

Report of	Meeting	Date
Chief Executive	Scrutiny Committee	Tuesday, 17 January 2023

## Leyland Town Deal Update

Is this report confidential?	No
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Is this decision key?	Not Applicable
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### Purpose of the Report

- To present governance arrangements on the Leyland Town Deal scheme including, town deal board arrangements, programme, risk and financial management and stakeholder engagement.

### Recommendations

- N/A

### Reasons for recommendations

- N/A

### Other options considered and rejected

- N/A

### Corporate priorities

- The report relates to the following corporate priorities:

An exemplary council	Thriving communities
A fair local economy that works for everyone	Good homes, green spaces, healthy places

### Background to the report

6. In October 2020 South Ribble Borough Council in conjunction with the Leyland Town Deal Board submitted a Town Investment Plan (TIP) to propose a regeneration project for Leyland Town Centre. The submission proposed a £24.950 million investment from Town Deal. This funding submission was successful subject to submission of a business case for the proposed projects.
7. The TIP describes Leyland as being dispersed without a clear centre. The aim of the project is to create a high-quality central heart to Leyland, with investment in strategic connections to the north and south to improve connectivity. The Plan proposed 3 key projects including Project A: Town Centre Transformation; Project B: Market Regeneration and Project C: The BASE2.
8. The objective of the Town Deal is to drive the economic regeneration of towns to deliver long term economic and productivity growth through:
  - **Urban regeneration, planning and land use:** ensuring towns are thriving places for people to live and work, including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.
  - **Skills and enterprise infrastructure:** driving private sector investment and ensuring towns have the space to support skills and small business development.
  - **Connectivity:** developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity
9. The Leyland Town Deal is supported by the Leyland Town Deal Board who have participated in workshops and have been actively involved in defining, shaping and providing advice throughout the development stages of the project proposals. The authorising body for Leyland Town Deal is South Ribble Borough Council.
10. Three projects were identified within the TIP during the development of the RIBA Stage 2. It was identified that in order to maximise the strategic alignment, complementarity and value for money, and to ensure proportionality in the production of the business cases, that South Ribble Borough Council combine two projects into one, which ultimately proposed the submission of two business cases as opposed to three. A summary of which is provided below.

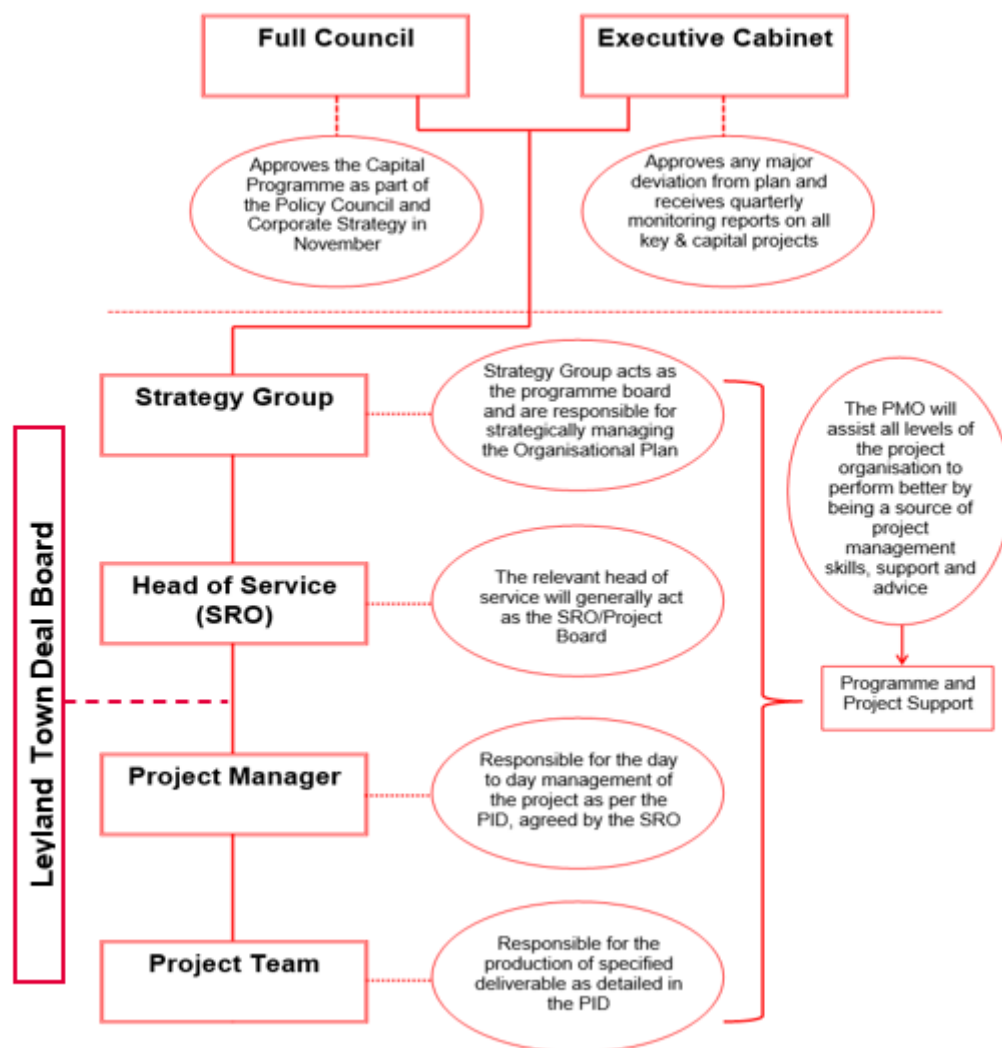
TIP Projects / Previous Business Cases	Final Business Cases to be Submitted*
Project A: Town Centre Transformation	Project A: The Town Centre Transformation (includes Market Regeneration project)
Project B: Market Regeneration	
Project C: The BASE2	Project B: The BASE2

11. Business Cases were submitted in March 2022 and following a period of scrutiny from the Town Deal the business cases were approved in October 2022 and the first tranche of funding was released in November 2022.

## Governance of the Board

12. The Leyland Town Deal Board (LTDB) is a strategic body created following Leyland being identified as a town that may benefit from the Towns Fund. The LTDB brings together the private, public and voluntary sectors to provide strategic leadership to develop and deliver a Town Investment Plan and schedule of interventions to secure government funding, and which sets out a clear understanding of the area, focusing on its assets, opportunities and challenges.
13. The LTDB is an advisory board only, providing strategic direction and oversight of the Leyland Town Deal delivery. The authorising body for Leyland Town Deal is South Ribble Borough Council as identified at Figure 1.

**Figure 1 – Governance Structure**



14. During the development of the Town Investment Plan there were 35 members of the LTDB. Following approval of the Town Investment Plan the LTDB Members were requested to declare any conflicts of interest and to accept the code of conduct set out in the Terms of Reference, which had been developed in accordance with the Town Deal guidance and approved by the Director of Governance.

15. The LTDB membership was subject to completion of the declaration of interest and signing of the code of conduct. 16 returns were received reducing the board to 16 Members, with one member recently resigning due to a change of job. The board terms of reference and signed declarations are included on the Leyland Town Deal website ([1. Duties and Terms of Reference - Leyland Town Deal. Membership - Leyland Town Deal](#)).
16. The LTDB meet at least quarterly, more regularly if the scheme negates this. All minutes of the meetings are recorded and uploaded onto the Leyland Town Deal website.

## **Risk and Financial Management**

17. The Project Manager is responsible for ensuring that risks are identified, recorded, and regularly reviewed throughout the project lifetime. The initial stage of risk management is the Risk Analysis. This involves identifying the risk, assessing its impact, probability, and overall evaluation.
18. Once a Risk is analysed, the Project Manager will manage the risk through planning, resourcing, monitoring and controlling it. This will be achieved through the following options:

Contingency – plan of action to come into force when a risk materializes;

Acceptance – accept the possibility that the risk may occur;

Reduction – reduces the likelihood of the risk occurring or limits its impact;

Prevention – act to prevent the risk occurring or having an impact on the project;

Exploit – risks can present opportunities - Acting to take advantage of the risk; and

Transference – pass the risk to a third party (e.g. use of insurance or penalty clauses).

19. A series of risks to delivering the project's outputs and realising intended benefits have been identified for the Leyland Town Deal Project. These risks have been rated as a product of the 'Impact' on the project and the 'Probability' of occurring. The key residual risks have been identified and action owners assigned, these will need to continue be managed throughout the design and delivery of the schemes.
20. Risk is managed through the internal GRACE risk management system. All risks and mitigating actions are recorded within GRACE. The risk register is regularly reviewed at Town Deal Board meeting, internal officer meetings and project group meetings, held, fortnightly, monthly or quarterly dependant on the stage within the project. Board Members, Officers and the design are actively encouraged to report any risks that are identified for inclusion on the risk register. The Risk Register is included at Appendix 1.

## **Financial**

21. A cost consultant has been appointed for the scheme who provides cost advice on the delivery of the scheme. A cost plan has been developed and is actively monitored throughout the design stages. A design development allowance, construction risk allowance and risk allowance are included within the cost plan. A cost report is updated monthly and tracked against the budget that was approved by Full Council in March 2022.

## Programme

22. A full detailed programme has been developed using the Microsoft Project software package. Microsoft Projects allows projects to be programmed in a Gantt chart format which identifies any resource conflicts and allows a critical path to be developed to ensure that the works are being delivered in accordance with the delivery milestone of 31 March 2026.
23. At this stage within the scheme a planner has been appointed to develop an overall programme for Leyland Town Deal scheme. The programme is reviewed at the monthly progress meetings. Any delivery risks are highlighted and addressed through the risk management system. When construction partners are appointed, they will be contractually obliged to deliver the build within a stipulated timescale and will therefore develop a programme to reflect this and update on a regular basis (normally monthly) for their element of the project.
24. A monthly dashboard is prepared which monitors performance of the scheme. The latest project dashboard is included at Appendix 2.
25. A programme overview for element of the project is provided below. These dates are subject to change as each scheme is progressed, the key date is that all elements of the scheme are delivered by 31 March 2026.

### Conversion of Balfour Court & Refurbishment of Leyland Market

Activity	Programme	Date
Conversion of Balfour Court & Refurbishment of Leyland Market	Survey Period – Balfour Court	21/11/22 – 02/06/23
	Design Period - Market	01/12/22 – 16/02/23
	Design Period - Balfour Court	09/01/23 – 20/03/23
	Tender Period*	21/03/23 – 24/07/23
	Provide Temporary Market & Decant	22/08/23 – 16/10/23
	Construction Period – Market	17/10/23 – 28/08/24
	Traders Relocate Back To Market	29/08/24 – 25/09/24
	Construction Period - Balfour Court	26/09/24 – 14/07/25



### Quinn Street Residences including Remediation and Church Place

Activity	Programme	Date
Quinn Street Residences including Remediation and Church Place	Stage 3 Design Available	12/10/22
	Tender Period*	23/03/23 – 04/08/23
	Remediation Period**	07/07/23 – 30/05/25
	Tender Period (2-stage)	07/08/23 – 10/11/23
	Construction Period (Residential)***	03/01/24 – 30/05/25



\*Tender Period includes billing/tender preparation; tender period; assessment and moderation; internal approvals period; contractor appointment

\*\*Remediation Period includes mobilisation period and remediation period

\*\*\* Church place delivery subject to aquisition.

## BASE2 & Commercial Building A

Activity	Programme	Date
Construction of BASE2 & Commercial Building A	Design Period	24/10/23 – 07/03/24
	Tender Period*	07/03/24 – 15/08/24
	Construction Period**	15/08/24 – 11/02/26



\*Tender Period includes billing/tender preparation; tender period; assessment and moderation; internal approvals period; contractor appointment

\*\*Construction Period includes mobilisation period and construction period

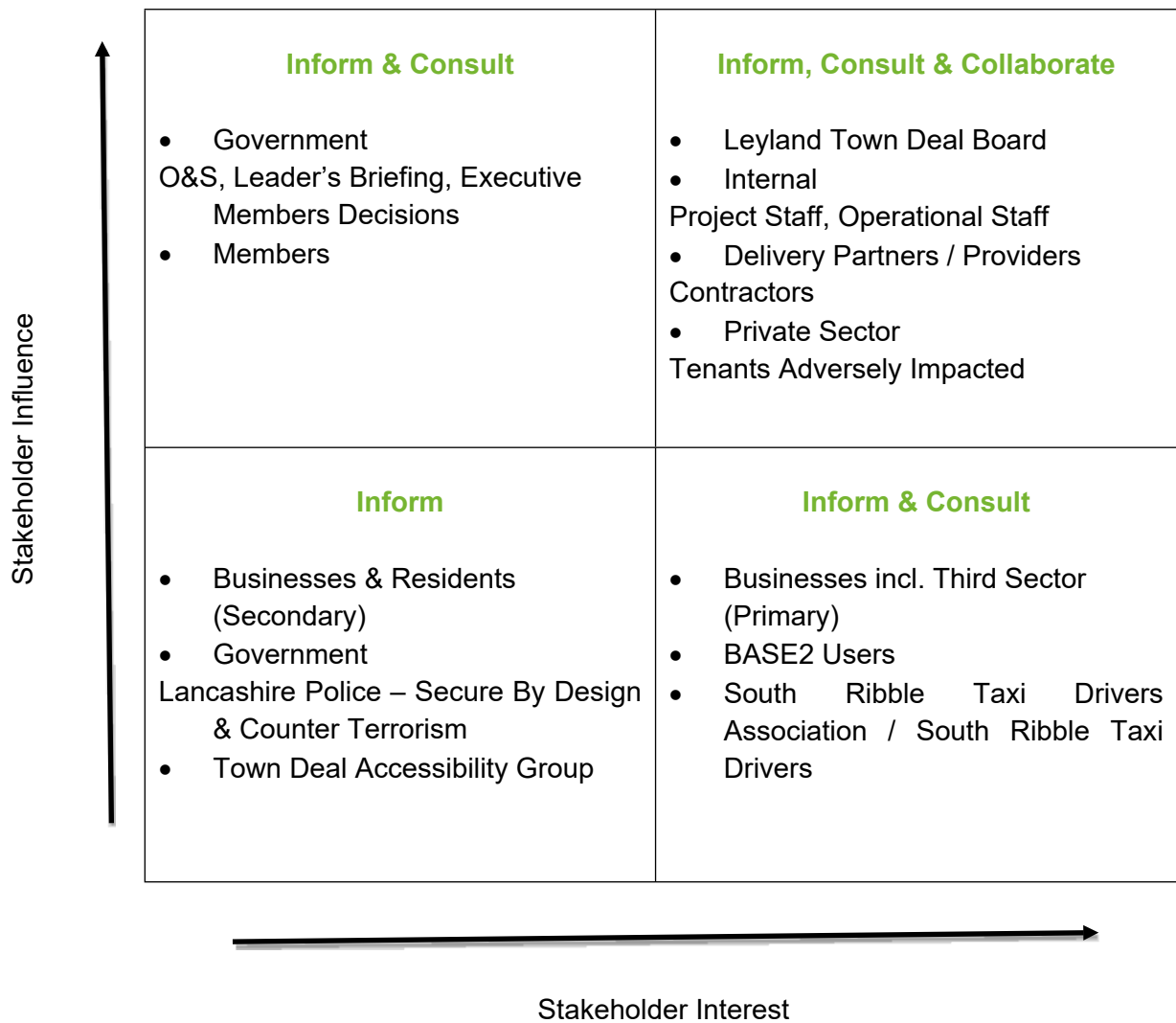
## Public Realm & Highways (S278)

Activity	Programme	Date
Public Realm	Design Period	03/10/22 -22/12/23
	278 Technical Approval Submission & Consultation	26/12/22 - 12/05/23
	Tender Period*	05/12/22 – 22/12/23
	Construction Period 1 – Hough Lane and associated side streets (phased)	29/07/24 – 19/02/25
	Construction Period A – Chapel Brow, Churchill Way, Church Brow (phased)	20/02/25 – 13/02/26

\*Tender Period includes billing/tender preparation; tender period; assessment and moderation; internal approvals period; contractor appointment for stage 1 and stage 2

### Stakeholder Engagement

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



- High interest, high influence – Inform, Consult & Collaborate  
This zone is the closest to the project and interactions/impacts on stakeholders will be on a very frequent basis.
  - High interest, low influence – Inform & Consult  
Stakeholders of zone 2 deal frequently with the project interactions/impacts however the impacts are not as significant as in zone 1 but still important.
  - Low interest, high influence – Inform & Consult  
A stakeholder interaction with your project will be limited in time and potentially restricted to a specific phase of the project however these are powerful stakeholders we need to engage with
  - Low interest, low influence – Inform  
Interactions could occur on an incidental or occasional basis with these stakeholders, and impacts are either very limited or inexistent.
27. Several platforms will allow clear communications with stakeholders alongside residents and potential investors; this will include a dedicated micro-site; dedicated

email address; dedicated hashtag amongst other mediums. Business Engagement will be ongoing by the Investment and Skills team.

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

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

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

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

### **Leyland Town Deal Email**

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

### **Direct Meetings**

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

### **Leyland Town Deal Hashtag**

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

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

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

### **'Drop In' Sessions**

34. Drop in sessions at a suitable venue will be held to allow stakeholders to drop in and review the scheme updates and an opportunity to discuss any concerns or ask any questions about the project. All sessions will invite stakeholders to complete a questionnaire to record their feedback. Drop in sessions have been held in November 2021 and May 2022.

### **Planning consultation**



35. The planning consultations allow members of the public and statutory consultees to comment on the scheme.

#### **Letters**

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

#### **37. Internal Communications (Meetings, Emails, Yammer, Reports)**

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

#### **Member Engagement**

38. For Members, engagement will take place via Member meetings as appropriate.

#### **Climate change and air quality**

39. N/A to this report.

#### **Equality and diversity**

40. N/A to this report

#### **Risk**

41. See Appendix

#### **Comments of the Statutory Finance Officer**

42. There are no direct financial implications of this report as it is for update only.

#### **Comments of the Monitoring Officer**

43. There are no comments on this update report.

#### **Background documents**

N/A

#### **Appendices**

Appendix 1 – Risk Register

Appendix 2 – Project Dashboard

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