occupational breakdown – where there is relatively low employment in management positions and professional occupations and significantly higher employment in process and plant operations and in caring and leisure. • Employment opportunities in South Ribble don't reflect its resident skills base as there is a high level of out commuting particularly among higher skilled workers, though the area importantly provides employment to in commuters at scale. • South Ribble's knowledge economy presence is relatively small, with lower proportion of knowledge-based businesses. • The rate of new business start-ups is lagging locally. • There is poor air quality measured across the district including high levels of Nitrogen Dioxide in Leyland. • Leyland has a disproportionately high level of South Ribble's employment allowance claimants, and the Seven Stars ward in particular has high poverty rates, higher rates of no qualifications and unemployment.
<p>Opportunities</p> <ul style="list-style-type: none"> • Nationally, the Automotive Sector Deal illustrates central governments increased investment into the sector, which is one of Leyland's key industrial strengths. Building on and grasping investment opportunities will be of benefit for Leyland's motor industry leaders and wider supply chain. • The Northern Powerhouse motivation and Rebalancing the Economy agenda may provide an opportunity to raise outcomes locally. • The Lancashire Local Industrial Strategy will set out Lancashire's strengths and opportunities as a powerhouse for Advanced Manufacturing, Aerospace, Automotive and Energy industries. • South Ribble's Green Links strategy to increase sustainable connectivity between businesses, communities and green spaces brings an opportunity for town centre, retail and leisure offer improvement which will be important in the Covid-19 recovery phase. • Increasing demand for local retail offer due to Covid-19 impacts and potentially a more locally focused future centred around Leyland. 	<p>Threats</p> <ul style="list-style-type: none"> • South Ribble has higher CO2 emissions per capita than the wider county, regional and country, with CO2 emissions from transport and industry in particular above average. • Further, in the transition away from fossil fuels to renewables to meet local and national net zero greenhouse gas emissions targets it will be important to safeguard this employment through skills and industry adaptation. • South Ribble has high rates of commuting by car. • Covid-19 is likely to impact South Ribble's key sectors (construction, manufacturing and wholesale and retail) in a significant way. These sectors reflect much of the areas employment and GVA so a downturn in these sectors could pose a significant threat to the local economy. • A national level decline in the retail sector was anticipated pre-Covid-19. This may be exacerbated further. • The size of the working aged population in South Ribble has been decreasing over the last decade, faster than the national rate of change.

Source: Leyland Project Scoping & Evidence Report, 2020

Conclusions

- 1.39 Leyland is a historic market town within the South Ribble district, well networked within the North West economy. The proposed geographic boundary for our Town Investment Plan has been amended to ensure that growth is not constrained by a statistical boundary defined by the economy of the past, whilst also ensuring that the Plan is focused, effective and meets the economic and productivity objectives of the Town Fund.
- 1.40 Our Town Investment Plan is carefully aligned with local, regional and national strategy priorities and is driven by the evidence of need – with a particular focus on improving quality of place and place distinctiveness, skills, employment, business start-up, improved connectivity and lower emissions.

DRAFT

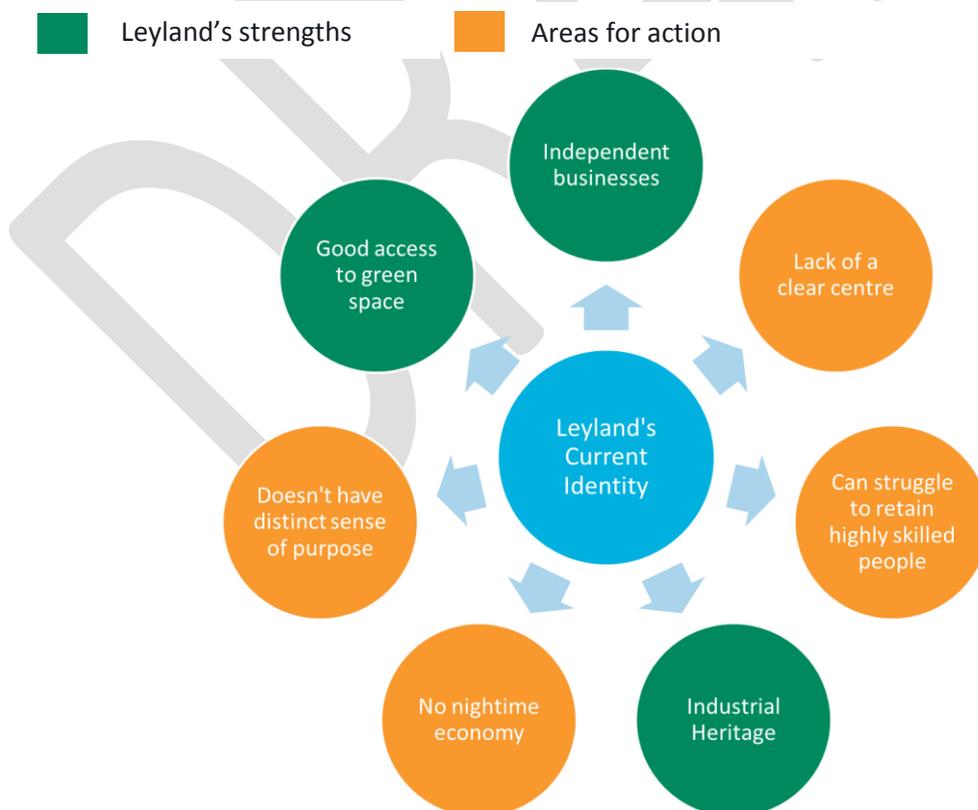
2 Strategy

Vision and Objectives

Our Vision

- 2.1 Our vision for Leyland is for a unique town celebrating its heritage in the 21st century. In the 1870s Leyland was known as the 'Garden of Lancashire'. Throughout the nineteenth and twentieth centuries, Leyland developed a worldwide reputation as a centre of manufacturing innovation and excellence. Our objectives are to re-shape Leyland for the needs of its community and businesses in 21st century as a digitally connected, carbon neutral town where enterprises thrive, skilled residents have good jobs, the community enjoys a good local cultural and leisure offer, and the town is a vibrant centre.
- 2.2 Through Town Deal Board workshops, the key characteristics of Leyland's identity were identified. These are presented on the diagram below. These characteristics identify Leyland's strengths as well as the parts of its identity where there is a case and desire to create change through our Town Investment Plan.

Figure 2-1: The Vision: Identifying Leyland's Characteristics



Source: Town Deal Board Meeting – Agreement on Vision, Objectives & Strategic Plan, January 2020

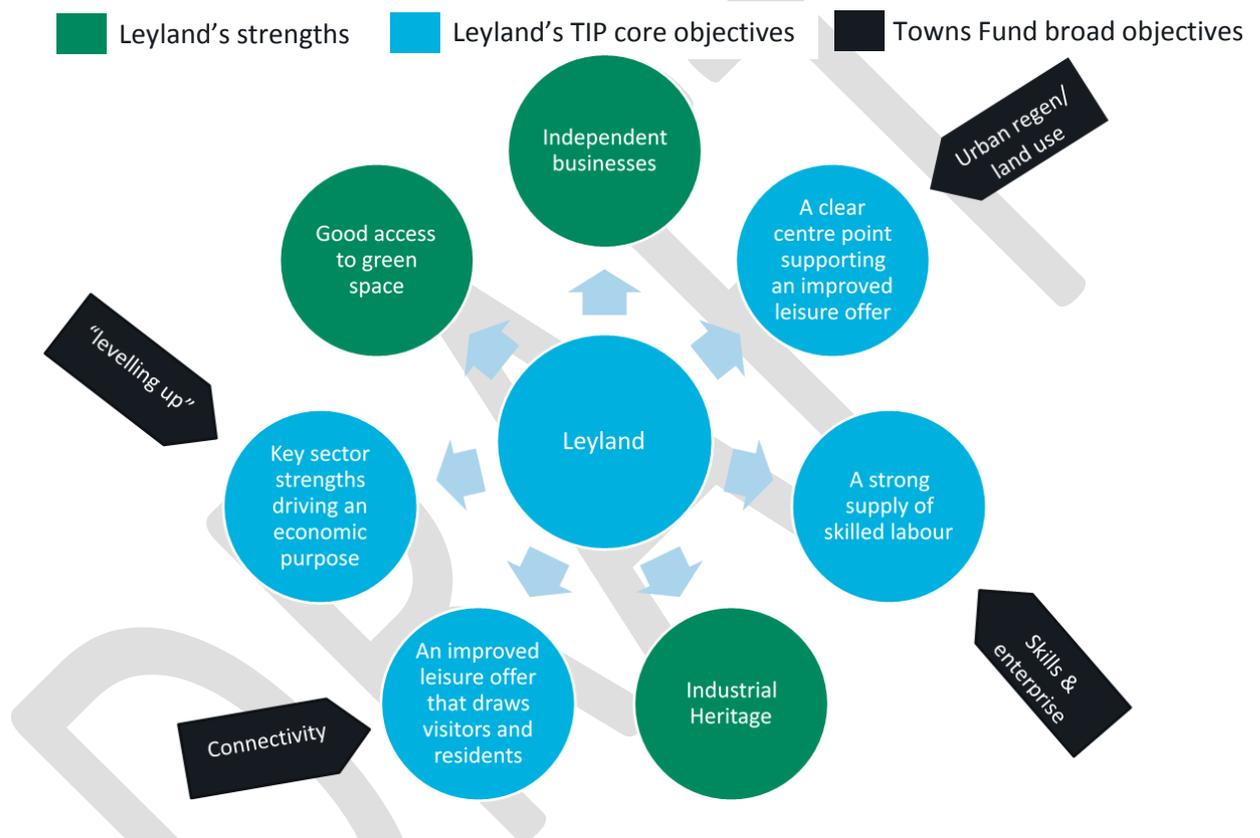
Our Town Investment Plan Objectives

2.3 Building on the identification of these areas for action, core objectives for our Town Investment Plan were defined. The alignment of our plan objectives with the broader objectives of the Town Fund are illustrated in black.

2.4 The core objectives that sit at the heart of our Town Investment Plan are as follows:

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

Figure 2-2: Translating Characteristics into Town Investment Plan Objectives



Source: Town Deal Board Meeting – Agreement on Vision, Objectives & Strategic Plan, January 2020

Spatial Strategy

[NB. To add spatial strategy, including the recognition of the distribution of impact across town geography and demographics]

Project Shortlisting

2.5 In order to develop our Town Investment Plan, we set out to present a set of shortlisted and agreed upon projects to Government. Our approach to shortlisting our Town Investment Plan projects is well evidenced and in line with local ambitions for the town. In order to do this, a detailed evidence base assessment and set-by-step options assessment process was undertaken.

2.6 In order to shortlist the projects, the longlist options were assessed and RAG (Red-Amber-Green) rated against the assessment criteria detailed below. The longlist was drawn from Leyland’s Readiness Review submitted to MHCLG in December 2019 as well as through Town Deal Board workshops.

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

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

Table 2-1: Project Longlist Scores

Project Idea	Score	Rank
Skills shop - Building on SRBC's apprentice factory project development plan. There are local ambitions to deliver a skills hub for residents and businesses in the town centre.	92%	1
Town centre co-working space with start-up support - delivering a town centre space for start-up businesses and other workers potentially along with some business support services.	83%	=2
Town centre masterplan - remodel & re-shape Leyland Town Centre to improve public realm and sense of centre	83%	=2
Advanced manufacturing supply chain - exploring links/ partnership opportunities with AMRC/EZ activities in order to exploit advanced manufacturing supply chain opportunities.	81%	=3
Virtual manufacturing hub - creating a virtual manufacturing hub to deliver training specifically focused on the advanced manufacturing sector.	81%	=3
Regenerating the market building - physically improving the Council owned market building so that it is a more attractive place for local people to meet.	79%	4
Town centre events/ cultural space - delivery of a multi-use music/ events space in the town centre. This could be used/ leased for rehearsals, performances and meetings.	75%	5

Source: Town Deal Board Meeting – Evidence Base Review and Project Shortlisting, May 2020

2.8 Based on the scoring assessment, the following shortlisting decisions were made. When drawing up the final shortlist, efforts have been made to meet all the Towns Fund objectives and select projects that deliver on different objectives. Where possible, project ideas have been merged to develop a longlist that will fully deliver the maximum possible impact utilising local insights and ideas.

Table 2-2: Project Level Recommendations and Shortlist

Project Idea	Score	Rank	Recommendations	Shortlist?
Skills shop	92%	1	This project scores strongly against all criteria other than there where there is an absence of project level detail. It aligns well with Town Investment Plan objectives and there is clear evidence of need. It should be shortlisted.	YES - but skills shop and start-up support merged
Co-working space/ start-up support	83%	=2	This project scores strongly with evidence of need and strategic alignment. We will merge with the skills shop projects so one physical space can deliver skills, business support and start-up space.	✓✓
Town centre masterplan	83%	=2	This project is at a more advanced delivery stage with the masterplan currently undergoing consultation. We recommend that it forms the basis of the town centre improvement approach but focused down to meet objectives to define a clear centre.	YES - but market building regen built from masterplan principles
Regenerating the market building	79%	4	Though this project scores slightly less well in terms of economic impact improving Leyland's leisure offer and sense of place is central to local ambitions for the Town Investment Plan. Leisure improvements should therefore be within the package of interventions.	✓✓
Advanced manufacturing supply chain	81%	=3	This project has the potential to deliver significant impact for Leyland. However, delivery is less certain and would require significant engagement with potential partners to define an investment. We will progress into the initial project development stage but with the understanding that further consultation should be explored before a decision regarding its inclusion in the final Town Investment Plan	YES - but more scoping is required to confirm ✓
Virtual manufacturing hub	81%	=3	Whilst this project scores well and has the potential to deliver impact a much more delivery skills focused project has also been shortlisted. In addition, similar to the Advanced Manufacturing supply chain project it would require significant consultation with partners and given time constraints it is recommended that efforts are focused on one project with greatest potential for impact.	NO ✗
Town centre events/ cultural space	75%	5	This project meets a similar need within the programme as the market building regeneration in terms of supporting Leyland's leisure offer but it is considered less deliverable as no specific building or location has yet been identified. This project is not shortlisted at this time as a standalone entity, though will be explored as a potential aspect of shortlisted projects.	NO ✗

Source: Town Deal Board Meeting – Evidence Base Review and Project Shortlisting, May 2020

2.9 The shortlisted projects for the Leyland Town Investment Plan are as follows:

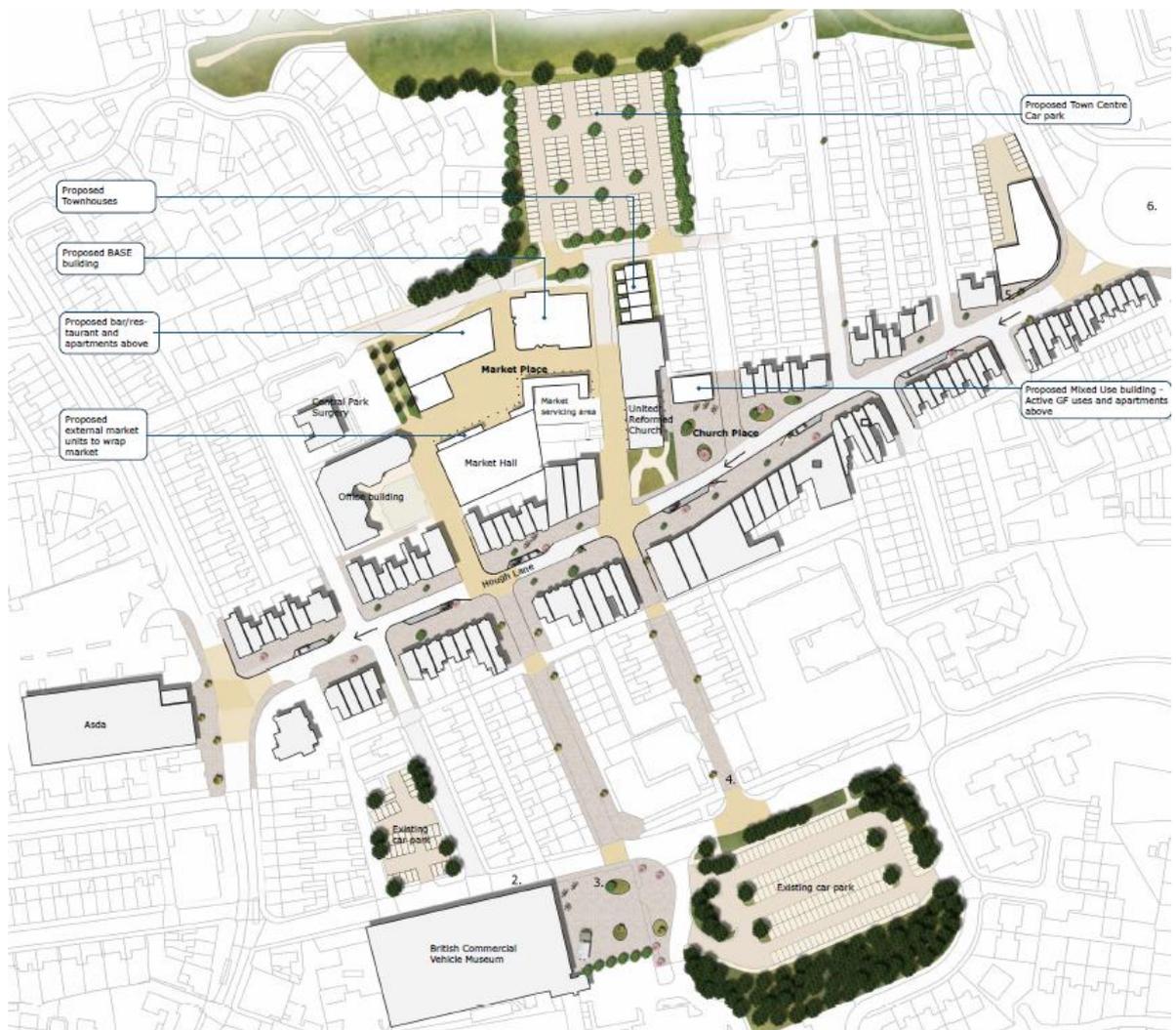
- **Skills & Start-up Hub:** A business focused skills and start-up hub in the town centre, ideally near Hough lane.
- **Market Regeneration:** Regeneration of the Market building to create an improved retail and leisure and expand the space to encourage new market and trader businesses to start-up.
- **Advanced Manufacturing Supply Chain:** Job creation and business start-up/ growth opportunities by tapping into the advanced manufacturing supply chain in collaboration with UCLan/ the EZ.
- **Town Centre Transformation:** A transformation of Hough Lane &/ Church Place to improve the quality of place, linking to the Market building to define a new active centre.

2.10 In follow up project development meetings we expanded the scope of the Skills & Start up hub and merged within it the workforce skills and enterprise support elements of the Advanced Manufacturing Supply Chain project.

2.11 Sector specific elements with the advanced manufacturing project, build around improved linkages with key local industry partners, and associated employment opportunities and business start-up support, will be integrated and housed within one new building in the town centre which we have branded as “The BASE2” - Leyland’s new Business Advisory, Skills & Enterprise Hub. It is suggested that other Advanced Manufacturing sector supply chain opportunities can be explored through the Enterprise Zone and AMRC.

2.12 The result is three shortlisted projects for the Leyland Town Investment Plan: **The BASE2, Market Regeneration, and Town Centre Transformation.**

Figure 2-3: Our Town Investment Plan

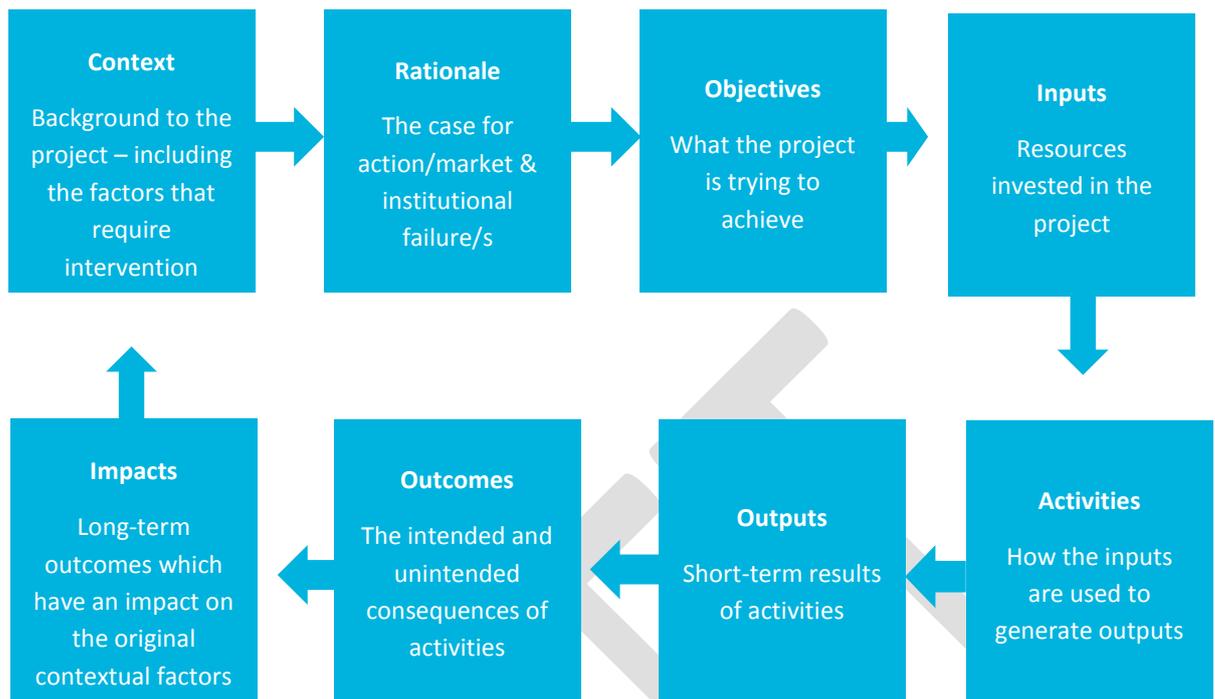


Source: WYG, 2020

The Shortlisted Projects

- 2.13 We have assessed through baseline evidence assessment and consultation with stakeholders where in project prioritisation where intervention options most effectively deliver against local needs and opportunities, and objectives for our Town Investment Plan.
- 2.14 Drawing on this work, we have applied a logic model approach, which is recognised as best practice in project and programme lifecycle design, to set out project level Theory of Change. These logic models enable us to plot out the journey from the defined vision and objectives, into translation to genuine outputs and outcomes and meaningful impacts. This process is outlined in Figure 2-4 below.

Figure 2-4: The Logic Model Approach



Project A: The BASE2

Towns Fund Funding Requested: £6m **[TBC – excluding contingencies]**

- 2.15 A Base2 start, a Base2 meet, Base2 grow, a Base2 learn. The BASE2 is a Business Advisory, Skills and Enterprise hub that will be provided in a new, modern building in the town centre providing a space for local people and businesses to learn, work and grow together. The BASE2 will include a mix of start-up space, training facilities, events space, and commercial space including a café with informal meeting spaces.
- 2.16 The BASE2 building will be located on the site of the Iddons factory, adjacent to the existing market car park. As part of Project C, this area will be transformed into a Market Square, a new focal heart for Leyland, and the BASE2 building will be a key element of this transformation.
- **Ground Floor** - The Ground floor of the building will be open and flexible. In the day it will host an open plan cafe with a variety of seating, an exhibition space, and areas for small talks/lectures. There is also provision for a Maker Lab including digital fabrication/plotters etc. In the evening the ground floor will be able to host separate events, combine the individual spaces for larger events/music, and the cafe can transform to a bar to support events.
 - **First Floor** - The first floor will include bookable meeting rooms of varying sizes for internal use by start-ups or for external users, training rooms, a digital literacy area for Software classes and skills training. The spaces have been flexibly designed so that it can be booked as larger meeting space. A recording studio, music production/sound engineering area is also proposed.
 - **Second Floor** - The second floor will include varied sized incubator/start-up units, suitable for a one-person start-up to a small business of around 10 people. The space will be flexible with partitions that are moveable, flexible, adaptable to needs. It will include

Drop-in/co-working/hot-desking style spaces, with access to BASE facilities e.g. maker lab, bookable meeting rooms and a shared kitchenette and breakout spaces. The space will be open to external companies or organisations on an ad hoc basis.

- **A rooftop terrace** is proposed, to provide further break out space/informal meeting areas for the building's users. A void will provide light to cast down into the central atrium. The rooftop will also include plant space and photovoltaic panels to serve the building.
- **Roof Terrace** - The proposals also include a rooftop terrace looking out over Leyland and plant space and photovoltaic panels (ambition for the building to be carbon Net Zero).

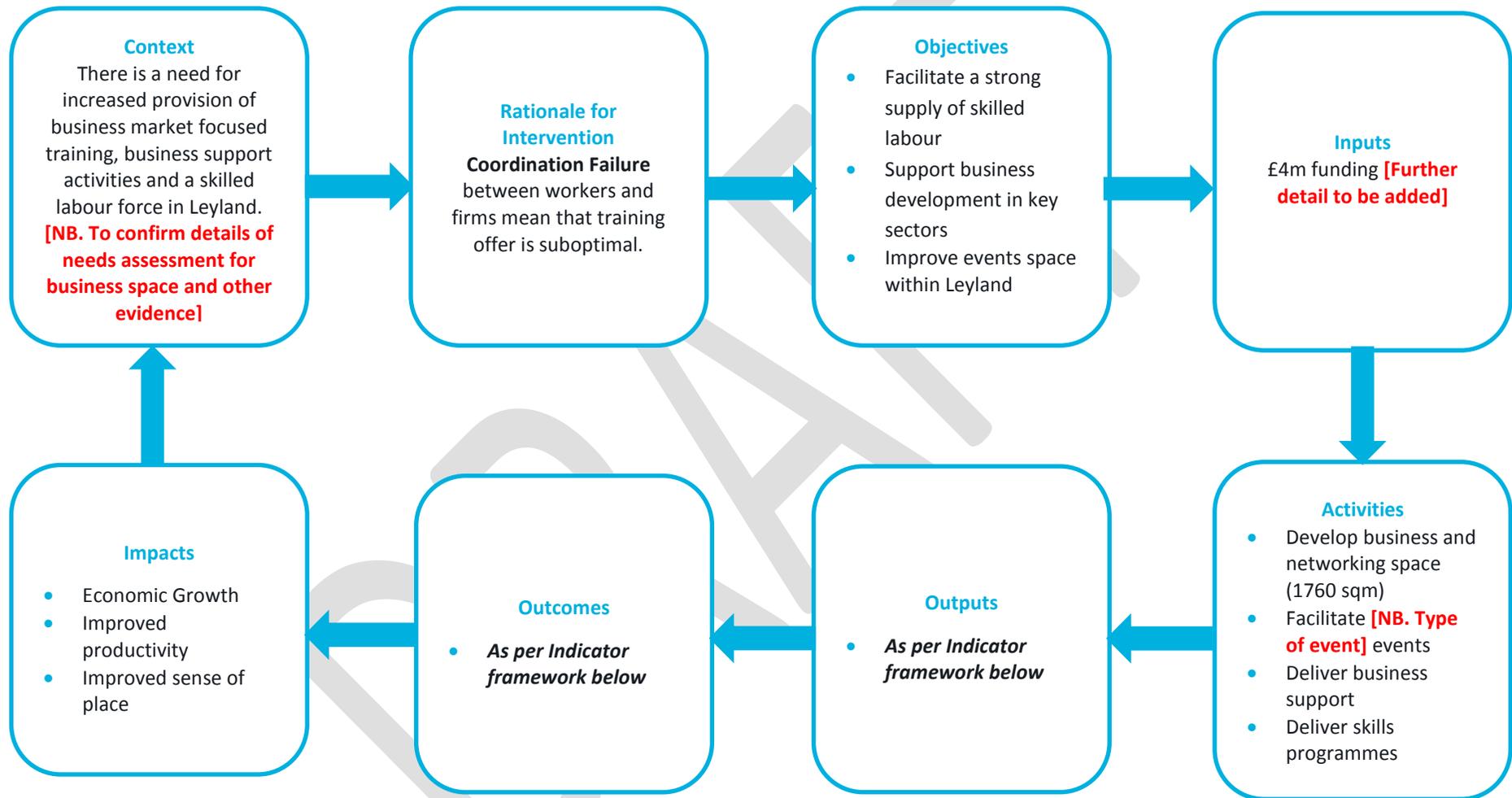
Figure 2-5: External Visualisation of The BASE2 [additional images being prepared]



Logic Model and Intervention Framework Alignment

- 2.17 The Logic Model for the BASE2 is in Figure 2-6 overleaf. This project will deliver **Skills infrastructure** and **Enterprise infrastructure**. Details of the specific outputs and outcomes anticipated from BASE2 are provided in Table 2-3.

Figure 2-6: The BASE2 Project Logic Model [TBC]



Source: Steer-ED and WYG, 2020

Table 2-3: BASE2 Indicator Framework [TBC]

	Output indicators	Alignment	Outcomes	Outcome Indicators
Skills Infrastructure	<ul style="list-style-type: none"> • Additional space for skills programmes (sqm) • Temporary construction jobs • Number of skills programmes • Number of new learners • Number of events • Number of gross jobs 	<ul style="list-style-type: none"> • Lancashire LIS - ‘Developing an Agile Workforce’ - upskilling and reskilling the workforce across all age groups and sectors to respond to sectoral and occupational change, with a focus on movement from declining to rising employment sectors, higher-level skills and extending healthy working lives. • [TBC- Detail to add] 	<ul style="list-style-type: none"> • Increase the quality and accessibility of skills facilities for Leyland residents • Increased collaborations with local employers • Increasing retraining opportunities to support the local Covid-19 recovery 	<ul style="list-style-type: none"> • Number of higher skilled job secured • Number of unemployed individuals securing work • Number of net jobs • Number of net learners • Increased earnings
Enterprise Infrastructure	<ul style="list-style-type: none"> • Additional space for business and networking programmes (sqm) • Number of gross jobs • Temporary construction jobs • Number of net new businesses • Number of occupying firms per year • Number of businesses using the high-quality shared workspace. • Number of businesses using support services • Number of businesses supported. 	<ul style="list-style-type: none"> • Lancashire LIS - ‘Start-ups and Scale-ups and Internationalisation to make the future’ - building on the local diverse and growing business base, raise business density, start-ups and survival rates. Improve support to local businesses with a focus on adding value to existing goods and services and inventing in new goods and services to drive productivity. • [TBC- Detail to add] 	<ul style="list-style-type: none"> • Improved business support facilities for Leyland • Better support for key business sectors • More targeted event and business support 	<ul style="list-style-type: none"> • Number of businesses in key sectors • Number of people employed in key sectors • Number of net jobs • Number of net new businesses

Source: Steer-ED and WYG, 2020

Project B: Market Regeneration

Towns Fund Funding Requested: £4m [TBC – excluding contingencies]

- 2.18 Through investment in the Town Deal, we will refurbish, upgrade and expand the existing market facility to transform its presence within the town centre, its perception and provide a platform for growing the market offer.
- 2.19 Our aim is to improve the market's quality and look, providing an improved retail and leisure offer, with increased stall space for new businesses to start-up, including outdoor stalls for an improved food and drink offer.
- 2.20 As part of the market's regeneration, we propose to make improvements both inside and out. With the funding we will refurbish the interior of the market building, updating the branding/signage for the existing stalls and upgrading the central stalls. We also propose to invest in the existing market hall structure, using the funding to retain the internal historic building structure (formerly a Leyland Motors building), and replace the long-term problematic roof with a new sustainable structure, ensuring that this building is fit for its long-term future and embracing innovation.
- 2.21 In addition to this we propose to expand the market facility creating new external stalls to wrap the market building and have a direct relationship to a new market square. The servicing area for the market will be relocated to accommodate this.
- 2.22 The supporting drawings are schematic designs to illustrate how the market could be transformed internally and externally.

Figure 2-7: Proposed External Visualisation of the Market Regeneration Project



Source: WYG, 2020

Figure 2-8: Proposed Internal Visualisation of the Market Regeneration Project

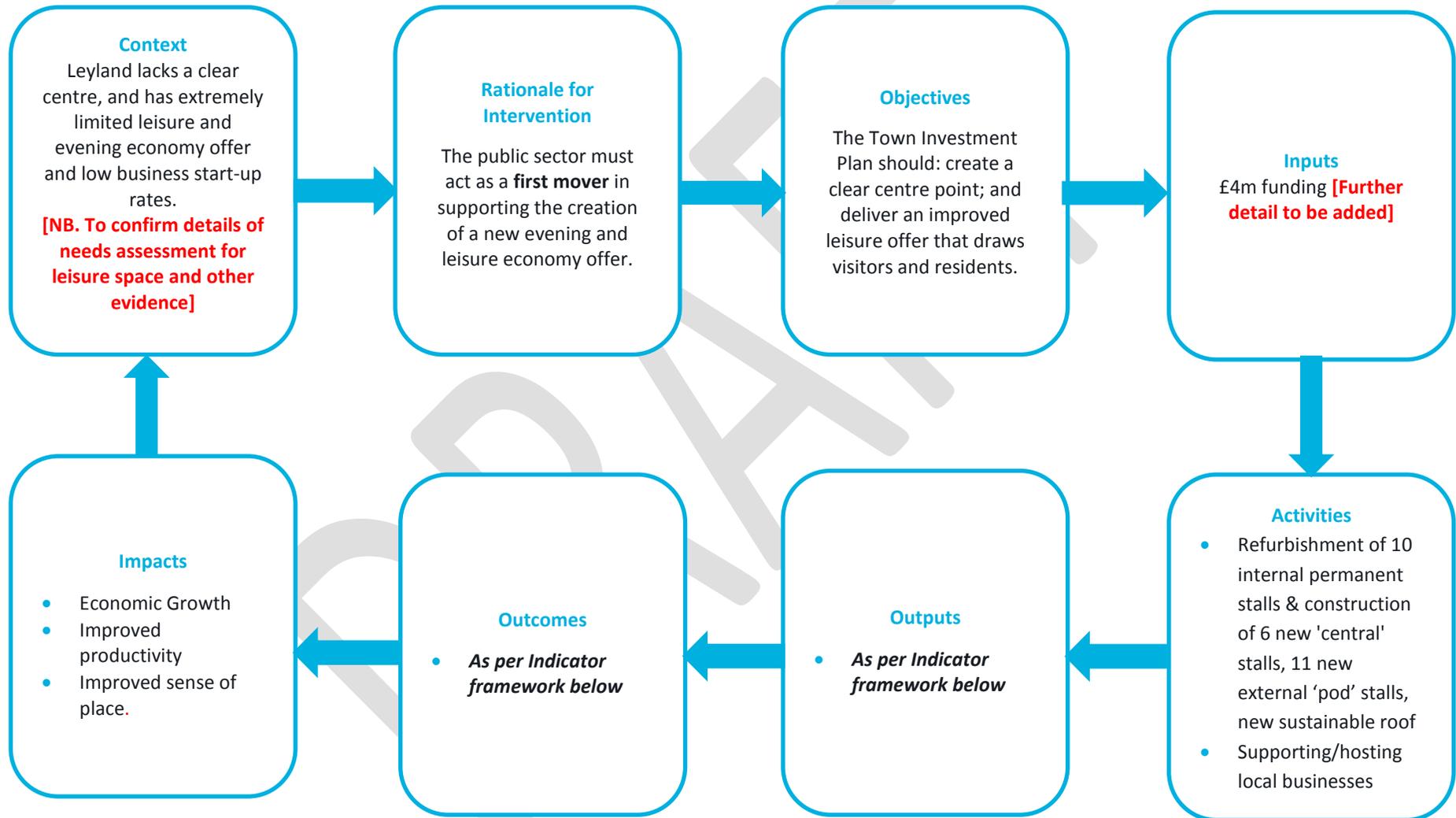


Source: WYG, 2020

Logic Model and Intervention Framework Alignment

- 2.23 The Logic Model for the Market Regeneration project is in Figure 2-9 overleaf. This project will deliver **Urban Regeneration and Enterprise Infrastructure**. Details of the specific outputs and outcomes anticipated from this project are provided in Table 2-4.

Figure 2-9: Market Regeneration Project Logic Model [TBC]



Source: Steer-ED and WYG, 2020

Table 2-4: Market Regeneration Intervention Framework Alignment [TBC]

	Output indicators	Alignment	Outcomes	Outcome Indicators
Urban Regeneration	<ul style="list-style-type: none"> • Additional space (sqm) • Improved space (sqm) • Number of gross jobs • Temporary construction jobs 	<ul style="list-style-type: none"> • As one of Lancashire’s key economic areas, three of the LIS’s themes are particularly relevant to Leyland and will form the basis of the finalised vision. These are: ‘Place Distinctiveness’ - enhancing the perception of the town and its heritage, bringing forward regeneration projects to make Leyland more attractive to live, work and invest in and at the same ensure that the town’s development is aligned with the government’s clean growth objectives. • [TBC- Detail to add] 	<ul style="list-style-type: none"> • Delivery of quality commercial space in the town centre • Delivery of new public spaces • Enhanced townscape that is more attractive to visitors and residents. • Creation of a centre point for the town centre and an enhanced offer that makes Leyland an exciting place to go. 	<ul style="list-style-type: none"> • Increased land values • Improved perception of Leyland by residents/ businesses/ visitors • Increased footfall • Improved people and business retention
Enterprise Infrastructure	<ul style="list-style-type: none"> • Additional space for business (sqm) • Number of gross jobs • Temporary construction jobs • Number of net new businesses • Number of occupying firms per year • Number of businesses using the high-quality shared workspace. • Number of businesses using support services • Number of businesses supported. 	<ul style="list-style-type: none"> • ‘Start-ups and Scale-ups and Internationalisation to make the future’ - building on the local diverse and growing business base, raise business density, start-ups and survival rates. Improve support to local businesses with a focus on adding value to existing goods and services and inventing in new goods and services to drive productivity. • [TBC- Detail to add] 	<ul style="list-style-type: none"> • Improved business support facilities for Leyland • Better support for key business sectors • More targeted event and business support 	<ul style="list-style-type: none"> • Number of businesses in key sectors • Number of people employed in key sectors • Number of net jobs • Number of net new businesses

Source: Steer-ED and WYG, 2020

Project C: Town Centre Transformation

Towns Fund Funding Requested: £6.5m *[TBC – excluding contingencies]*

- 2.24 Public realm investment for the Town Centre, the creation of a new Market Square and development opportunities. The public realm improvements will significantly improve the look and feel of the town centre encouraging footfall and dwell time to safeguard retail jobs and enhance the evening economy. The project proposals include:
- A new Market Square for Leyland, on the site of the current market car park which will provide a focal point within the town centre, linking the BASE2 (Project A) and regenerated Market Building (Project B).
 - Development opportunities around the new Market Square including new commercial space including food/drink and evening uses to diversify this part of the Town Centre, attract new visitors to Leyland, along with new Town Centre residential opportunities. There are commercial and residential development opportunities within the proposed masterplan.
 - A new building is proposed adjacent to the proposed BASE2 building (Project A) refurbished market building (Project B), to define the new Market square. This could include ground floor bar and restaurants and apartments above. This will bring activity and life to the Market square and Leyland town centre in the day through to the evening. The building links to other commercial development opportunities at 'Church Place' and the Churchill way/Hough Lane roundabout.
 - A replacement high quality car park including electric charging point and photo-voltaic panels. The existing car park will then become the development site for the BASE2 building.
 - Public realm improvements to Hough Lane including shared spaces, shop forecourts, outdoor seating and tree planting.
 - Connectivity improvements along Hough Lane and to the station including improved walking and cycling facilities.

Figure 2-10: Town Centre Transformation Hough Lane Visualisation [NB. Image to be updated and to incorporate cycling facilities]

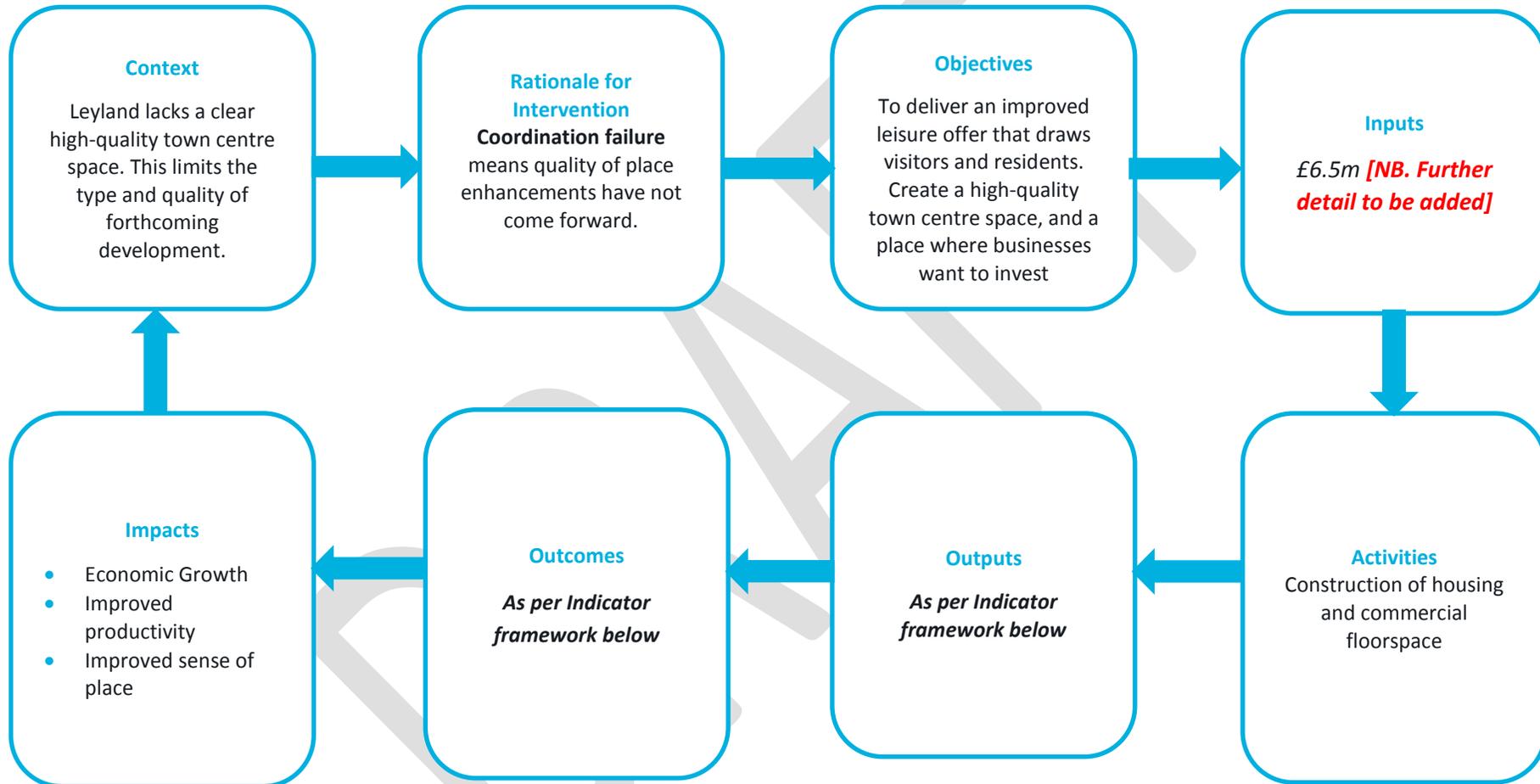


Source: WYG, 2020

Logic Model and Intervention Framework Alignment

- 2.25 The Logic Model for the Town Centre Transformation project is in Figure 2-11 overleaf. This project will deliver **Urban Regeneration**. Details of the specific outputs and outcomes anticipated from this project are provided in Table 2-5.

Figure 2-11: Town Centre Transformation Project Logic Model [TBC]



Source: Steer-ED and WYG, 2020

Table 2-5: Town Centre Intervention Framework Alignment [TBC]

	Output Indicators	Alignment	Outcomes	Outcome Indicators
Urban Regeneration	<ul style="list-style-type: none"> • Additional space (sqm) • Improved space (sqm) • Additional new homes • Number of gross jobs • Temporary construction jobs 	<ul style="list-style-type: none"> • As one of Lancashire’s key economic areas, three of the LIS’s themes are particularly relevant to Leyland and will form the basis of the finalised vision. These are: ‘Place Distinctiveness’ - enhancing the perception of the town and its heritage, bringing forward regeneration projects to make Leyland more attractive to live, work and invest in and at the same ensure that the town’s development is aligned with the government’s clean growth objectives. • [TBC- Detail to add] 	<ul style="list-style-type: none"> • Delivery of quality commercial space in the town centre • Delivery of new public spaces • Enhanced townscape that is more attractive to visitors and residents. • Creation of a centre point for the town centre and an enhanced offer that makes Leyland an exciting place to go. 	<ul style="list-style-type: none"> • Increased land values • Improved perception of Leyland by residents/ businesses/ visitors • Increased footfall • Improved people and business retention

Source: Steer-ED and WYG, 2020

[NB. To add further details on the objectives, targets, and priority areas for the short, medium and long term]

- **Improve Quality of Place:** The physical quality of the public realm and built environment of the town centre needs improvement. The town centre lacks a clear heart and the current physical environment is very poor in places. Leyland needs to better balance of through-traffic, allowing passing trade, but also giving much greater pedestrian priority and improving cycle connectivity. Our vision for Leyland through Investment by the Town Deal is for a vibrant and attractive town centre, which celebrates its past, but looks forward to embrace innovation.
- **Provide Skills and Business Support Infrastructure:** The BASE2 building will provide the facilities to transform Leyland as a skills and business development centre point locally. Linkages with local skills providers and employers will be a crucial part of the delivery for the successful training provision. The café spaces, events spaces, co-working spaces and makerspaces together provide a versatile hub for improving our local skills base and employability, and business start-up. The Market Regeneration too will provide new and improved enterprise infrastructure and opportunities for new business start-up at affordable costs.
- **Reduce Local Greenhouse Gas Emissions:** Central to our town investment plan are the principles of creating a Green Recovery, in improving our town we will be reducing our emissions locally through new infrastructure and design, including: improved cycle and walking infrastructure, solar panels, electric vehicle charging infrastructure and tree planting.

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3 Engagement and Delivery

The Leyland Town Deal Board

- 3.1 The Leyland Town Deal is led by the Town Deal Board, which comprises public and private sector organisations and representatives of the parish council.
- 3.2 The Board has participated in workshops and been actively involved in defining, shaping and providing strategic advice throughout the development stages of the projects that underpin the Leyland Town Investment Plan. The Leyland Town Board is chaired by Jennifer Gadsdon, partner at Birchall Blackburn Law. Jennifer has not only chaired and led the Town Investment Plan development workshops with the Board but has also been actively involved in project development meetings and provided strategic advice to the Town Investment Plan technical team.
- 3.3 Leyland’s Town Deal Board builds on the achievements and collaboration fostered within Leyland’s existing partnerships. The Town Deal Board brings together members of **[TBC]**:
- **Leyland Town Team Businesses:** a strong partnership with SMEs and local businesses, arts organisations and South Ribble Borough Council. The Town Team continues to work together with the aim of revitalising the town;
 - **South Ribble Partnership:** holds significant influence across local organisations and consists of a wide range of key stakeholders across the borough including public, private and third sector organisations;
 - **‘My Neighbourhood Area Forum’:** which comprises all Borough Councillors, representing the Wards within Leyland;
 - **Local businesses in key sectors:** including Leyland Trucks (Advanced Manufacturing), Dr Oetker (Food and Drink) and Waitrose (Retail and Distribution), C and W Berry (Building Materials) and Eric Wright and Conlon Construction (Construction);
 - **HE colleges and universities:** and
 - **Community support and volunteer organisations.**

Local Community Buy-in

- 3.4 The below table summarises the stakeholder engagement to date with local business and resident communities. We will continue to engage the local community throughout project development work with virtual workshops, consultation and surveys where applicable.

Table 3-1: Local Community Engagement Activities

Engagement Activity	Date	Description & Findings
Leyland Town Centre Masterplan Consultation Workshops	March 2019	<p>The Leyland Masterplan was developed through consultation with local businesses and residents. This included a series of workshops in March 2019 to work through the issues and opportunities to regenerate Leyland; responding to economic changes, key issues and future aspirations for the town. Key finding from these workshops included:</p> <ul style="list-style-type: none"> • There is a strong sense of community and opportunities to co-ordinate initiatives with business owners • The town centre lacks a clear focus • The public realm needs upgrading and to be of better quality • Seasonal events/town centre initiatives achieve a positive impact • Need to support greater diversity of leisure uses • Need to explore opportunities to support new sustainable town centre living • More should be done to attract families • Traffic in the town centre and pedestrian accessibility hinders shoppers and visitors • Improving the links between the various components of the town centre is important.
Town Deal Board Meeting – Agreement on Vision, Objectives & Strategic Plan	January 2020	[TBA]
Town Deal Board Meeting – Evidence Base Review and Project Shortlisting	May 2020	[TBA]
<p>Skills Hub Requirements Meeting with key local stakeholders</p> <ul style="list-style-type: none"> • Tim Cahill – Runshaw College, Leyland • Susan Smith – UCLAN, Preston • Karl Worsley – Department for Work & Pensions (Cumbria & Lancashire) • Michelle Lawty-Jones, Kerry Harrison – Lancashire LEP 	17 July 2020	<p>A meeting to brainstorm the purpose and requirements of a new business advice, skills and enterprise hub in Leyland town centre. Key findings from the meeting were that the hub should:</p> <ul style="list-style-type: none"> • Have a and specific aim: Clarity is needed on whether the hub will deliver skills and/or business support services. It should be clearly differentiated from SRBC’s existing hub for financial and job seekers advice that is located within the council’s existing civic centre building. • Have focus on digital: Including “getting individuals future ready”. • Be mapped within the wider skills eco-system: i.e. how the hub links to and coordinates with other services. • Provide a space for the delivery of training programmes: This is something not currently available within Leyland. • Be branded effectively as “The Leyland way”: With a focus on flexibility and resilience for its building and services. • Ensure the space is flexible: In order to ensure the space is able to host a variety of skills programmes and host recruitment events for local employers. This could include having partition walls that can be moved/reconfigured • Have a clear marketing strategy It should be attractive and somewhere that people, including young people want to hang out. The physical space should also link to the BASE’s logo.

Engagement Activity	Date	Description & Findings
<ul style="list-style-type: none"> Bernadette Markham, Jennifer Clough - SRBC 		<ul style="list-style-type: none"> Include business facilities: Ideas for this include co-working or office space; video call booths; meeting rooms of various sizes. Provide informal space: the building should include informal space for meeting and socialising. Ideally this space will have free Wi-fi, access to good coffee and a variety of types of seating. Examples of this are the landing in media city, ground floor of GMCA offices, Strawberry Fields in Chorley and Society One in Preston. Have clearly zoned spaces: If the base is going to provide lots of different services – e.g. business support and skills then the building could be zoned. Provide community Wi-fi: Ideally the building will provide free wi-fi that is also accessible outside of the building. Have a Café: a café is key. This idea was raised by all participants. This is seen as central to the creation of a living building and a welcoming place that people want to be. Support Leyland’s Green ambitions: the BASE should be green and aligned to net zero targets.
Town Deal Board Project Development Workshop: The BASE2	25 August 2020	<p>The Town Investment Plan technical team hosted a project development workshop with the Town Board to refine the shortlisted projects. Key outcomes from the BASE2 project workshop include:</p> <ul style="list-style-type: none"> The Board will want further confidence that this project is financially viable in the future and people will be able to rent it in the future. The Board will want further confidence that this project will be operationally viable – that enough planning has been given to operating and managing the BASE building. The skills and enterprise focus and planning surrounding this needs to come further into the forefront of project development for The BASE going forward. The board would also like to see a clear vision. The Board will want further confidence that local residents have been consulted with on the project options. The Board would like to see further development on the sustainable transport connectivity to go alongside extra car-parking, such as improved cycleway infrastructure from the train station to encourage this.
Town Deal Board Project Development Workshop: Market Regeneration	26 August 2020	<p>The Town Investment Plan technical team hosted a project development workshop with the Town Board to refine the shortlisted projects. Key outcomes from the Market Regeneration project workshop:</p> <ul style="list-style-type: none"> There is need to explore the potential of making more transformational change, especially to the interiors of the market building. Community engagement – online platform to get people’s views on the projects, especially the level of ambition. Creating an engagement plan for the next few weeks is important. The Board would like to see further images of what it could look inside, like ones given for the BASE at yesterday’s workshop. The need to develop the outputs for the projects and the evidence underpinning them, and the deliverability of these outputs.

Engagement Activity	Date	Description & Findings
		<ul style="list-style-type: none"> The Board would like further clarification on the financial sustainability of the market project and if this will heighten rents for current traders.
Town Deal Board Project Development Workshop: Town Centre Transformation	27 August 2020	<p>The Town Investment Plan technical team hosted a project development workshop with the Town Board to refine the shortlisted projects.</p> <ul style="list-style-type: none"> Key recommendations from Board workshop: Shared spaces need to be navigable by all – for example clear delineation between roadway and pavement for partially sighted and blind people. Public consultation should include questions around the one-way system, cycleways, car parking, retail, and residential developments. Ensuring that each project demonstrates it will bring value on its own in the Town Investment Plan. Cycleway developments should be segregated lanes for safety.
[Any further local community stakeholder engagement meetings that have been held TBA]		
Public Consultation on the Leyland Town Investment Plan Project Proposals	September 2020	<p>A dedicated online version of our shortlisted project proposals has been created and widely publicised to invite feedback and input from residents and businesses. There has also been a physical stall collecting questionnaire responses and comments on the project proposals at Leyland Market.</p> <p>[NB. Public consultation currently live – summary findings to be incorporated with detail to be provided in an appendix]</p>

Source: Steer-ED, 2020

Private Sector Buy-in

3.5 In the table below, we present engagement with and commitments from key private sector players **[total private sector leveraged funding TBA where possible]**. Going forwards, we will be continually engaging with the private sector to ensure projects engage the right partners to deliver projects that have the optimal impact locally against our objectives for each project.

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Figure 3-1: Engagement Activities with Key Private Sector Players

Engagement Activity	Date	Description	Endorsement/Funding Commitments
Engagement with the Leyland Town Team Businesses	[TBA – SRBC]	[TBA – SRBC]	[TBA – SRBC]
Stakeholder Consultation: UCLAN, Preston	July 2020	Discuss possible role of UCLAN with the Leyland Town Investment Plan, including ideas, partnership opportunities	<ul style="list-style-type: none"> • UCLAN are happy to explore models of how to support HE skills and businesses and the regional economy and the ambitions of the Leyland Town Investment Plan. • UCLAN can offer a portfolio of items/ support subject to finance options including access to the knowledge base and training delivery. • Manufacturing apprenticeships could be an opportunity. An example of this is training 2000 in Blackburn who provide apprenticeships and are connected to UCLAN. • Emphasise the need to make the purpose of the Leyland initiative clear, as unique, interesting and valuable for the local economy. • Hub and spoke model or feeder to the Engineering Innovation Centre (IEC) in Preston are options that could be explored. • Perhaps useful for North West Automotive Alliance to be involved, currently based in Cheshire or Merseyside. Engaging with them could be mutually beneficial to improve their impact and bring Leyland’s history into Leyland’s future. • On Leyland’s construction strengths: advanced techniques in timber or modular construction could be considered. Could consider Leyland as a test site for modern technologies – in advanced manufacturing, automotive or construction. • UCLAN skills and business support can be broader than engineering, can include digital and AI as well as those elements discussed above.
Stakeholder Consultation: BAE Systems	22 July 2020	Town Investment Plan development process included consultations with external businesses including BAE Systems, who are located outside the proposed boundary but are a key employer within Leyland.	<ul style="list-style-type: none"> • BAE Systems were very interested and supportive of elements of our Town Investment Plan bid focused on business advisory, skills and enterprise support, and its linkages to the regional economic development strategy and response to the grand challenges set out in the Lancashire LIS. • BAE would also consider taking an "entrepreneurial residency" in one of our proposed buildings, designed to provide the community with access to BAE industry experts to support to start-ups, provide business advice, coaching and talent spotting and potential internships opportunities. • BAE Systems also emphasised the importance of promoting arts/culture elements in our bid, and encouraged us to incorporate in our project proposals elements that supported innovation in the arts,

Engagement Activity	Date	Description	Endorsement/Funding Commitments
			an broaden the inclusivity and relevance of our Town Investment Plan proposals to a wide cross section of the local Leyland community.
Stakeholder Consultation: Leyland Trucks	30 June 2020	Leyland Trucks present a key local business and are keen to engage further with the Leyland Town Fund Board to explore opportunities to support the Town Investment Plan initiatives	<ul style="list-style-type: none"> Leyland Trucks do not have large capacity to undertake in-house R&D. Leyland Trucks has a very geographically spread supply chain (within the UK and internationally), and given the market, cost pressure and carbon footprint etc clearly see opportunity in having a more local supply chain) The truck of future is going to be electric. The technological requirements of the Truck of the Future are enormous, and here again there are opportunities for innovative SME's to support Leyland source the products it needs in areas of AI, machine learning and digital. Creating a local cluster of small firms focused in supporting manufacturing platform like Leyland Trucks could be attractive.
Stakeholder Consultation: Leyland Market	[TBA - WYG]	[TBA - WYG]	[TBA - WYG]
Stakeholder Consultation: Leyland Market Covid-19 Response <ul style="list-style-type: none"> Deborah Noblett – Market Trader Paula Halliwell, Market Manager 	28 August 2020	We received local intel on how the Leyland Market has been supporting the town locally in Covid-19 recovery and their perspectives, from the Market Manager and a Market Trader.	<p>Key feedback and insights from the Market to feed into the Town Investment Plan:</p> <ul style="list-style-type: none"> Concentrate on the Leyland town's heritage - Leyland is a town with so much industrial heritage connected to it, cotton mills, alms houses, vehicle production (still as successful as ever, Leyland DAF contribute in many ways to the towns profile). Worden Park is one of its best assets, the Vehicle Museum and much more. Cater for small events i.e.: food markets, artisan markets, music events, spring/summer/ autumn/winter seasonal Fairs, making better use of existing buildings, spaces and areas already in use. Look at the night-time economy, for eating, entertainment, less travelling to other towns and cities and promote a greener way to socialise. Provide a first year start up incentive for new, local retail businesses. Demand for locally sourced produce grew significantly in Leyland during the Covid lockdown. The Market played a key role in supporting the community The Leyland Market is one of the hubs of Leyland Town Centre. Leyland Market staff and traders kept the food stalls open throughout lockdown, whilst ensuring the security of the other stalls. The Market food stalls however kept the whole Market in the spotlight for local shoppers and beyond. Our Market Manager organised, posters, hand sanitisers, a one-way system, safe security on the entrance & exits, some screens, and entry control for orderly and necessary queuing. It was one of the safest and organised places to shop in Leyland. – “We worked to ensure that the market hall was Covid

Engagement Activity	Date	Description	Endorsement/Funding Commitments
			<p>safe during this time, bringing in a one-way system and social distance markings, installing hand sanitisers etc. One of our caretakers worked right through setting up outdoor stalls and more recently as ‘doorman’ to ensure social distancing within the market.”</p> <ul style="list-style-type: none"> • “The whole Market worked together.” The food traders, particularly Becca & Cheryl Whittaker from the butchers stepped up and arranged deliveries for the vulnerable who could not come to the market – these were people both young and old. Becca and Cheryl took control by taking the orders either by telephone or through social media and delivering for all the food stalls. These deliveries included meat, fruit & veg, fresh fish, cooked meats, pies, cakes and fresh bread. During lockdown they were delivering 40-50 orders per day 7 days a week, sometimes working until 10.30pm. The pet food stall also offered deliveries throughout. • The market traders despite unable to open some stalls during lockdown, continued to thrive. Deborah’s plant stall sold through social media and delivered record amounts locally All stalls should engage with social media. • “Market stalls are a great way for a business to start up.” - Crafty Melts inside the market is a prime example of a new small business bucking the trend and expanding. More incentives need to be available for start-up new businesses in the town. • “If I was a multi-millionaire, I know how I would develop this small proud town, but I’m not, so I do it by getting involved with community groups.” “Leyland has so much to offer and is full of active community groups, proud residents and successful businesses, so it has a good start. It just needs some investment in time and finances!” The market traders offer a very special service to the community and will all go the extra mile to help their customers. This personal service is something you do not get with the big supermarkets. The Market represents a great opportunity to build on for Leyland.
<p>[Any further private sector stakeholder engagement meetings that have been held TBA]</p>			

Source: Steer-ED, 2020

Business Case Development Plan

3.6 Here we present a high-level plan for the business case development and project appraisal work to come to take our Town Investment Plan projects forward to full 5 case business cases.

Figure 3-2: High Level Business Case Development Plan

Task	Requirements	Key Actions/Timelines
Submit the Town Investment Plan		End of October 2020
Decision Gateway One: Reviewing Town Investment Plans (Project Assessment and Heads of Terms)		TBC
Developing Detailed Projects		1 year following Heads of Terms Agreement
Remaining project delivery development work	Including crucially exploring different delivery models and building operation and management, deciding on delivery models, building operation and management & securing private sector funding partners	[TBA]
Finalising outputs, outcomes and impacts	Finalising outputs, outcome and impacts as a result of chosen delivery model, translating this into a Value for Money assessment of each project through cost benefit analysis calculations	[TBA]
Developing Full Project Business Cases		1 year following Heads of Terms Agreement
Strategic Case Development	To demonstrate the proposal offers strategic fit and is predicated upon an evidence-based theory of change or logic model. It should also set clearly defined SMART objectives.	Largely completed through Town Investment Plan development work.
Economic Case Development	To demonstrate the proposal offers additionality and value for money to the public sector. It identifies a wide range of options and assesses these against how well they meet objectives. It should complete cost benefit analysis on shortlisted options and identify a preferred way forward.	[TBA]
Commercial Case Development	To demonstrate the preferred option will result in a well-structured deal with viable procurement and is attractive to private sector partners.	[TBA]
Financial Case Development	To demonstrate the preferred option results in a fundable and affordable project.	[TBA]
Management Case Development	To demonstrate the preferred option is capable of being delivered successfully, to identify risks, and to set out arrangements for post implementation monitoring and evaluation.	[TBA]
Producing a Town Deal Summary Document		1 year following Heads of Terms Agreement
Decision Gateway Two: Funding Release & Implementation		TBC
Monitoring & Evaluation	Lead Council to provide monitoring reports at least every 6 months following funding release, relating to each Town Deal project, including both total and forecast spend, and output metrics.	Every 6 months following funding release

Source: Steer-ED, 2020

Delivery Plan

- 3.7 [High level delivery plan of the Town Investment Plan including justification of deliverability TBA, must also identify the accountable body].
- 3.8 [Project level for section 2 - 250 words for each project answering, “how does this project fit into the overall delivery plan in section 1 of the TIP, including the main risks and interdependencies.”]

Project A: The BASE2

- 3.9 **Approach:** SRBC are the project patron / sponsor. This will be a public building project using a traditional architectural contract to take a design led approach to this unique building.
- 3.10 **Dependencies:** The scheme is enabled by the acquisition of land presently in private ownership and the relocation also of the Market Car Park.
- Stage 01 Due Diligence, Sketch Design, Acquisitions & Financial Review
 - Stage 02 Full financial modelling including revenue and operating model
 - Stage 03 Detailed Design & Planning Submission
 - Stage 04a Technical Design and Approvals
 - Stage 04B Contractor Procurement
 - Stage 05 Construction & Commissioning
- 3.11 **Timing with Town Investment Plan:** At this stage the land will need to be in council control based on accelerated funding. Delivery risk will be minimised and subject to confirmation ideally a planning approval in place. The full revenue modelling will give assurance to SRBC as sponsor. The detailed cost plan and detailed designs will confirm the funding ask. The ambition should be to complete stages 1,2 and 3 in advance of the full business case being submitted.

Project B: Market Regeneration

Approach: SRBC are the project patron / sponsor.

Dependencies: Will require the markets to decant and alternative location will be needed. There will be significant construction works in this location so another location will be required.

- Stage 01 Due Diligence, Sketch Design, & Demand Mapping (markets specialist)
 - Stage 02 Further financial modelling including revenue and operating costs for expanded markets (especially numbers of stalls external to the market Hall)
 - Stage 03 Detailed Design & Planning Submission
 - Stage 04a Technical Design and Approvals
 - Stage 04B Contractor Procurement
 - Stage 05 Construction & Commissioning
- 3.12 **Timing with Town Investment Plan:** The sketch scheme has identified a strong vision for the markets. Further feasibility work will be needed as the business case is drafted. Delivery risk will be minimised and subject to confirmation ideally a planning approval in place. The ambition should be to complete stages 1,2 and 3 in advance of the full business case being submitted.

Project C: Town Centre Transformation

TCR01 – Commercial Development

- 3.13 **Approach/Responsibility:** SRBC to procure a developer partner
- 3.14 **Dependencies:** Requires SRBC to acquire any outstanding land interests and bring forward a package of related sites to ensure critical mass.
- Stage 01 Due Diligence (including viability appraisal), Sketch Design and Acquisitions
 - Stage 02 Developer Selection Process (see next) and financial modelling
 - Stage 03 Detailed Design & Planning Submission (once developer in place)
 - Stage 04a Technical Design and Approvals (following conformation of scheme content and pre-lets).
 - Stage 04b Financial close SRBC and developer (TBC maybe earlier) Keppie Massie to advise
 - Stage 05 Construction & Completion
- 3.15 **Timing with Town Investment Plan:** Developer partner in place and funding requirements conformed by the time the full business case is submitted. At this stage the land will need to be in council control based on accelerated funding. Delivery risk will be minimised and subject to confirmation ideally a planning approval in place. The ambition should be to complete stages 1,2 and 3 in advance of the full business case being submitted.

TCR02 – Public Realm Refurbishment

- 3.16 (includes link to rail station and new square linking Base2, Markets & Commercial Development)
- Stage 01 Sketch Scheme Design
 - Stage 02 Detailed Design & Planning Submission / LCC consultation
 - Stage 03 Technical Design & Regulatory Approvals (including highways)
 - Stage 04 Contractor Selection Process
 - Stage 05 Construction & Completion
- 3.17 **Timing with Town Investment Plan –** Delivery risk will be minimised and subject to confirmation ideally a planning approval in place. The ambition should be to complete stages 1 and 2 in advance of the full business case being submitted.

Overall Interrelationships

- A construction programme will be drafted to demonstrate how this extent of development can be completed within Leyland Town Centre within the required timescales. The three key projects will be delivered in similar timescales.
- The sites are close to one another and construction traffic, and different contractors working on the various projects will need to be carefully coordinated. The sequencing of projects will be vital.
- The timing of the public realm works needs careful consideration. There are three important aspects, Hough Lane, Market place (which has relationships with Base, Markets and Commercial development) and the link to the railway station via Chapel Brow.
- The piloting of the one-way traffic movements along Hough Lane could be undertaken early to explore any key issues.

Conclusions

[Conclusions TBA]

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