

Leyland Town Investment Plan

October 2020



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Foreword

Leyland is a historic market town within the South Ribble borough; known as the ‘Garden of Lancashire’ in the 1870s. With industry rooted in cotton and textiles, Leyland transformed throughout the nineteenth and twentieth centuries with the growth of the light-engineering rubber and motor vehicle industries. We developed a worldwide reputation as a centre of manufacturing innovation and excellence. This is exemplified in the success of Leyland Trucks Ltd, now one of Britain’s leading manufacturing companies, and with Leyland Paints, pioneering new developments in industry.

However, Leyland still has some of the most deprived areas nationally, with lower skills levels, low earnings and low rates of business start-up. The impact of Covid-19 has only exacerbated some of our problems, including more than doubling our unemployment count since March.

Currently, our town centre is disjointed. It lacks a distinct sense of place and an enticing retail and leisure offer to attract visitors and residents. In spite of this, a shift in consumer habits as a result of Covid-19, has meant an increase in shopping in towns locally rather than travelling to busier and bigger places.

The Towns Fund is a once in a lifetime opportunity for Leyland to receive £25million of funding and build on the current momentum our centre has with residents to provide our town with a distinct identity and a more enticing offer.

Our Town Investment Plan will provide a ‘new heart’ of Leyland, delivering quality facilities that support start-ups, skills development and employment opportunities, developing the day and evening hospitality, leisure and retail offer.

Together, these projects can help Leyland to recover from the impact of Covid-19 and become a more economically resilient town in facing new challenges and seizing new opportunities.

The Towns Fund focus is on investing in skills 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, enhance digital connectivity and support the health and wellbeing of our community. 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 Town Centre Transformation, The Market Regeneration, and The Business Advice, Skills and Enterprise Hub (BASE2)**. Our approach to shortlisting these projects involved a detailed options assessment that included a review of Leyland needs, local and regional priorities, and the Towns Fund requirements.

Our stakeholder engagement and public consultation process has shown us that Leyland is proud of its heritage and has an ambitious vision for the future of this town. **Our project proposals have widespread support and buy-in from local businesses and communities.**

The Town Deal Board has been central throughout the development process, representing local resident and business communities, public and private sectors. I would like to thank all the members of the Board, and their advisors, for their contributions and guidance in developing the Leyland Town Investment Plan.

**Jennifer Gadsdon, Leyland
Town Deal Board Chair**



I. Context Analysis

Geographical Context

Leyland is a historic market town within the South Ribble borough, 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 the South Ribble borough population (38,000 people). 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

Our Town Investment Plan boundary is defined by both institutional and market factors and with an eye to the future; incorporating key sites for development and ensuring the town's growth. The existing boundary¹ is outlined in purple and the proposed revised boundary is outlined in red. The two key revisions for this proposed revised town boundary line are:

¹ This is the existing ONS Built-up Area Sub-division (BUASD) defined in 2011.

1. The exclusion of areas within the neighbouring local authority, Chorley has been shortlisted for the Future High Streets Fund and has a different set of strategic priorities and has therefore been excluded. This ensures simpler management structures and a more streamlined delivery approach; and
2. The expansion to include key development opportunity sites. Specifically extending:
 - 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 (a Regional Strategic Site) and the Woodcocks Farm site around a potential leisure hub development;
 - South-East to include the Matrix Industrial Park (a key strategic employment site);
 - South to include Worden Park (to enable investments in green infrastructure); and
 - West to include the area surrounding Moss Side Industrial Estate (a key strategic employment site) and the adjacent Test Track housing development site providing 950 homes.

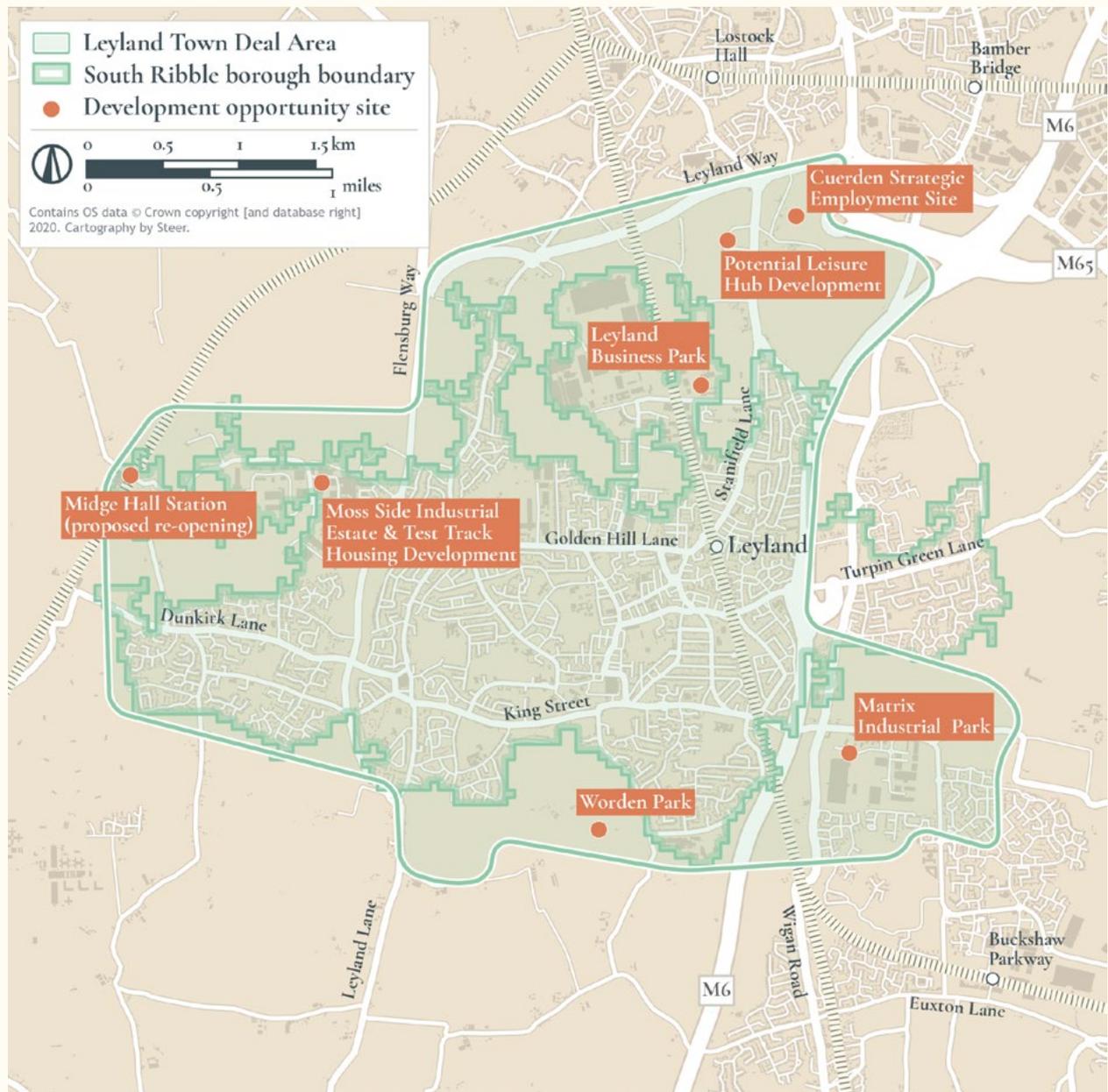


Figure 1-2: Proposed Town Investment Plan Boundary (ONS 2018)

Evidence Base

Overview

The development of our Town Investment Plan was preceded by the development of a robust Evidence Base. Key findings from this analysis can be organised around a series of cross-cutting themes that underpinned the project prioritisation process and our final project proposals. These are:

- Skills for Leyland's Frontier & Foundation Economies;
- Enterprise & Urban Regeneration; and
- Sustainable Connectivity.

The full Evidence Base Report is appended and submitted alongside this report.

Skills for Leyland’s Frontier & Foundation Economies

Leyland has a relatively high rate of economic activity amongst working age residents (74% compared to 70% nationally)². However, over the last year, the number of residents in the Leyland Town Deal area claiming unemployment benefit has risen significantly, more than doubling since March 2020, when the impact of Covid-19 hit.

Farington East and Farington West experienced the greatest percentage increase in number of residents claiming unemployment benefit between February and August 2020 (260% and 214% increases respectively).

² ONS Annual Population Survey figures (2019)

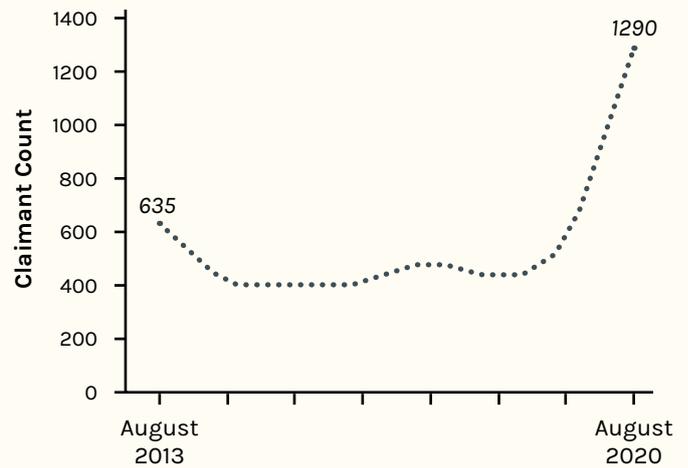


Figure 1-3: Claimant Count in Leyland, August 2013-August 2020, (ONS Claimant Count, 2020)

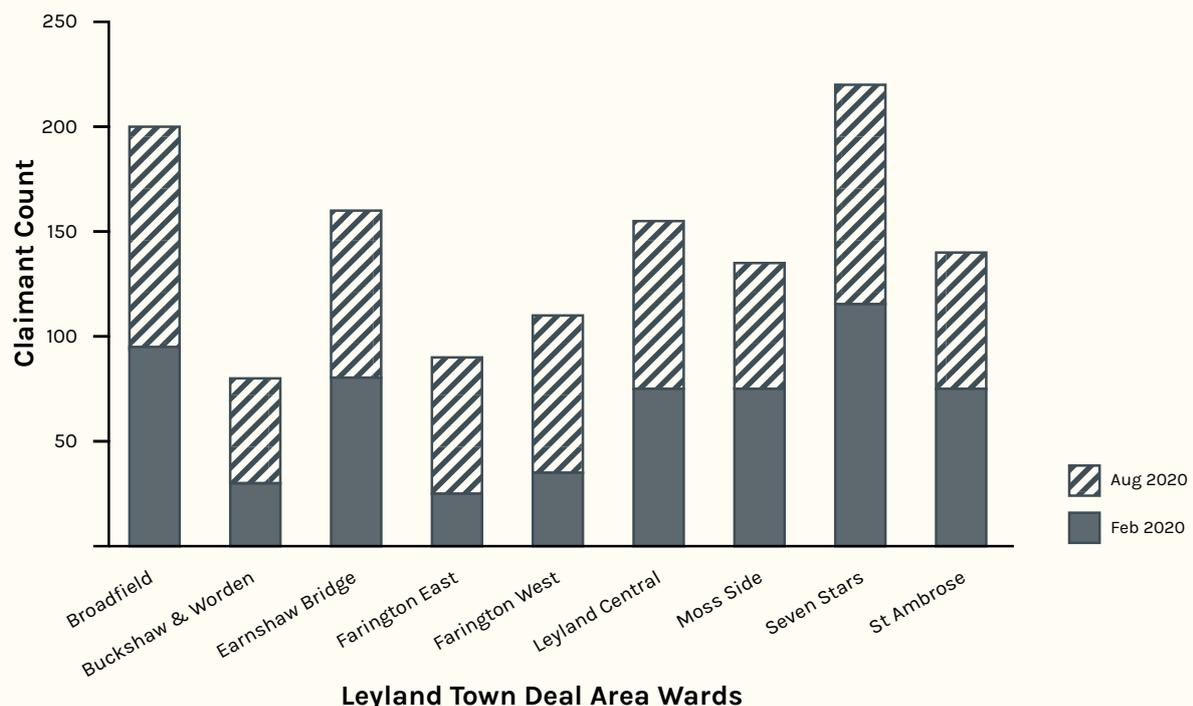


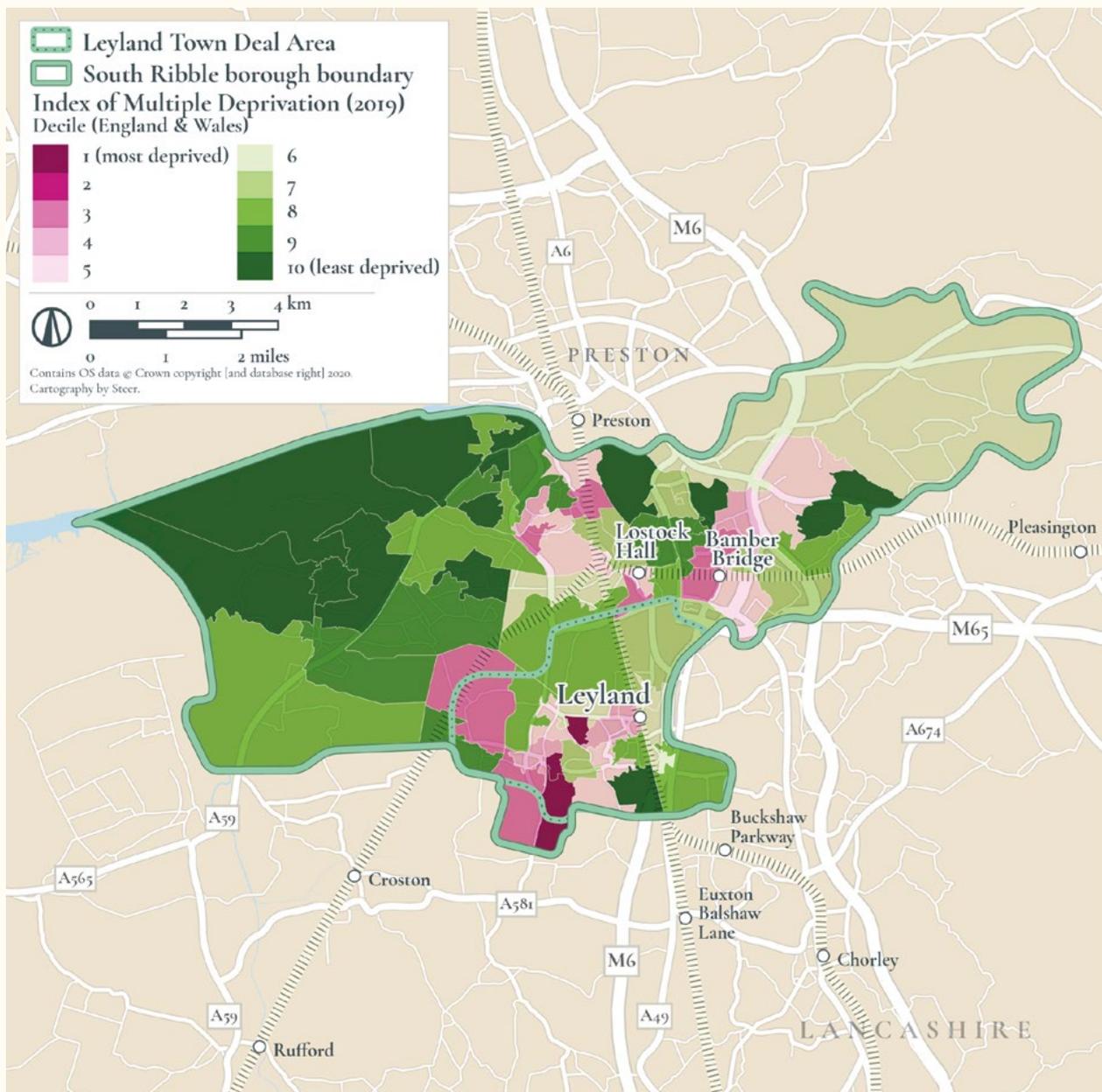
Figure 1-4: Claimant Count, February - August 2020 (ONS, 2020)

Leyland’s proportion of residents with degree level qualifications is lower than average (23% compared to a national average of 27%) and Leyland’s has several deprived local areas³ with particularly poor employment and skills outcomes.

For example, the Seven Stars ward in Leyland has higher rates of no qualifications and unemployment than the rest of Leyland and particularly high child poverty rates at 42%. This is more than double the national rate of children in poverty.

³ Lower Super Output Areas (LSOAs) that fall in decile 1 are in the 10% most deprived LSOAs nationally, LSOAs that fall in decile 10 are in the 10% least deprived LSOAs nationally.

Figure 1-5: Index of Multiple Deprivation (MHCLG, 2019)



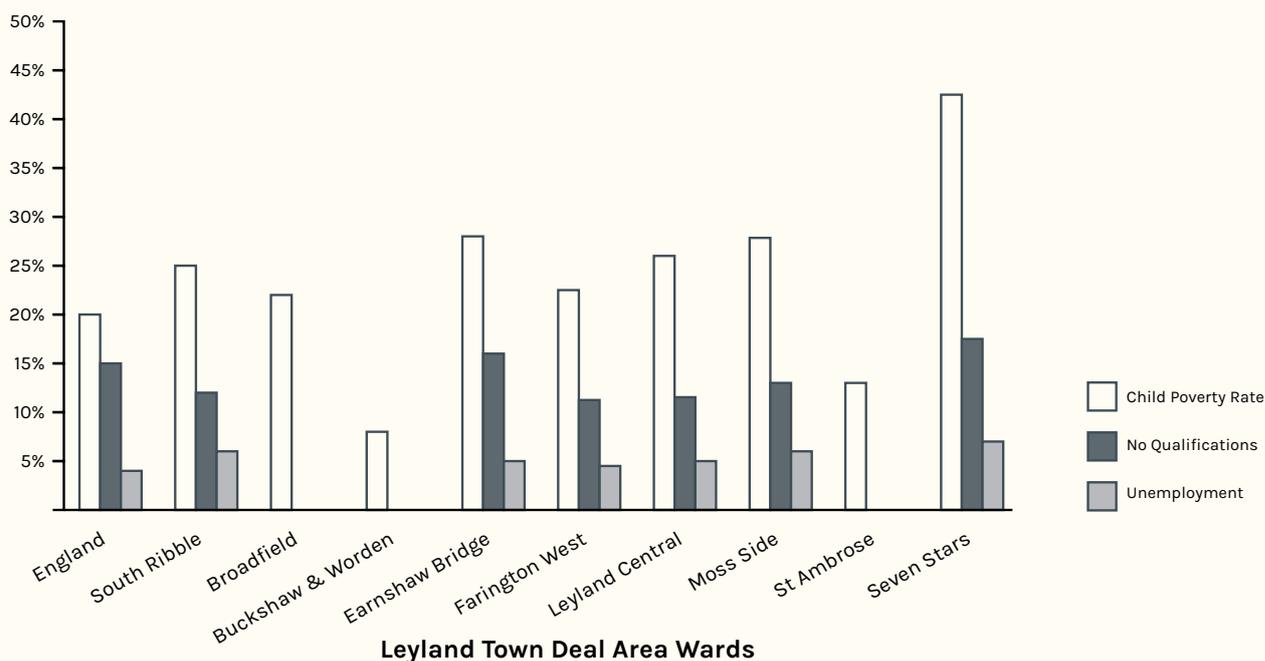


Figure 1-6: No Qualifications, Unemployment & Child Poverty Rates across Leyland Town Deal Area (DWP, 2019)

Leyland has mixed school performance outcomes. 57% of KS2 pupils are achieving to the required level in South Ribble, which is lower than the 64% nationally (2018). Schools that are below average include Leyland St Mary’s Catholic High School.

Students living in the Leyland Town Deal area have access to a number of Further Educational institutes with different levels of emphasis including more academic (i.e. Runshaw College) and more vocational (e.g. Preston’s College) institutions. Ofsted grades suggest a mixed picture for this provision, with Runshaw & Cardinal Newman awarded Outstanding, and Preston Requiring Improvement (DfE 2017).

A combination of how our working-age population is decreasing (as a proportion of the total population) at a faster rate across the borough than is the case nationally, and how job opportunities are transforming with macroeconomic automation and digitisation shifts, has meant that upskilling and ‘lifelong learning’ are increasingly important for Leyland.



Figure 1-7: Households at Risk of Digital Exclusion (Acorn Digital Exclusion, Lancashire Skills & Employment Hub)

Digital infrastructure varies significantly across the area with some areas of Leyland home to a high proportions of households at risk of digital exclusion and need access to digital facilities and skills in order to provide equal opportunities across our town.

Average earnings and employment by occupation are available at the level of the South Ribble. South Ribble has relatively low employment in management positions and professional occupations, and average earnings in South Ribble are lower than they are nationally.

Figure 1-8: Average weekly earnings, 2019, (ONS ASHE 2019)

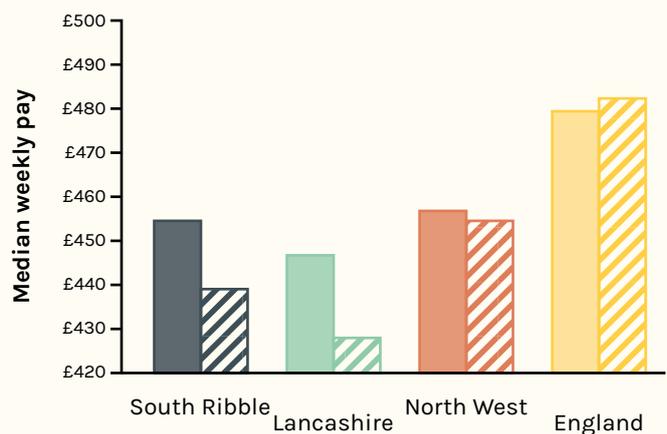
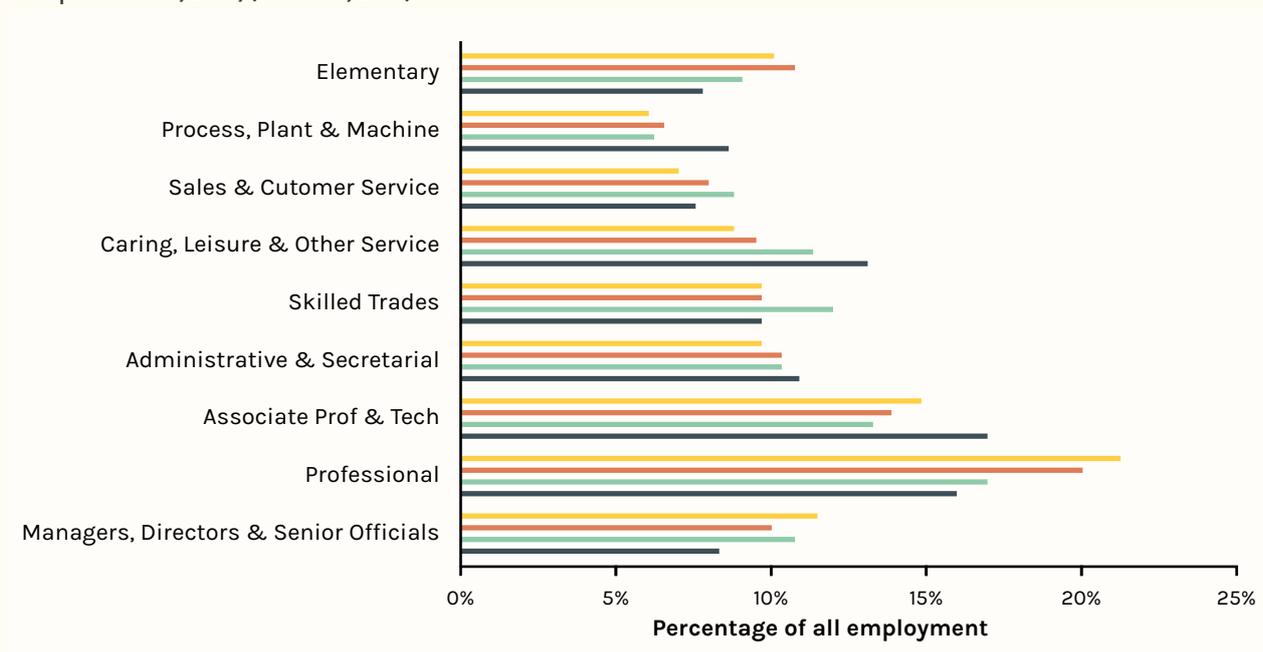


Figure 1-9: Employment by broad occupation level, 2019, (ONS APS, 2019)



Enterprise & Urban Regeneration

In Enterprise & Urban Regeneration, South Ribble has strong business survival rates and the size of the local business base has increased over the last decade. However, the rate of new business start-ups is low (annual business births at 11% of the previous year’s business stock, compared to 17% across the region), and the start-up rate has also decreased (from 15% in 2013 to 11% in 2018).

Despite good foundations, with Construction, Automotive, Advanced Manufacturing, Digital and Energy providing significant GVA and employment across the South Ribble borough, the knowledge economy presence remains relatively small, with a lower proportion of knowledge-based businesses (23% compared to 29% nationally) and a lower proportion of employment in professional occupations (15% compared to 21% nationally).

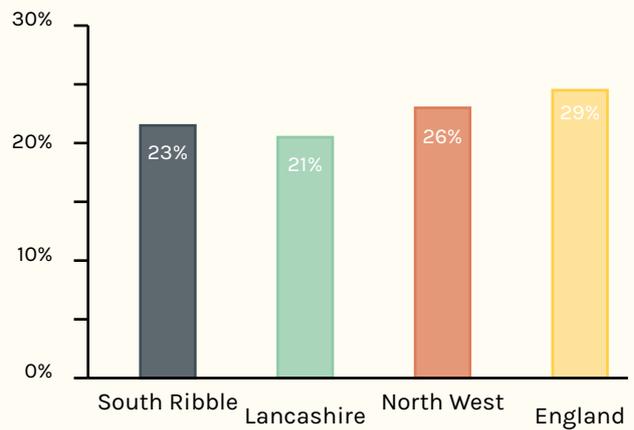


Figure 1-10: Proportion of businesses that are knowledge-intensive, 2019 (ONS, UK Business Counts)

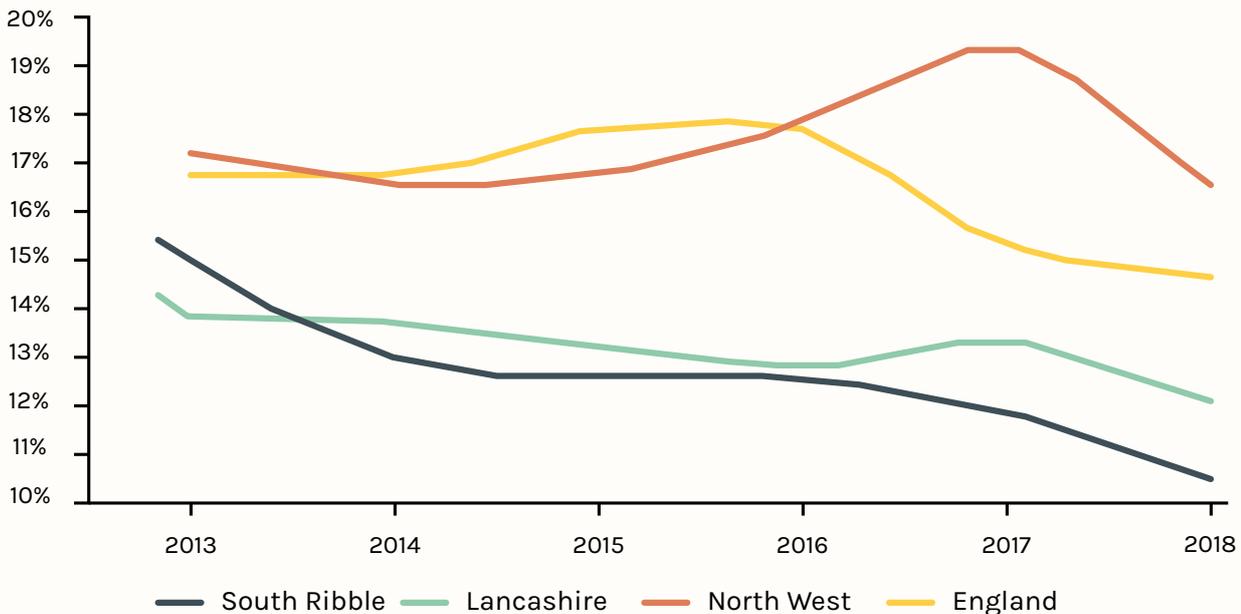


Figure 1-11: Annual Business Births as a Percentage of Previous Year’s Business, 2013 -2018, (ONS Business Demography)

Available office space within the town centre is also understood to be relatively limited, WYG's searches for available office space identified circa 1,000 sqm across just 4 separate sites. Leyland's retail and service offer has strong representation from independent businesses and is home to the unique British Commercial Vehicle Museum linking to our motor industry heritage.

Average house prices locally are lower than the national average, but in line with regional levels. Prices increased drastically between 2001 and 2007, then largely plateaued since the time of the financial crisis, not continuing to rise to the extent the national average has over the last decade.

Since 2001, the number of dwellings in South Ribble has increased by 6,400. Compared to the annual increase in dwellings in the base year 2001, the annual increase in dwellings has decreased. At its peak in 2004, over 650 extra homes were logged. In 2014 and 2018, South Ribble saw similar increases in dwellings again (circa 450). The South Ribble Housing Strategy 2020-2025 vision is 'by 2025 South Ribble will offer good quality, safe and secure housing that our current and future residents can afford to live in' and the strategy outlines that the Council is looking to take a more active role in the housing market by looking at how it can intervene to meet housing needs where the market is not delivering.

The main focus of activity within the Leyland Town Centre is located along Hough Lane. However, the centre is dispersed across several clearly definable and separate areas, comprising Hough Lane at its centre, Churchill Way Retail Park/ Chapel Brow and Olympian Way Retail Park at the northern end of the centre and the Tesco Extra store and the lower end of Towngate at the southern end of the centre. The dispersed and linear form of the town centre's principle uses, and key assets means that it functions as a series of distinct elements, providing a disjointed town centre offer. Furthermore, the Centre has limited pedestrian connectivity and dedicated pedestrianised areas, meaning the visitor experience is strongly influenced by the presence of passing vehicles.

Coupled with consumer behaviour shifts towards online shopping, the above has meant that Leyland has struggled to attract residents and visitors to its town centre.

Leyland's dispersed town centre has translated to high vacancy rates. The 2020 survey recorded a rate of up to 31% in Leyland Town Centre, comparing to a national average of 10.3%.

Leyland town centre has slipped over 700 positions in the national retail hierarchy and has a limited leisure offer. Leyland has a limited number of restaurants and cafés for a centre the size of Leyland and businesses that support the evening economy are largely on the centre's periphery.

There is potential for increasing demand for the local offer during and following the

Covid-19 crisis, with residents favouring a local offer rather than travelling to larger more populous towns and cities. South Ribble's high street survey consultation that ran July-August 2020, found that 60% of respondents now regularly visit Leyland town centre.

There is, however, still a continued shift away from all town centres that should be noted, with 40% of respondents also answering that they were visiting all town centres less frequently and for shorter time-periods during Covid-19 than they were previously. The results found that on average visitors usually visited the centre in the morning or afternoon for less than one hour and it was most commonly for food shopping.

With a poor offer for the evening economy locally, just 31% reported visiting South Ribble town centres in the evenings, only one quarter staying for over an hour, and less than a third visiting cafes and restaurants.

Figure 1-12: Annual Net Additional Dwellings, 2001-2019 (MHCLG, 2020)

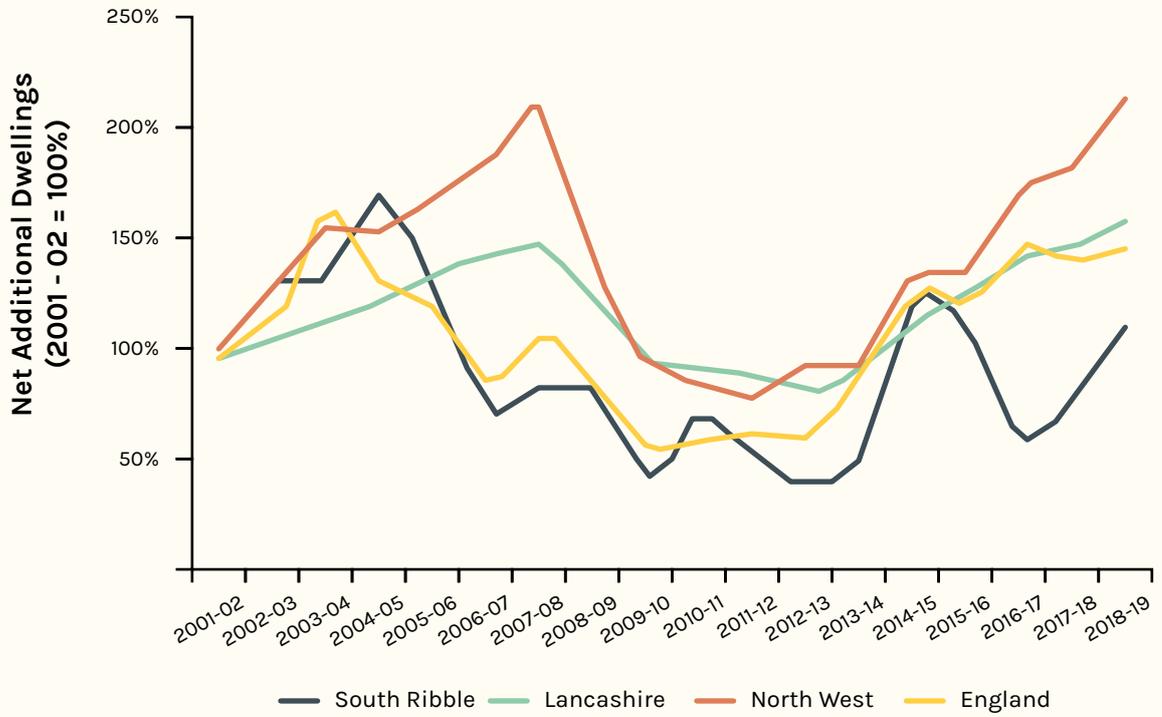


Figure 1-13: Town Centre Key Assets

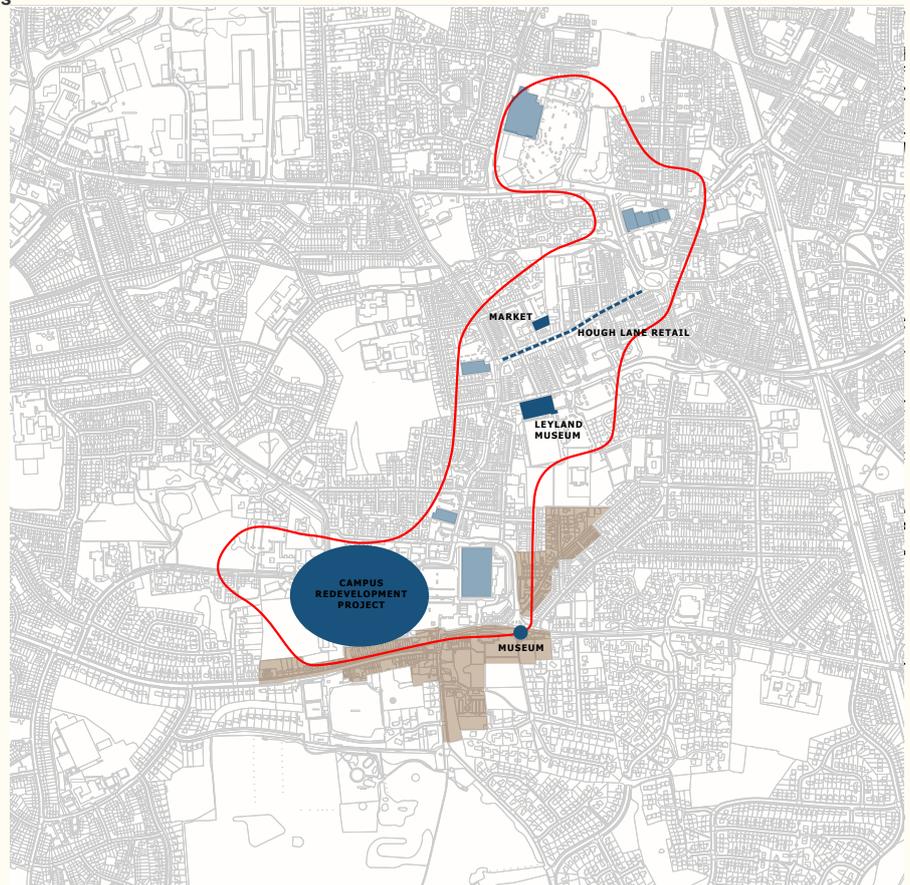
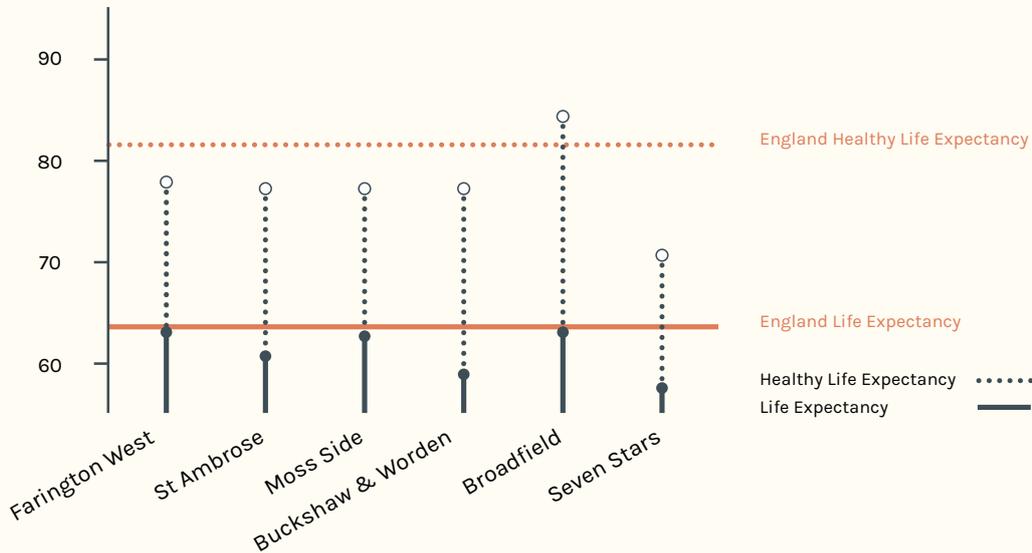


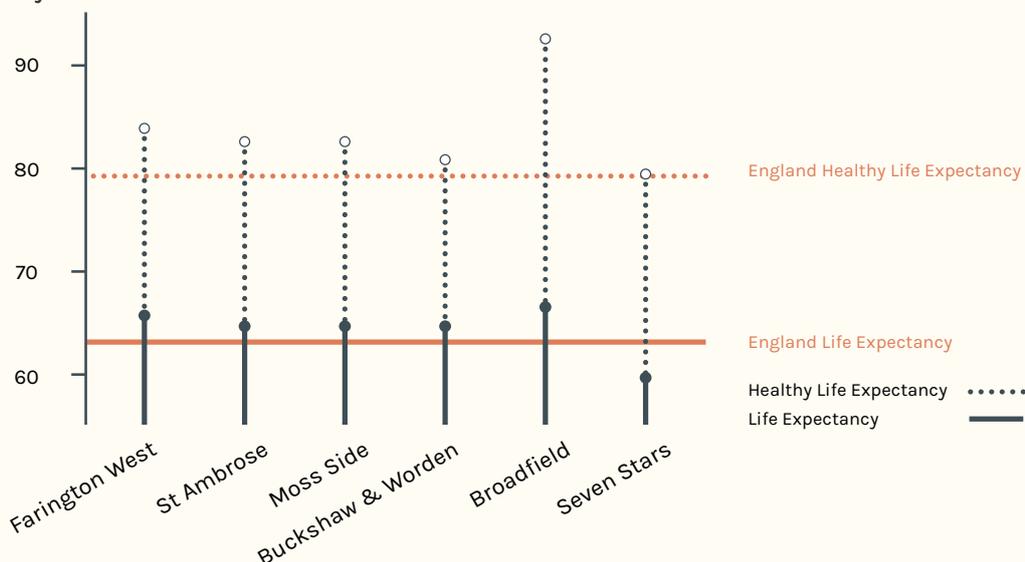
Figure 1-13: Healthy Life Expectancy & Life Expectancy in Leyland Town Deal Wards for Men



These findings were solidified by our own September - October 2020 Town Investment Plan consultation which found that 2% of respondents support the proposals for new town centre bars and restaurants, and 63% of respondents answered that an improved public realm and new eating and drinking facilities in Leyland Town Centre would increase the amount of time they would spend in Leyland.

Creating high-quality outdoor public spaces is important for improving health and wellbeing. In Leyland, the health and wellbeing of residents varies across wards. However, for all of the Leyland Town Deal area except for Buckshaw & Worden, the standardised rate of hospital admissions exceeds the national rate significantly across all causes, with particularly poor outcomes for heart disease. The life expectancy and healthy life expectancy is similar to the national average across Leyland, though for the Seven Stars and Broadfield wards they are lower.

Figure 1-14: Healthy Life Expectancy & Life Expectancy in Leyland Town Deal Wards for Women



Sustainable Connectivity

The dispersed and linear form of the town centre means that it functions as a series of distinct areas, discouraging users visiting the town centre as a whole and instead visiting discrete areas that are primarily being utilised in distinct ways:

- The northern end of the town (i.e. the Train Station, the Churchill Way Retail Park and Chapel Brow), together serve as the town's gateway location;
- Centrally, Hough Lane provides a retail and service offer;
- Towngate and King Street provide a dispersed retail and service offering as well as access to the British Commercial Vehicle Museum; and
- At the southern end of the centre has retail and civic uses, with the Tesco store, West Paddock and Lancaster gate.

Greater connectivity in the Town Centre is necessary to provide visitors and residents with a more rounded town centre experience. This includes providing improved access by sustainable modes north of the train station to the Leyland's new strategic employment site at Cuerden and a potential new leisure hub.

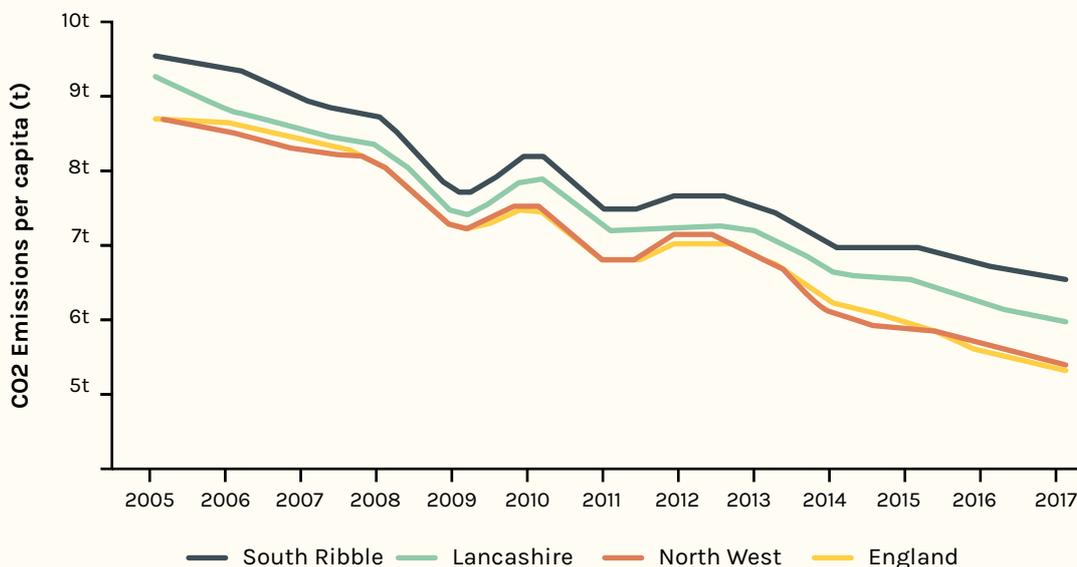


Figure 1-15: Carbon emissions per capita (t), 2005-2017, (BEIS, 2019)

The need for connectivity to be sustainable, is compounded by how South Ribble has a higher CO2 emissions per head than the wider county, regionally or nationally. This is driven by the particularly high emissions from industry and transport that are notably above national averages. In Leyland, Golden Hill Lane, Churchill Way and Turpin Green Lane have been identified as an Air Quality Management Area in the South Ribble Air Quality Action Plan due to high levels of NO2, which is primarily from vehicle emissions.

These high-levels of emissions are already on a downwards trajectory, not least because of an increase in cycling and walking due to Covid-19. This is partially evidenced through our consultations with local businesses, including Leyland’s local bike retailers who experienced a surge in demand for new cycles in the midst of Covid pandemic.

In the Leyland Town Deal Area, census data shows us that there is a considerably greater proportion of commutes made by car than is the case nationally (78% compared to 63%). To match national levels, a reduction in commuting by car and an increase in walking, cycling and use of public transport is required. 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?

Mode	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 SRBC High Street Survey, August 2020

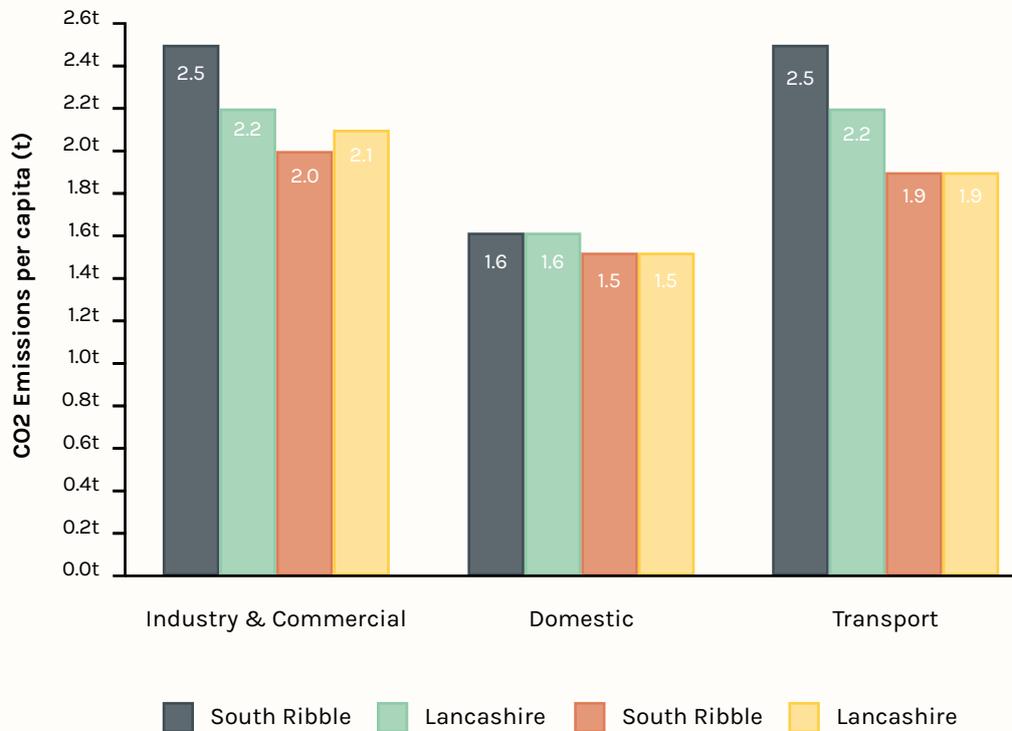


Figure 1-16: Carbon emissions per capita by source category (t). 2017, (BEIS, 2019)

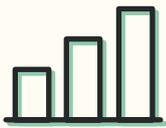
SWOT Assessment

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 and environmental concerns.

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 create inclusive economic growth and a thriving town centre.

Figure 1-17: Leyland Town Deal Area SWOT Assessment

Strengths



South Ribble has relatively high productivity and has experienced high growth in total GVA over the last decade.



South Ribble has a highly skilled working age population, exceeding national proportions of NVQ qualifications at every level.



In particular, Leyland has economic assets in Automotive, Advanced Manufacturing, Digital and Energy.



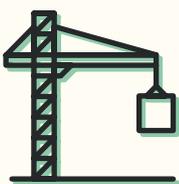
There has been a high rate of apprenticeships undertaken among adults in South Ribble.



The employment rate in South Ribble exceeds the wider county, region and national rates significantly.



Business survival rates across the borough are strong.



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.

Weaknesses



There is a lack of a defined town centre in Leyland, limited food and drink offering and declining retail offer.



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. There is poor air quality measured across the district including high levels of Nitrogen Dioxide in Leyland.



Across South Ribble, 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.



In Leyland, there is a concentration of South Ribble's deprived wards with poorer health outcomes, higher unemployment and lower skill levels. 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.



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.



South Ribble has high rates of commuting by car.

(cont.) Figure 1-17: Leyland Town Deal Area SWOT Assessment

Opportunities



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.



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.

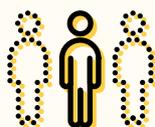


Increasing demand for local retail offer due to Covid-19 impacts and potentially a more locally focused future centred around Leyland.

Threats



The threat of uncertain climate futures requires Leyland to reduce emissions. 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.



The size of the working aged population in South Ribble has been decreasing over the last decade, faster than the national rate of change.



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.

Conclusions

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.

Our Town Investment Plan is carefully aligned with local, regional and national strategy priorities and is driven by the evidence of need across our three underpinning themes of Skills for Leyland's Frontier & Foundation Economies, Enterprise & Urban Regeneration, and Sustainable Connectivity.

2. Strategy

Vision and Objectives

Our Vision

In the 1870s Leyland was known as the ‘Garden of Lancashire’. Throughout the nineteenth and twentieth centuries, Leyland then developed a worldwide reputation as a centre of manufacturing innovation and excellence. In the 21st century, Leyland needs to pivot again, future-proofing our place to ensure it meets the needs of its community and businesses.

Our vision for Leyland is a digitally connected, carbon neutral town where local enterprises thrives, skilled residents have good jobs, and our communities feel connected to a newly revitalised town centre that has a distinct, retail, hospitality, leisure and cultural offer.

Through Town Deal Board workshops, Leyland’s key characteristics were identified. These were a mix of both Leyland’s strengths and areas where targeted change is needed to meet our vision for Leyland.

Our Objectives

Building on the identification of these areas for action, core objectives for our Town Investment Plan were defined.

These are:

- To establish a clear heart to the town supporting a more diverse and improved cultural, leisure and food and drink offer that attracts visitors and residents;
- To provide strong supply of skilled labour;
- To drive jobs and productivity in our key sectors (i.e. Automotive, Advanced Manufacturing, Digital and Energy); and
- To reduce greenhouse gas emissions through an increase in sustainable travel and through supporting Leyland’s ambition to become carbon neutral by 2030.

- Leyland's strengths
- Leyland's TIP core objectives
- Towns Fund broad objectives

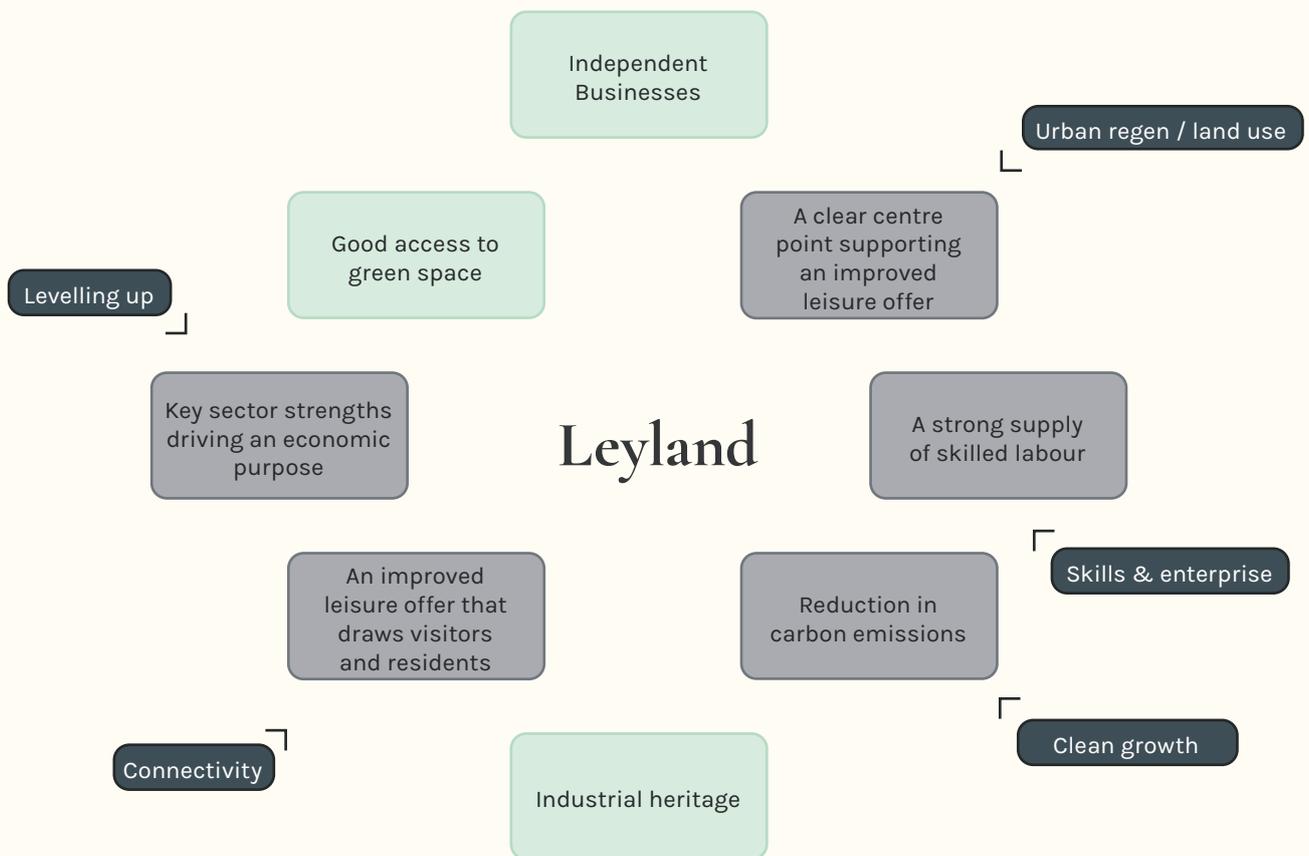


Figure 2-1: Town Deal Board Meeting – Agreement on Vision, Objectives & Strategic Plan, January 2020

Project Shortlisting

To develop a Town Investment Plan that meets our vision and objectives, we set out to present a set of shortlisted and agreed upon projects to Government. Our approach to shortlisting our Town Investment Plan projects included a detailed evidence base and options assessment.

The project longlist was drawn from Town Deal Board workshops and Leyland's Readiness Review (submitted to MHCLG in December 2019). It composed the following thirteen projects:

- **Town Centre Masterplan:** remodelling and re-shaping Leyland Town Centre to improve public realm and a sense of centre;
- **Worden Masterplan:** providing a commercially driven offer that provides new physical spaces for local residents and businesses;
- **Green Links Strategy:** developing a set of green corridors to increase health and sustainable travel and connectivity across Leyland Town Centre;
- **Wellbeing & Leisure Hub:** creating a 'sustainable' wellbeing hub for the town;
- **Skills shop:** building on South Ribble Borough Council's (SRBC's) apprentice factory project development plan to deliver a skills hub for residents and businesses in the town centre;
- **Digital:** investing in digital infrastructure and commissioning research into digital provision;
- **Civic quarter:** developing additional care facilities close to the town centre;
- **New station at Midge Hall:** delivering a new station on the Preston to Liverpool line which will improve connectivity and support the delivery of more significant housing development;
- **Town centre events/cultural space:** creating a multi-use music/events space to be used for rehearsals, performances and meetings;
- **Town centre co-working space with start-up support:** delivering a town centre space for start-up businesses and other workers along with business support services;
- **Regenerating the market building:** physically improving the Council-owned market building so that it is a more attractive place for local people to meet;
- **Advanced manufacturing supply chain:** exploring links/partnership opportunities with AMRC/EZ activities in order to exploit advanced manufacturing supply-chain opportunities; and
- **Virtual manufacturing hub:** creating a virtual manufacturing hub to deliver training specifically focused on the advanced manufacturing sector.

In order to shortlist the projects, the longlist options were assessed and RAG (Red-Amber-Green) rated against the assessment criteria detailed below.

- **Strategic Alignment:** following the Town Board workshop objectives exercise;
- **Evidence of Need:** drawing insights from the evidence base assessment;
- **Impact:** as per previous experience and available project information;
- **Estimated Costs:** based on a rough order of magnitude of costs;
- **Deliverability:** reviewing expected difficulties with project development and delivery;
- **Timeline:** as per the length of the delivery profile;
- **Risk:** including risk to value for money and delivery (including Covid-19 impacts); and
- **Covid-19:** looking at the project's contribution to economic recovery and ability to exploit new opportunities.

Our first filter was a 'gateway check'. This meant projects needed to align with both the strategic context and the evidence of need to be taken forward. Seven projects were taken forward and assessed against the further criteria.

Projects were then given a RAG rating which was converted to a project score, (projects could be assigned a total of 24 points with rating of Red=1; Amber/Red=1.5; Amber=2 and Green=3). This score was then converted to a percentage and projects were ranked by overall scoring.

Final projects were shortlisted by the Board based on this assessment. Where possible, project ideas have been merged to develop a set of projects that will fully deliver the maximum possible impact utilising local insights and ideas whilst delivering to the Towns Fund objectives.

Table 2-1: Project Level Recommendations and Shortlist (Town Deal Board Meeting – Evidence Base Review and Project Shortlisting, May 2020)

Project	Idea	Score
Town centre masterplan	Remodelling and re-shaping Leyland Town Centre to improve public realm and sense of centre	83%
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%
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%
Co-working space/start-up support	Delivering a town centre space for start-up businesses and other workers potentially along with some business support services.	83%
Advanced manufacturing supply chain	Exploring links/partnership opportunities with AMRC/EZ activities in order to exploit advanced manufacturing supply chain opportunities.	81%
Virtual manufacturing hub	Creating a virtual manufacturing hub to deliver training specifically focused on the advanced manufacturing sector.	81%
Town centre events/cultural space	Delivering a multi-use music/events space in the town centre. This could be used/leased for rehearsals, performances and meetings.	75%

Rank	Recommendations	Shortlist?	Final Project
=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 principle	Project A: The Town Centre Transformation.
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.		Project B: The Market Regeneration
1	This project scores strongly against all criteria other 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	Project C: The Business Advice, Skills & Enterprise Hub (BASE2),
=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.		
=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	
=3	Whilst this project scores well and has the potential to delivery 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	
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	

Strategic Context

Our Town Investment Plan is underpinned by a hierarchy of strategies.

Figure 2-2: Strategy Mapping

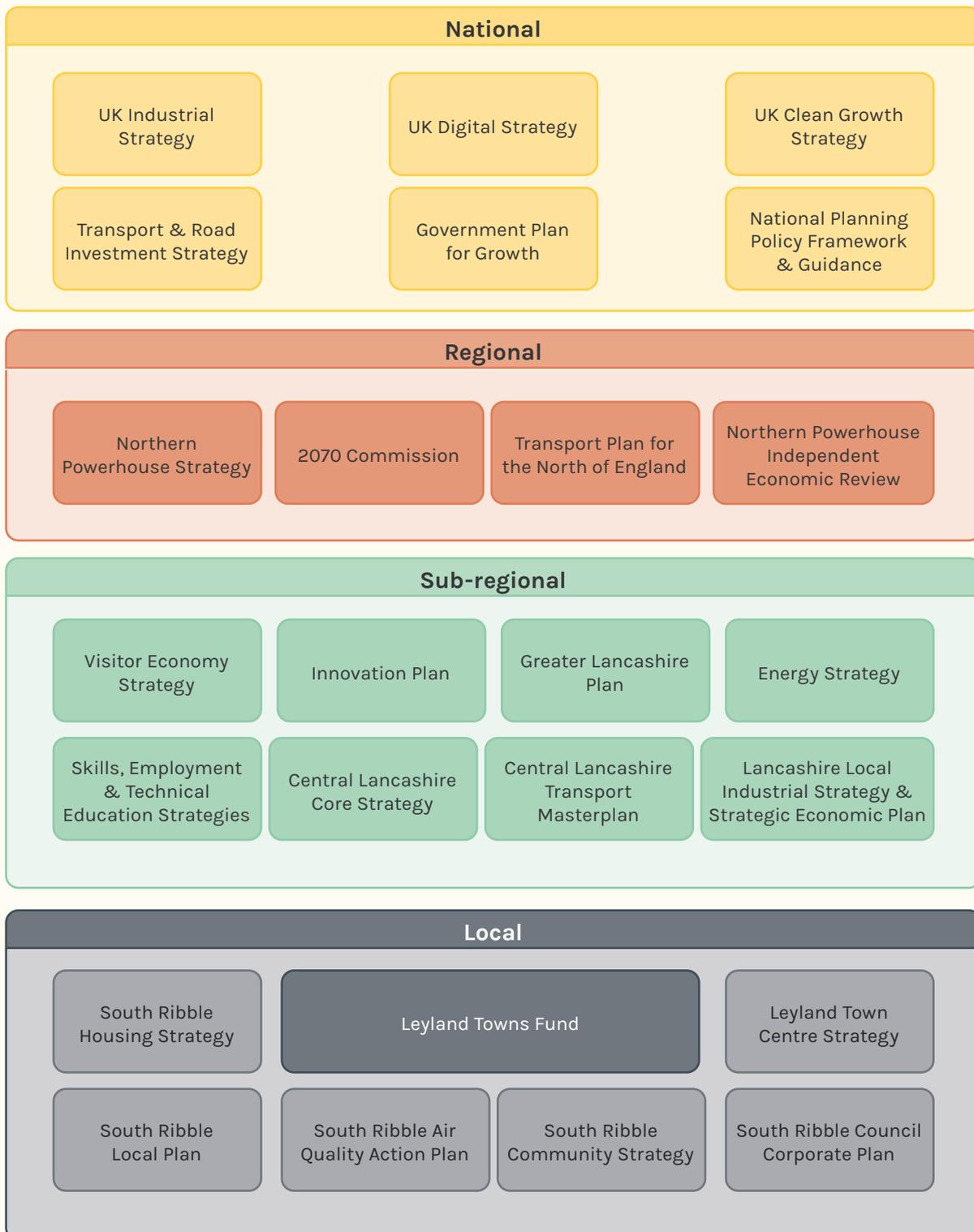


Table 2-2: Strategic overview and alignment

Strategy	Ambition	Town Investment Plan Alignment
UK Industrial Strategy and Sector Deals, 2017	Raising productivity and improving the competitiveness of the UK's economy, through the five pillars of productivity (Ideas, People, Infrastructure, Business Environment and Place).	<ul style="list-style-type: none"> • Driving jobs and productivity • Creating a destination that better attracts visitors and residents • Improving air quality through creating more sustainable travel links • Supporting businesses • Developing skills
UK Digital Strategy, 2017	Positioning the UK at the cutting-edge of global digital innovation breakthroughs, and support businesses across the digital economy nationally.	<ul style="list-style-type: none"> • Providing digital equipment in BASE2
UK Clean Growth Strategy, 2017	Reducing emissions and reaching Net Zero greenhouse gas emissions by 2050, whilst still creating jobs, growth and raising productivity by growing the Low Carbon economy.	<ul style="list-style-type: none"> • Improving air quality through creating more sustainable travel links
Northern Powerhouse Strategy, 2016	Tackling the North of England's productivity barriers by investing in transport infrastructure, raising skills and increasing trade and investment.	<ul style="list-style-type: none"> • Driving jobs and productivity • Improving air quality through creating more sustainable travel links • Supporting businesses • Developing skills
The UK 2070 Commission, 2019	Rebalancing the national economy by addressing regional inequalities across the UK.	<ul style="list-style-type: none"> • Driving jobs and productivity
Lancashire Local Industrial Strategy (LIS), 2020	Boosting Lancashire's productivity through capitalising on key frontier sector strengths and supporting business, upskilling and reskilling the workforce to respond to sectoral and occupational changes and creating a distinctive sense of place including through visitor, leisure/culture offers.	<ul style="list-style-type: none"> • Driving jobs and productivity • Creating a destination that better attracts visitors and residents • Supporting businesses • Developing skills
Lancashire LEP Skills and Employment Framework, 2016 & emerging 2020 update	<p>Creating a skilled, productive and inclusive workforce equipped for the future, through improving employability focussed on digital skills, sector specific routes to employment and ensuring a targeted and evidenced approach to investment decisions through engaging with employers and partners.</p> <p>Aligning to the piloting of the UK's first digital skills partnership in Lancashire to decipher gaps in the digital skills landscape across the county</p>	<ul style="list-style-type: none"> • Provision of digital equipment in BASE2 • Supporting businesses • Developing skills • Engaging and liaising with local communities

(cont.) Table 2-2: Strategic overview and alignment

Strategy	Ambition	Town Investment Plan Alignment
South Ribble Housing Strategy, 2020-2025	Ensuring the South Ribble's housing economy offers good quality, safe and secure housing that current and future residents can afford to live in; supporting independence, good health and quality of life, whilst reducing and preventing homelessness	<ul style="list-style-type: none"> • Delivering affordable housing in the town centre • Enabling more active lives with better more sustainable travel links
South Ribble Local Plan, 2015	<p>Attracting investment and visitors attracted to South Ribble town centres for retail, heritage and education, as a great place to do business with a thriving market town.</p> <p>Creating a healthy and environmentally sustainable place, with highly skilled and diverse communities, good jobs, high-quality affordable homes and improved connectivity.</p>	<ul style="list-style-type: none"> • Creating a destination that better attracts visitors and residents • Enabling more active lives with better more sustainable travel links
South Ribble Air Quality Action Plan, 2018	Improving air quality across the borough to improve public health, with a focus on reducing vehicle emissions and supporting the new Air Quality Management Area that was declared in Leyland in December 2017, due to an exceedance of average Nitrogen Dioxide target levels along Turpin Green Lane, Churchill Way & Golden Hill Lane.	<ul style="list-style-type: none"> • Improving air quality through creating more sustainable travel links • Enabling more active lives with better more sustainable travel links
South Ribble Green Links Strategy, 2019	Increasing connectivity (between communities, workplaces, open spaces) and improving health and well-being through improved air quality and physical activity levels of residents through investing £1.8million in sustainable transport infrastructure across the borough.	<ul style="list-style-type: none"> • Improving air quality through creating more sustainable travel links • Enabling more active lives with better more sustainable travel links
South Ribble Leisure & Sport Facility Strategy, 2020	Improving the health and wellbeing of residents through providing easy access to leisure facilities and amenities for all and encouraging physical and cultural activity to tackle health inequalities and improve the quality of life for residents.	<ul style="list-style-type: none"> • Providing an improved leisure offer • Improving quality of life through providing high-quality public spaces • Enabling more active lives with better more sustainable travel links
Leyland Town Centre Improvement Strategy, 2019	Becoming a sustainable town centre, which is well equipped to meet the current and future needs of its residents and visitors, and effectively support the role of local businesses.	<ul style="list-style-type: none"> • Improving quality of life through providing high-quality public spaces • Supporting business

Spatial Strategy

Creating a new ‘heart’ of Leyland, whilst improving overall connectivity

As illustrated in the Evidence Base above, Leyland is dispersed without a clear centre. With no centre, Leyland is in danger of lacking an identity and focus.

As such, our aim has been to create high-quality central heart to Leyland, with investment in strategic connections to the north and south to improve connectivity.

Leyland Town Centre is identified as the key service centre for South Ribble within the adopted Local Plan. The Local Plan seeks to enhance vitality and viability of the centre particularly around Hough Lane.

Whilst it seeks to retain a high proportion of retail uses the Local Plan encourages a greater range of uses within the centre as well as developing the evening economy for a range of users and public realm and access improvements. Elsewhere the Local Plan vision is to deliver infrastructure and manage economic growth to secure sustainable development and protect natural assets.

The Leyland Town Deal is entirely consistent with the Local Plan and is a key delivery vehicle for that ambition.

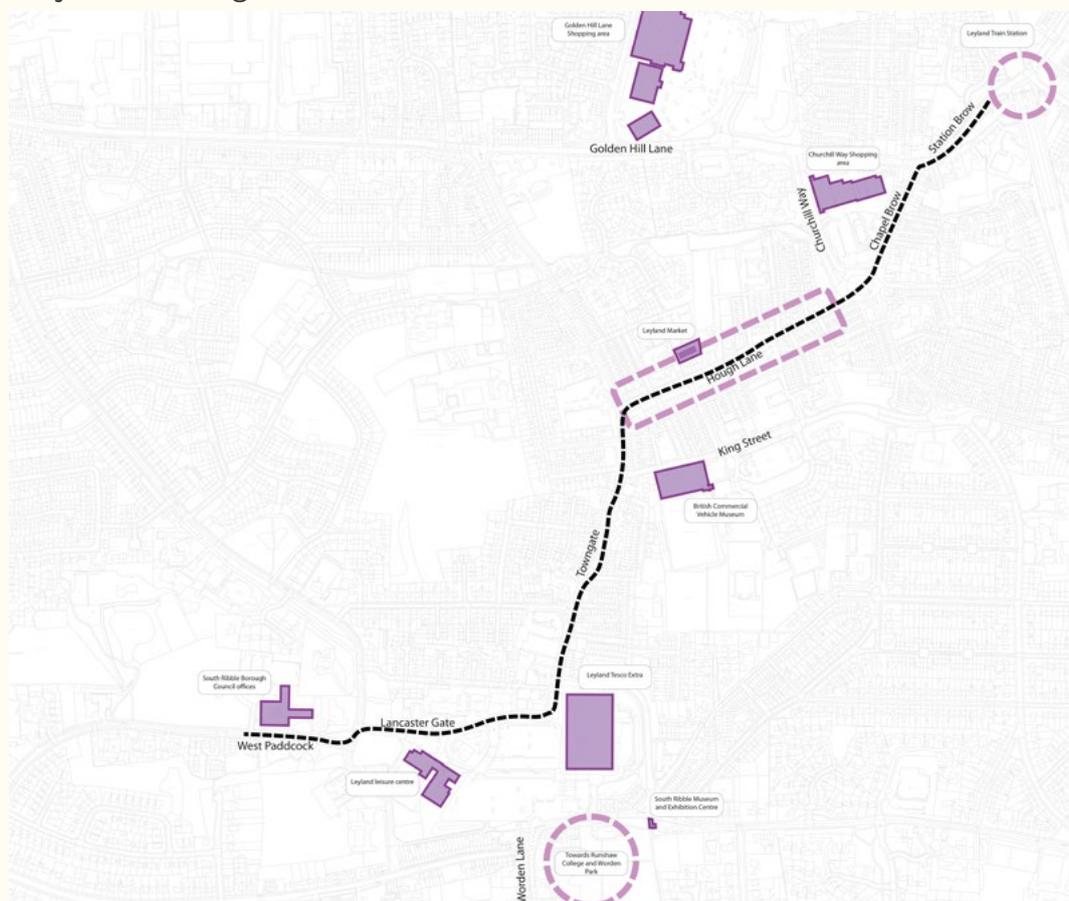


Figure 2-3: The Dispersed Leyland Town Asset

Figure 2-4: The Strategy - A project focus area

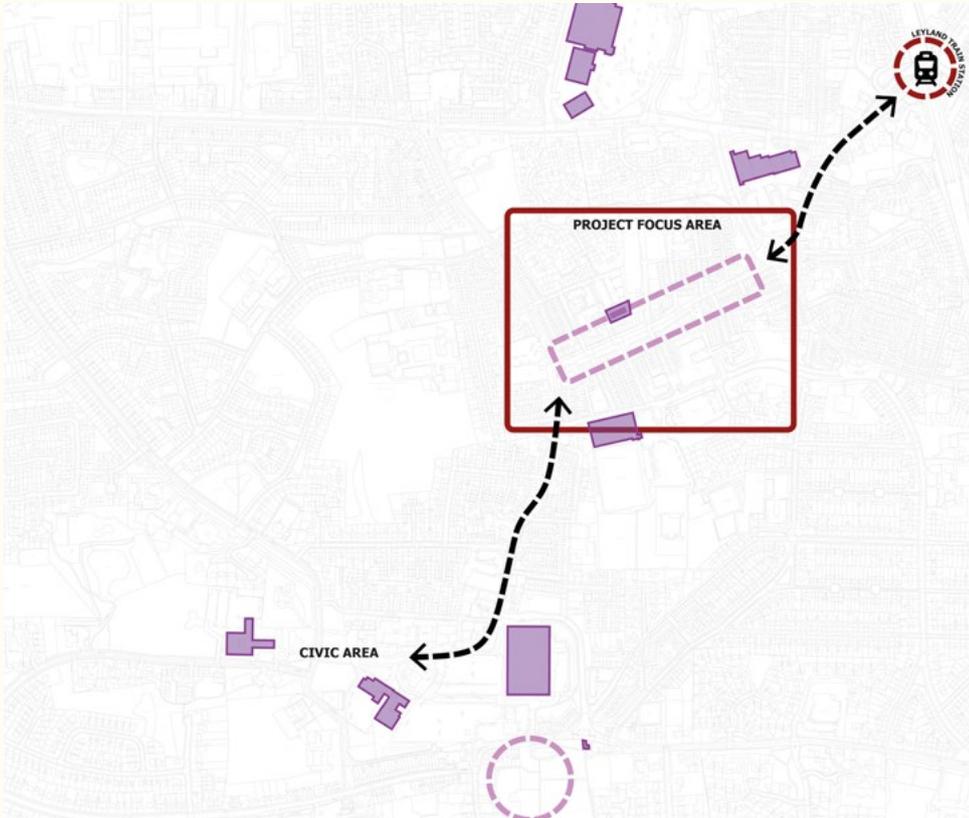


Figure 2-5 The Strategy - Layering of project

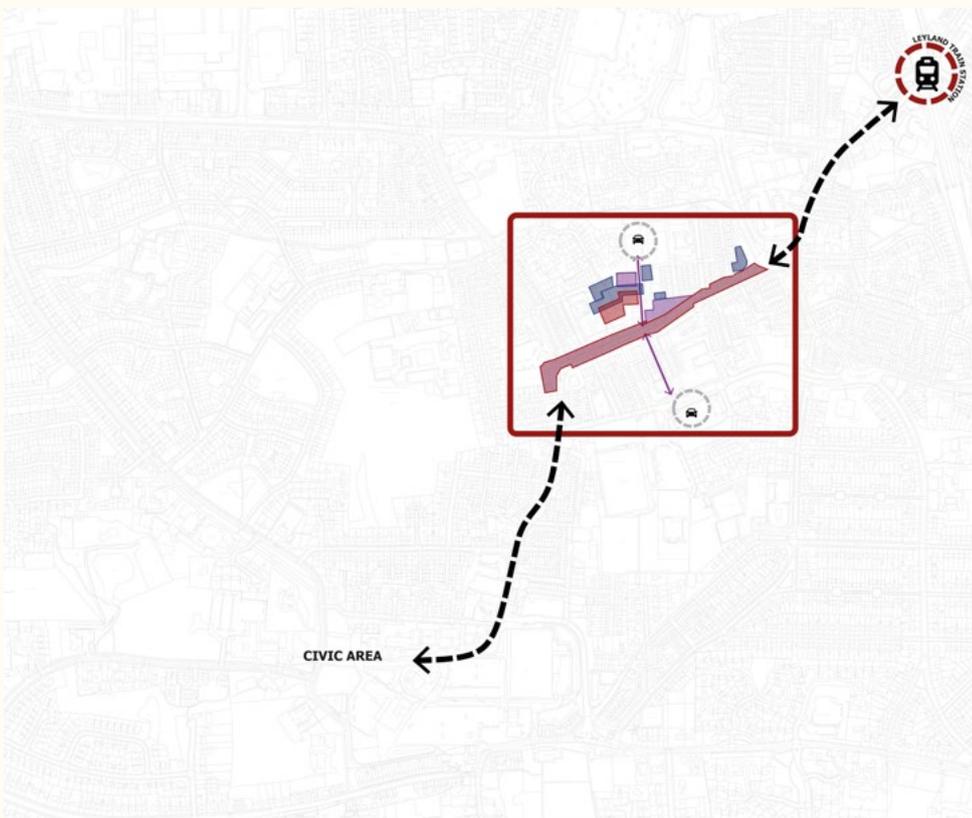


Figure 2-6: Wider strategic context

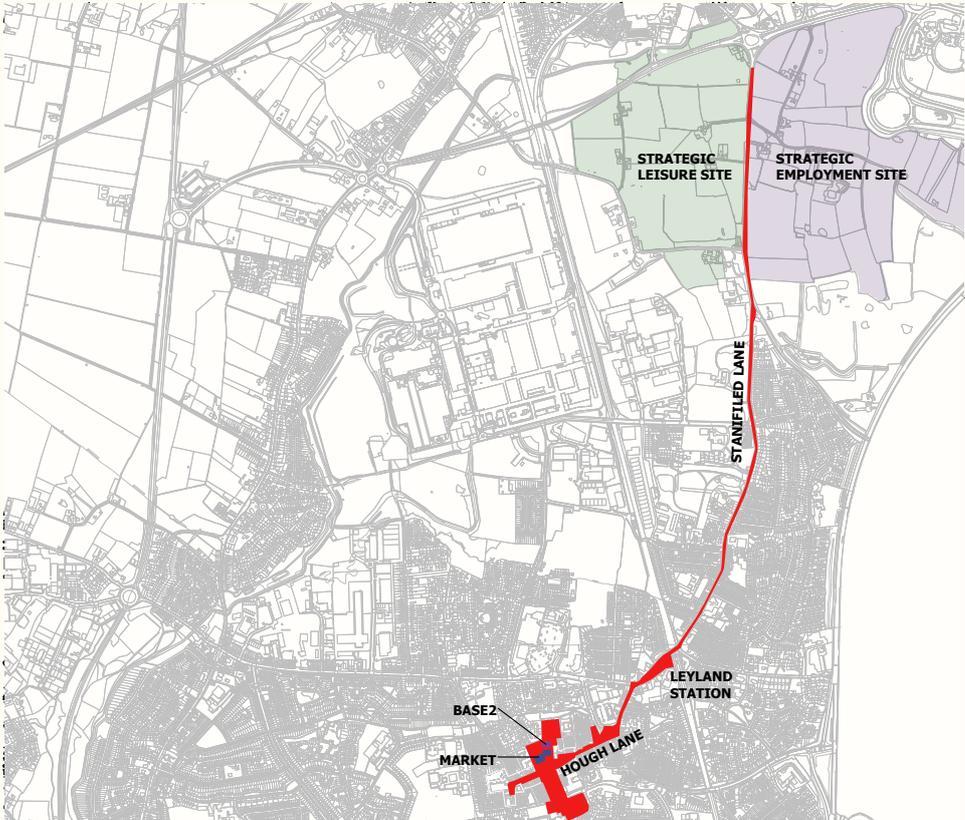


Figure 2-7: The Leyland Town Investment Plan Project Package

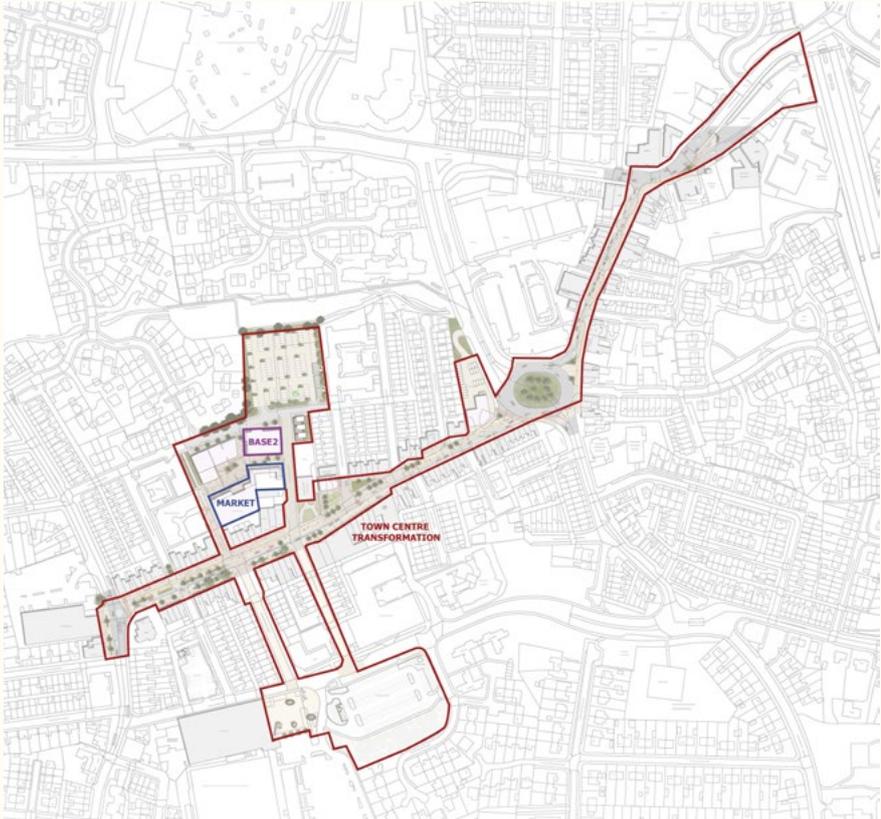
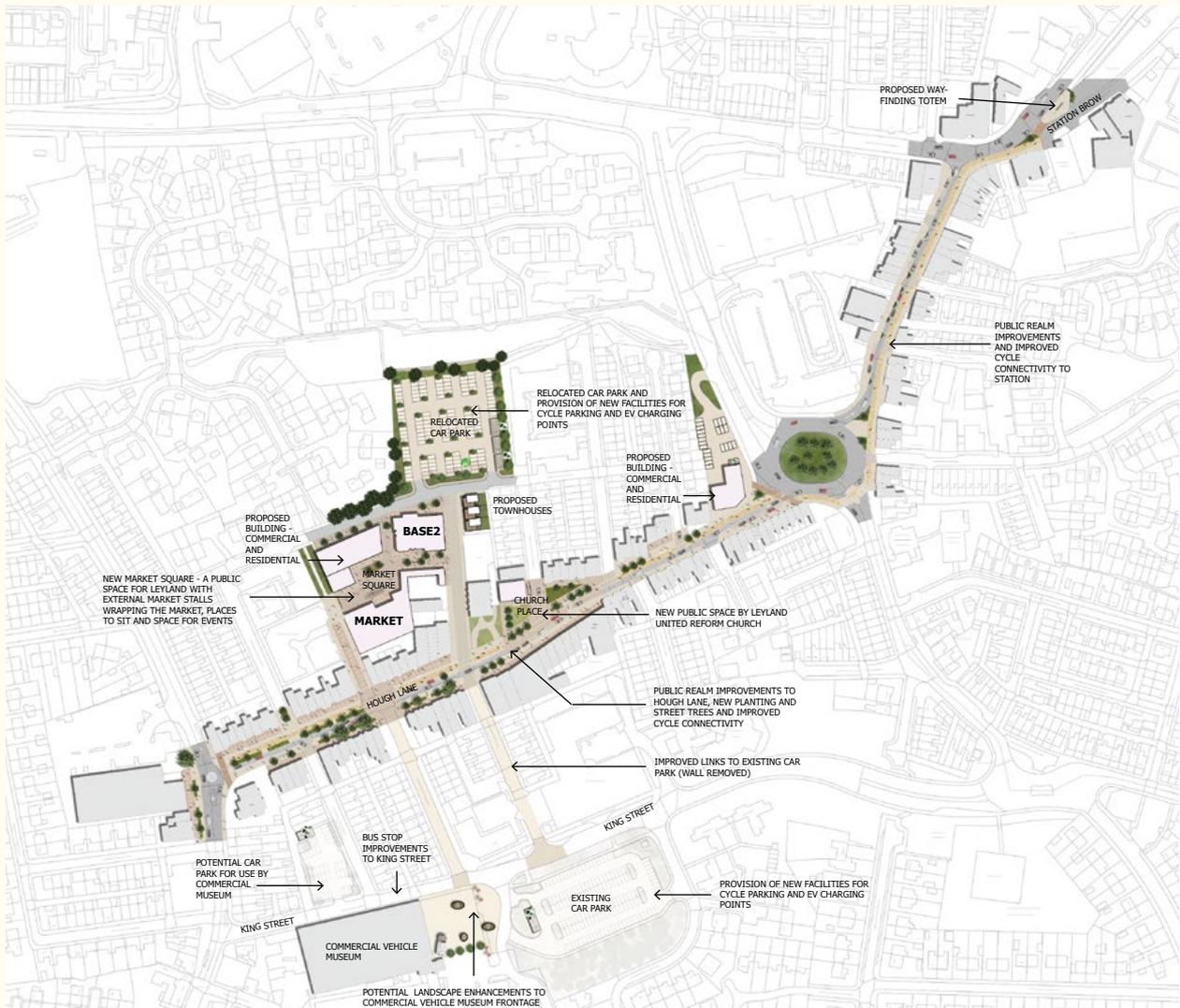


Figure 2-8: Our Town Investment Plan



Understanding the spatial impact of our activities

Our project activities have then been designed with a view to the nuances of our place. Drawing on our evidence of need, we understand how deprivation, skills and digital exclusion differ across our town and how Covid-19 has exacerbated some existing employment challenges. As such, our projects need to be targeted spatially, this includes ensuring:

- Our skills and employment support are targeted at more deprived areas to level up opportunities;
- We support local areas recovery from the impact Covid-19 has had on businesses and employment; and
- We provide access to digital facilities and skills through our package of projects targeted to these areas is important for provide equal opportunities across our town

The Leyland Project Package

Through our project prioritisation process, we have assessed where intervention options most effectively deliver against local needs and opportunities, and objectives for our Town Investment Plan.

Drawing on this work, we have applied a logic model approach to set out a Theory of Change for our Town Investment Plan. This enables us to demonstrate how our defined vision and objectives will translate into meaningful outputs, outcomes and impacts.

The Leyland Town Investment Plan Project Package will:

- Create a new ‘heart’ of Leyland with a distinct Town Centre offer for residents, businesses, and visitors by re-defining Leyland as a place of choice and a place for everyday experience and interaction, with a vibrant high street and market offering, including new bars and restaurants that support a bustling evening economy;
- Improve the physical quality of the public realm and built environment of the town centre, changing perceptions and improving the overall experience for visitors and residents;
- Deliver skills infrastructure, enterprise infrastructure and urban regeneration that will provide new public spaces, improve the local arts and culture offer and support businesses to start-up, up-skill and access training space and equipment;
- Create improved sustainable connectivity to reduce carbon emissions locally, connecting the Town Centre to key locations to the north and south, including the new strategic employment site at Cuerden and the proposed leisure hub; and
- Support Leyland’s economic recovery from Covid-19 with a more resilient local economy.

Our Town Investment Plan project package meets local people's aspirations, as evidenced by our recent survey that found 95% of respondents supported the proposals, as well as meeting the needs and building on the opportunities identified through our own analysis.

Table 2-3 Leyland Town Investment Plan Overarching Theory of Change

Context	Rationale for Intervention	Objectives	Inputs
Lack of a clear high-quality town centre space that is attractive to visitors and residents	Coordination Failures between workers and firms have prevented improvements in training and quality of place	To establish a clear heart to the town supporting a more diverse and improved cultural, leisure and food and drink offer that attracts visitors and residents	£24.95m Towns Fund Funding £2.86m other public sector funding
Low business start-up rates and a need for increased access to skills and business support activities and associated facilities	The public sector must act as a first mover in supporting the creation of a new evening and leisure economy offer.	To provide strong supply of skilled labour To drive jobs and productivity in our key sectors (i.e. Automotive, Advanced Manufacturing, Digital and Energy)	£5.8m (unconfirmed) private sector investment Coordination and collaboration between key institutions
Lack of an attractive leisure and evening economy offer and limited forthcoming	Quality outdoor spaces and sustainable connectivity enhancements are a public good and the reduction in emissions alongside the improvements in public health will give positive externalities. enhancements	To reduce greenhouse gas emissions through an increase in sustainable travel and through supporting Leyland’s ambition to become carbon neutral by 2030.	
Leyland houses some of the UK’s most deprived areas which need to be supported as part of the levelling-up agenda	The public sector must act as a first mover in supporting the creation of a new evening and leisure economy offer		
High CO2 emissions from transport, with 60% trips to town made by car, at least partially due to a lack of sustainable transport routes	Quality outdoor spaces and sustainable connectivity enhancements are a public good and the reduction in emissions alongside the improvements in public health will give positive externalities		
Leyland houses some of the UK’s most deprived areas which need to be supported as part of the levelling-up agenda			
High CO2 emissions from transport, with 60% trips to town made by car, at least partially due to a lack of sustainable transport routes			

Activities	Outputs	Outcomes & Impacts
Project A: The Town Centre		
Construct town centre apartments and café or restaurant space	A community asset that provides targeted skills development and business advice programmes with new specialist equipment, shared workspace and maker spaces (1,760 sqm)	136 gross FTE jobs and 1,045 temporary construction jobs, bringing increased GVA, land values and improved productivity
Improve connectivity to the train station and strategic employment and other development sites	New and upgraded cycle and walking paths for greater connectivity (8,503m)	Support Covid-19 recovery through inclusive clean economic growth
Improve sense of place through public realm enhancements Transformation	More sustainable parking provision inc. cycle parking (100 spaces) and electric vehicle charging infrastructure (10 spaces)	Increase business start-up and growth and an upskilled workforce with improved skills attainment in targeted areas
Construct town centre apartments and café or restaurant space	Outdoor community space (2,027 sqm)	Create a high-quality, clear town centre with a new leisure and evening offer, that attracts new visitors and residents to increase footfall and improve the perception of Leyland
Improve connectivity to the train station and strategic employment and other development sites	Commercial floorspace inc. public marketplace to support small business start-up and growth (281 sqm) and high-quality residential and commercial space (3,627 sqm)	Increase active travel by 12% and lower carbon emissions and improve health and wellbeing from benefits of active travel, cleaner air and high-quality public spaces
Improve sense of place through public realm enhancements		
Project B: The Market Regeneration		
Refurbish internal permanent stalls, construct new ‘central’ stalls and external ‘pod’ stalls, and construct a new sustainable roof		
Host and support local small businesses		
Project C: The BASE2		
Develop business, skills, events, training and networking space		
Deliver business support and skills programme and facilitate events		

Project A: Town Centre Transformation

Towns Fund funding requested: £13.25m

Total scheme cost: £21.09m

The Town Centre Transformation project is formed of two complementary schemes.

The first relates to the redevelopment of a number of town centre opportunity sites for mixed use development. The regeneration of these sites will be brought forward in a coordinated way via Town Deal financial support and SRBC coordination. This project also offers scope to leverage private sector investment.

It is referred to as the commercial development project. The second scheme relates to a range of linked public realm and sustainable/active travel proposals. The public realm scheme is focused on the heart of the town centre around Hough Lane and the markets area. 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 sustainable and active travel proposals relate to new cycle links and cycle facilities within the town centre and also new strategic cycle routes connecting key sites and communities to the town centre. These wider links include new cycle lanes on existing streets and dedicated new links.

The objectives for the Town Centre Transformation are:

- To generate economic growth and additional jobs for the Leyland;
- To change perceptions, attract new visitors and residents, and increase footfall and dwell time for Leyland Town Centre, through:
 - improving the Centre's leisure and evening offer;
 - regenerating the Town's physical infrastructure;
 - providing high-quality outdoor space;
 - providing high-quality commercial and residential space; and
- To improve connectivity, including the integration of sustainable travel infrastructure and better connections to Leyland's Strategic Employment and Development sites.

Through the Town Investment Plan, we seek to transform Leyland Town Centre creating a new vibrant heart to the town and the creation of two new public spaces for Leyland as a new focus for people and events:

- **The Market Square**, a civic space that will provide a new focal point within the town centre interfacing with the Leyland Market (Project B) and BASE2 (Project C); and
- **A Church Place**, a new green space just off Hough Lane.

The proposals also create:

- **Public realm improvements** including new bus stops on King Street, the frontage of the Commercial Vehicle Museum Hough Lane (subject to agreement with the museum), and to Chapel Brow and Station Brow e.g. shared spaces, shop forecourts, outdoor seating, wayfinding, and tree planting;
- The upgrade and provision of new sustainable connectivity including:
 - the relocation of Ecroyd Street car park to create central space and open up pedestrian and cycle access from the north;
 - car parking upgrades including provision of electric charging points and cycle parking. This includes the existing King Street Car park with serves nearby businesses as well as the town centre;
 - improved connectivity along Hough Lane/Chapel Brow/Station Brow and to the station;
 - improved walking and cycling facilities and links to the King Street Car park from Hough Lane where air quality is currently poor, to reduce reliance on cars; and
 - improved connectivity to strategic employment and leisure hub development sites, unlocking potential developments. This will improve access to key sites.

For the commercial development, SRBC, is currently procuring a developer partner for the next stage of this project following positive soft market testing and viability assessments already undergone as part of the Business Case process.

SRBC is also leading the public realm and the sustainable travel aspects of the project, with Lancashire County Council as the highway authority.

Table 2-4: Project A targets over the short- medium- and long-term

Timescales	Targets
Short-term	<ul style="list-style-type: none"> • Construction of Commercial Buildings A, B and C and town houses on Mews St • Development of two new public spaces • Creation of new cycleways and pedestrian routes • Public realm improvements across the town centre • Temporary construction jobs • Car park relocation and implementation of sustainable infrastructure
Medium-term	<ul style="list-style-type: none"> • Creation of new jobs • Increase in sustainable travel choices for residents • Increased footfall and dwell time in the town centre • Better connectivity to strategic development and employment sites • Increased housing provision
Long-term	<ul style="list-style-type: none"> • Improved place distinctiveness and clear centre point to the town centre • Attraction of new visitors and residents to the town centre • Increased revenue for town centre businesses • Reduction in carbon emissions and more healthy lives

Figure 2-9: Town Centre
Transformation key public spaces



Table 2-5: Town Centre Transformation Project Outputs

Project Proposal	Size per unit sqm	Quantum
Commercial and Residential Developments		
Commercial building A (Market Square)		
Unit 1 Food and Drink	355	1
Unit 2 Food and Drink	345	1
2-bed apartment	65	12
1-bed apartment	58	2
Commercial building B (Church Place, Hough Lane)		
Food and Drink	165	1
2-bed apartment	65	4
Commercial building C (Churchill Way Car Park)		
Food and Drink	550	1
2-bed apartment	65	8
Mews Houses (Quinn Street)		
3-bed apartment	134	4

Public Realm & Sustainably Connectivity	
Total creation of new cycleways and pedestrian routes	8,503 metres
Upgraded road infrastructure - traffic calming measures on Hough Lane including road resurfacing, new paving, car parking bays and a zebra crossing	400m
Upgraded road infrastructure Chapel Brow, including kerb realignment, car parking, and a new gateway paving treatment at Leyland Station	433m
Delivery of new market square pedestrianised outdoor public space	1,297sqm
Delivery of new Church Place outdoor public space	730 sqm
Proposed tree planting	67 trees
Proposed Rain gardens	65 sqm
Proposed Bench seating	20
Proposed Bespoke seating design referencing the back seat of the Leyland bus and interpretation totem with history of Leyland Motors and the town.	2
Proposed Feature lighting systems	3
Proposed wayfinding totems	7
Relocation of existing bus stops and shelters	2
Ground level planting beds	10 sqm
Car park relocation and transformation to include EV charging infrastructure and cycle parking	Relocated car parking spaces, 10 EV spaces, 100 cycle parking spaces
Upgrades to existing car parking facilities at King Street	10 EV spaces, 20 cycle parking spaces



The Market Square

A new high-quality multi-functional space for Leyland will provide a space for activity and events in the town. It will include an informal stage at the centre of the square, wayfinding totems and large trees to give an attractive spot to linger, eat lunch and look out into the square. A bespoke seating design will reference the back seat of the Leyland bus and the history of Leyland Motors and the town.

Figure 2-10: The Market Square Visualisation





Church Place

The creation of a new town centre pocket park at the heart of the town centre on Hough Lane which will have seating, unified paving, lawns, planting beds and trees and be a new green space for local residents and visitors.

Figure 2-11: Church Place Visualisation

Public realm improvements

Hough Lane will be transformed as an attractive high street for visitors, prioritising pedestrians and cyclists over cars. Vehicles will still have one-way access running east to west along the entire road, and there will be regular parking on both sides of the road to allow for deliveries, collections etc. and disabled access.

The space taken from the existing carriageway will be used to provide visitors with the room to move around safely with wide and generous areas of footway. It will also provide a two-way segregated cycleway, large forecourts to shops defined by high-quality paving for café culture, movement corridors for easy access, regular seating opportunities, wayfinding and interpretation totems. Finally, we will introduce linear ground level rain gardens and regular tree planting along Hough Lane to introduce seasonal colour, improve air quality, attenuate against flooding and bring a higher quality of life to Hough Lane.

Chapel Brow will be made into a more attractive environment for visitors and people moving through it to the station or town centre. The existing carriageway will remain as a one-way route running south to north with regular car parking bays along it. A new two-way segregated cycle lane will be instilled linking the town centre to the station. Footways will be surfaced in attractive premium concrete paving matching parts of Hough Lane paving.

Improved pedestrian/cycle links will extend from Leyland Station northward via Stanifield Lane as part of proposed improvement works. This new cycleways along major routes where air quality is currently poor, should help reduce reliance on cars and improve air quality. This will include a new two-way segregated cycle lane connecting the Station and new town

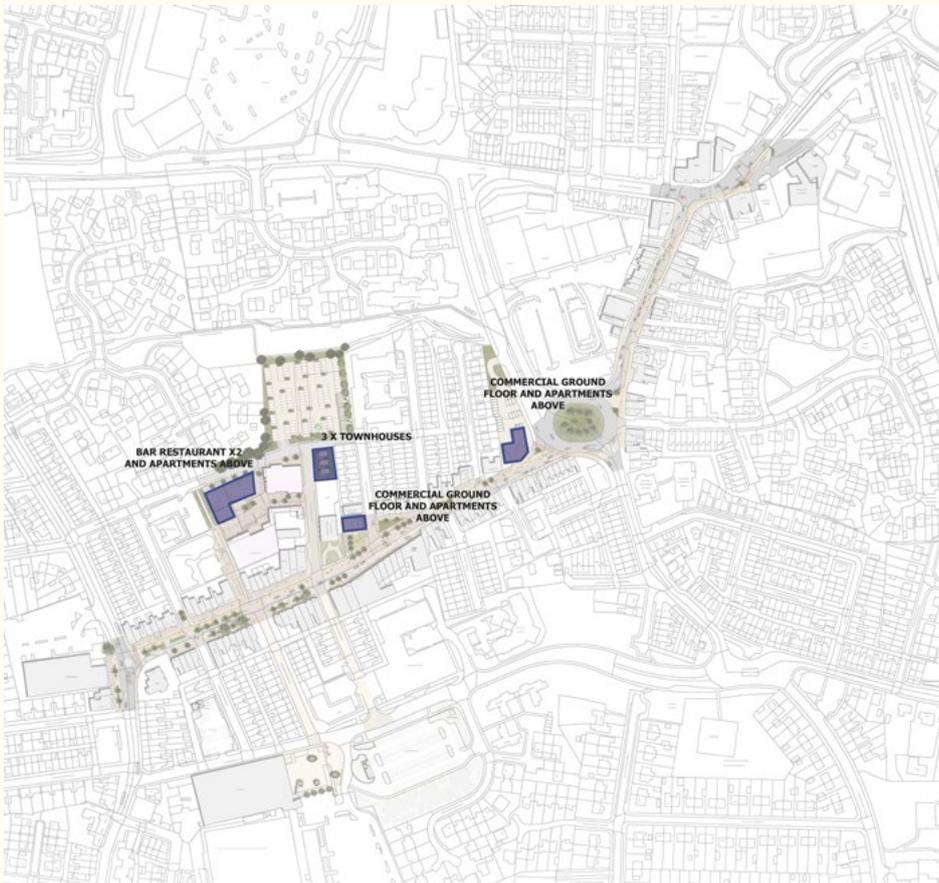
the proposed strategic employment hub and leisure hubs. A new entrance space will be created at the junction of Station Brow and Golden Hill including a new area of paving adjacent to attractive mature tree. The bus stop is proposed to be relocated from in front of the Old Police Station. The station gateway will include gateway treatment in paving, new area of planting and a wayfinding /interpretation totem.

There is also the opportunity to enhance the frontage of the Commercial Vehicle Museum, by making public realm improvements to the space in front of the building and potentially relocating their parking to Sumner Street car park. This is subject to further consultation with the Commercial Vehicle Museum.

Figure 2-12: Town Centre Transformation Hough Lane Visualisation



Figure 2-13: Town Centre Transformation Development Opportunities



Commercial Development Opportunities

Commercial development opportunities to diversify the town centre's offer include:

- A new mixed-use building (Commercial Building A) on the existing Ecroyd Street Car Park adjacent to the proposed BASE2 building (Project B) and the refurbished market building (Project C). Together this will define the new Market square. This building will include bar or restaurants and residential apartments; bringing activity and life to the Market square and Leyland town centre from the day through to the evening;
- Town house-based development on an existing vacant plot on the corner of Quinn Street and John Street;

- A new building at Church Place (Commercial Building B). This is a replacement of the existing, drawing the development line back to facilitate a new green space in front and opens up a visual connection to the Leyland United Reform Church facade. It will include commercial space on the ground floor for food and drink uses and two floors of residential above; and
- A new mixed-use building (Commercial Building C) with commercial ground floor and apartments over at the existing Churchill Way Car Park site.

Schematic drawings of all of the above proposals are included in the Appendices.

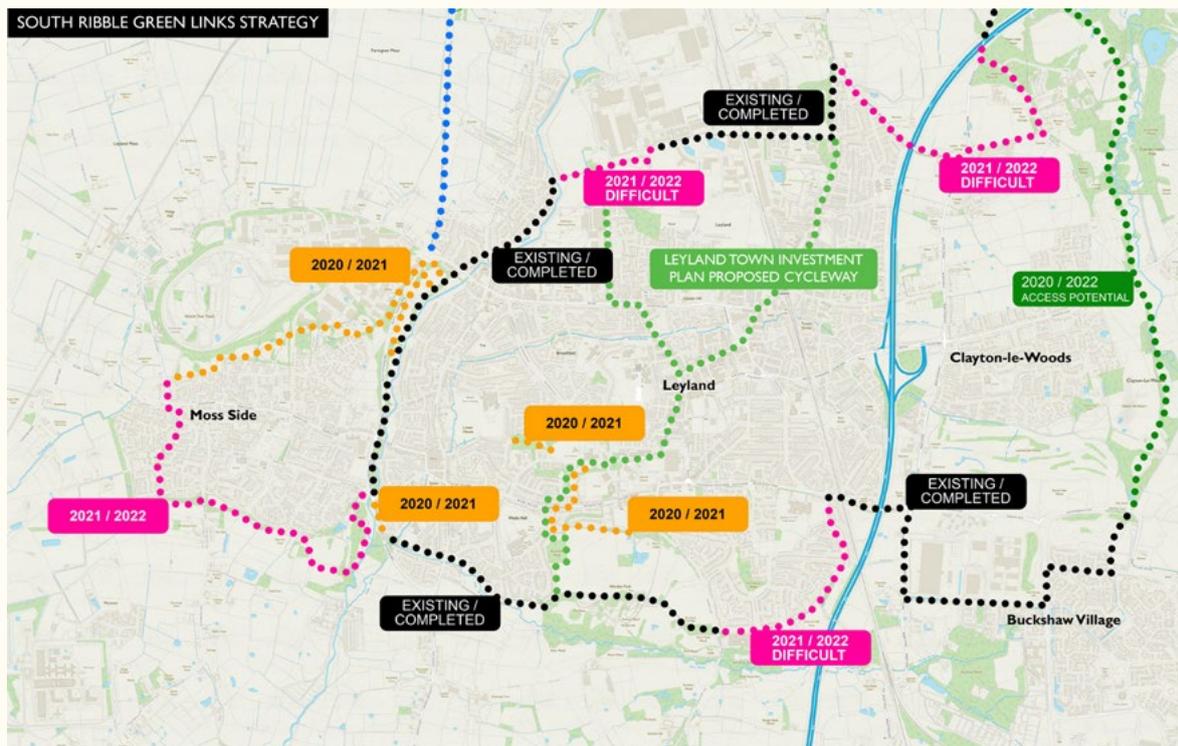
Upgrade and provision of new sustainable connectivity

A key element of the Town Centre Transformation project will be to improve the sustainable connectivity across Leyland. As indicated in the below map, our cycle network proposals aim to connect Leyland with the wider Green Links cycle strategy for the South Ribble borough that currently runs around the town periphery. This will provide direct, active travel links to key employment sites and the proposed new leisure hub.

A new 3m wide, two-way segregated cycleway will run from the station entrance, down Chapel Brow to the Churchill Way roundabout, linking safely across it to Hough Lane using the existing zebra crossing location and then run the length of Hough Lane to its western end adjoining Towngate. This will create a meaningful new safe and segregated cycleway connecting a number of key town centre locations.

The proposals for Hough Lane prioritise pedestrian and cycle movement. Vehicular movement, including buses, is limited to one way west bound along Hough Lane, To facilitate new cycle lane facility, buses will still use Hough Lane in one direction and bus stops will remain, it is proposed that the routes effected (109,111,113,114,670) could be re-routed in an easterly direction, along King Street. Improvements to bus stops on King Street is proposed.

Figure 2-14: Leyland Town Investment Plan Cycleways Connecting to the Wider Green Links Strategy



As part of our transformational plan for Leyland Town Centre, we propose to relocate the car parking at Ecroyd Street car park, to a new car park north of Ecroyd street on the site of the former Iddons factory. This will facilitate the re-development of the car park area for the Market Square and BASE 2 (Project C). The relocated car park will include EV charging facilities and cycle parking and will open up pedestrian and cycle access from the north. We also propose similar EV charging and cycle parking upgrades to the existing King Street car park.

We are committed to sustainable parking provision. The diagram below shows three variations of how the car parking proposals could change over time to respond to the needs of Leyland. The first plan shows how the area can accommodate the existing parking spaces being relocated including EV charging spaces and 100 cycle parking spaces with a landscaped setting. The second scenario illustrates how parking might be reduced in the future, if more people are accessing the town centre by other sustainable methods. The open space provided would connect the existing linear open space to the north, linking into pedestrian/cycle connections to the north and provide a direct connection to the hub of the new proposals. The third scenario illustrates how this space could further evolve over time, should there be not be local demand for car parking, to facilitate new development. The diagram shows how seven townhouses could be accommodated, providing overlooking and natural surveillance over the car park.



Figure 2-15: Car Parking Strategy

Project B: Market Regeneration

Towns Fund funding requested: £5.2m

Total scheme cost: £5.4m

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.

Our aim is to improve the market’s quality, its offer and appearance, providing an improved retail and leisure offer, with increased stall space for new businesses to start-up, including outdoor covered stalls for an improved food and drink offer.

The objectives for the Market Regeneration are:

- To generate economic growth and additional jobs including through longer opening hours for the market;
- To attract new visitors and customers to the market through improving the market user experience and it’s perceptions; and
- To create a more sustainable market in alignment with sustainable ambitions for Leyland, including through low carbon refurbishment, and improved renewable energy use.

Table 2-6: Project B targets

Timescales	Targets
Short-term	Construct the 281sqm of additional commercial floorspace at the Leyland Market
	Renovation of current stalls and overall look and feel of the market
	Construction of the new sustainable roof
	Temporary construction jobs
Medium-term	Attracting new businesses to create stalls at the market
	Creating 19 new full-time equivalent jobs at the market
	Increased retail and food offer at the market
Long-term	New businesses supported to start-up
	Full occupancy of new internal and external stalls
	Improved place distinctiveness and clear centre point, visitor attraction of improved leisure offer, resulting in increased town centre footfall
	Increased revenue for market stall holders and local economic growth for the town

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.

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.

The Market Regeneration project will deliver..

Project Proposal	Quantum
Internal	
Cosmetic refurbishment of internal permanent stalls	10
New upgraded internal ‘central’ stalls (2.5x5.5m)	6
External	
New sustainable roof - internal structure retained	1
New sustainable external canopy	1
Proposed external ‘pod’ stalls (3x6m)	11

Table 2-7: Market Regeneration Project Outputs

Supporting existing local businesses and new businesses to start-up in Leyland

From consultation with the Leyland Market Manager and stall holders, we know that local markets are a great place for small businesses to be able to start-up. With Leyland's business start-up rates lagging and have been decreasing over the last few years, one of our priority areas for our Town Investment Plan is to boost local start-up opportunities and new investment to refurbish the market and create additional stalls will boost start-up capacity locally.

Creating high-quality public spaces and a retail and leisure offer that attracts residents and visitors to spend time and enjoy the town centre

Markets have been at the heart of communities for millennia, providing goods and services and also a social occasion, a meeting place. A return to shopping local following the Covid-19 pandemic and lockdown is a trend and an opportunity for local areas to revamp and repurpose their marketplaces to become the heart of the community once again – offering quality local products and social and cultural opportunities (where there is currently a gap in Leyland), and bringing economic benefits, catalysing further investment and regeneration - markets are considered one of the 25 priorities for 'vital and viable' High Streets by the High Streets Task Force.

The work of Leyland Town Board in putting forward development of high-quality public and cultural activity spaces in the town centre as part of the Leyland Town Investment Plan has inspired South Ribble Borough Council to develop a borough-wide Cultural Vision showing the importance of culture activity as part of the Council's ambitions around place shaping and tackling health inequality.

**Figure 2-16: Internal
Visualisation of the Market
Regeneration Project**



The Toffee Box

Leyland Gifts

sh Plaice

Figure 2-17: External Visualisation of the Market Regeneration Project





Project C: The BASE2

Towns Fund funding requested: £6.5m

Total scheme cost: £7.125m

The BASE2 is a town centre Business Advice Skills and Enterprise hub. It will be in a new, modern building at the Iddon's factory site, 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 the BASE2 building will be a key element of this transformation.

The BASE2 will create space for local people and businesses to learn, work and grow together, including a mix of start-up, learning, events and commercial space. It will also house a café for informal meetings.

An operational assessment has been undertaken for Base2. The financial analysis was based on local market data, relevant benchmarks and comparator sites, a summary is appended. The BASE2 building is a unique opportunity to provide a range of needed facilities for Leyland within one building. This ranges from open, public-facing uses to self-contained space for small business units and start-ups to 'maker' facilities, including digital fabrication tools such as 3D printers, laser cutters, plotters and reprographic units.

The objectives for this project are:

- To support skills development and address existing gaps;
- To improve digital access and reduce digital exclusion; and
- To support businesses in key sectors and generate economic growth and additional jobs for the Leyland.

Table 2-8: Project C targets over the short- medium- and long-term

Timescales	Targets
Short-term	<ul style="list-style-type: none"> • Construct the 1,760 sqm BASE2 building • Temporary construction jobs • Create 275 sqm co-working space, • Create 41 sqm of maker spaces, • 65 sqm of bookable meeting rooms • Create additional space for skills programmes (sqm) • Additional space for business support and networking programmes • Create 80 sqm roof terrace space and café space • Create 140 sqm high-quality training spaces and access to high-quality equipment, increasing the quality and accessibility of skills facilities for Leyland residents • Create 197 sqm flexible events space
Medium-term	<ul style="list-style-type: none"> • Implementation of digital equipment for people and businesses • Increased collaborations with local employers • Job creation at the BASE2 • Delivering skills programmes • Hosting events • Businesses using support services, tech facilities and attendance at networking events • Increased retraining opportunities to support the local Covid-19 recovery • Increased number of unemployed individuals securing work • 90% and above occupancy rate of makerspaces, desk units and coworking spaces
Long-term	<ul style="list-style-type: none"> • Reduced levels of digital exclusion • Number of higher skilled job secured • Increased earnings • Increased number of new businesses supported to start-up • Increased number of knowledge economy start-ups • Increased local supplier linkages with local frontier sector businesses • Increased productivity and inclusive local economic growth for Leyland

We envisage some users may come to the building every work day, while others may use the building occasionally or for the first time. Flexible spaces and rooms bookable by anyone, accommodating a large range of activities within the building. The central circulation space, topped with rooflights admitting natural light, is the central device for organising the building. With accommodation in a ring around it across three storeys, it should be possible to point a visitor to where to go from elsewhere in the building. Surrounded by incidental seating and meeting places, it is also lively and social. Accommodation is arranged around a simple hierarchy of more public on the ground floor to more semi private and private spaces on the first and second floor:

- **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. Some space has also been allocated to arts and cultural activity.
- **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 2 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.
- **Roof Terrace - Roof Terrace:** - The proposals also include a rooftop terrace looking out over Leyland 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 and will also include plant space and photovoltaic panels to serve the building (with an ambition for the building to be carbon Net Zero).

The space’s priority areas are to:

Support businesses & new businesses to start up: Through both a business advisory function and through supporting small businesses and new businesses start-up by benefitting from affordable maker spaces and shared workspaces;

Access to facilities & equipment: Supporting knowledge economy, digital and technology focussed skills development and start-ups through providing access to cutting-edge facilities and drawing links with Leyland’s frontier sector businesses (including Automotive, Advanced Manufacturing and Engineering) to build on local opportunities, create supply chain linkages and catalyse local innovation; and

Skills & employability: Delivering training programmes in line with the wider LEP Skills and Employment Hub framework and building on current initiatives and with public and private sector partnerships, targeting to businesses and community needs in Leyland, and the skills needs for the future. Supporting disadvantaged groups through the impact of Covid-19 by working with local schools, colleges, the South Ribble Apprenticeship Factory project and local employers, to create opportunities and inspire young people, creating a strong skills and employability foundation.

The flexible events space will also help to bring leisure and culture offer to Leyland, creating a public town centre space for arts, exhibition, music and more to be enjoyed.

The appendices provide supporting drawings and plans for Projects A, B and C.

Table 2-9: BASE2 Project Specification Project Outputs

The BASE2 project will deliver...

Project Proposal	Quantum
BASE2 Building (Total GIA)	1,760 sqm
Coworking Space (4 x meeting rooms, drop in coworking space, meeting space)	213
Maker Space	125
Training rooms x 4	140
Desk units (managed workspace)	276
Café	68
Events space	197

(overleaf) Figure 2-18: External Visualisation of The BASE2





Cost Summary

Table 2-10: Town Investment Plan Detailed Cost Breakdown

(All units £million)

Project Ai - TC Transformation - Commercial Development

	21/22	22/23	23/24	24/25	25/26	Total
Existing funding committed - SRBC	0.405	0.005				0.41
Existing committed - Town Deal Accelerater	0.375					0.375
Proposed Town Deal Investment		1.2	1.4	0.5		3.1
Unconfirmed Private Investment		1.6	3	1.2		5.8
TOTAL	0.78	2.805	4.4	1.7	0	9.685

Project Aii - TC Transformation - Public Realm & Sustainable / Active Connectivity

	21/22	22/23	23/24	24/25	25/26	Total
Existing funding committed - SRBC / LCC	0.2	0.4	0.4	0.25		1.25
Existing committed - Town Deal Accelerater						0
Proposed Town Deal Investment	1	3.8	4	1.35		10.15
Unconfirmed Private Investment						0
TOTAL	1.2	4.2	4.4	1.6	0	11.4

Project B - Market Regeneration

	21/22	22/23	23/24	24/25	25/26	Total
Existing funding committed - SRBC	0.1	0.1				0.2
Existing committed - Town Deal Accelerater						0
Proposed Town Deal Investment		1.8	2.6	0.8		5.2
Unconfirmed Private Investment						0
TOTAL	0.1	1.9	2.6	0.8	0	5.4

Project C - BASE2

	21/22	22/23	23/24	24/25	25/26	Total
Existing funding committed - SRBC	0.25					0.25
Existing committed - Town Deal Accelerater	0.375					0.375
Proposed Town Deal Investment	0.5	1.7	2.2	2.1		6.5
Unconfirmed Private Investment						0
TOTAL	1.125	1.7	2.2	2.1	0	7.125

Composite

	21/22	22/23	23/24	24/25	25/26	Total
Existing funding committed - SRBC / LCC	0.96	0.51	0.4	0.25	0	2.11
Existing committed - Town Deal Accelerater	0.75	0	0	0	0	0.75
Proposed Town Deal Investment	1.5	8.5	10.2	4.75	0	24.95
Unconfirmed Private Investment	0	1.6	3	1.2	0	5.8
TOTAL	3.21	10.61	13.6	6.2	0	33.61

Project Ai - TC Transformation - Commercial Development

	21/22	22/23	23/24	24/25	25/26	Total
Physical Infrastructure		0.405	0.59	0.2		1.195
Acquisition and Land Assembly	0.78					0.78
Improved Transport Access						0
Supporting Change of Use and Diversification		2.4	3.81	1.5		7.71
TOTAL	0.78	2.805	4.4	1.7	0	9.685

Project Aii - TC Transformation - Public Realm & Sustainable / Active Connectivity

	21/22	22/23	23/24	24/25	25/26	Total
Physical Infrastructure	0.4	1.8	1.7	0.7		4.6
Acquisition and Land Assembly						0
Improved Transport Access	0.8	2.4	2.7	0.9		6.8
Supporting Change of Use and Diversification						0
TOTAL	1.2	4.2	4.4	1.6	0	11.4

Project B - Market Regeneration

	21/22	22/23	23/24	24/25	25/26	Total
Physical Infrastructure	0.1	0.8	0.5	0.6		2
Acquisition and Land Assembly						0
Improved Transport Access						0
Supporting Change of Use and Diversification		1.1	2.1	0.2		3.4
TOTAL	0.1	1.9	2.6	0.8	0	5.4

Project C - BASE2

	21/22	22/23	23/24	24/25	25/26	Total
Physical Infrastructure		0.025	0.6	1		1.625
Acquisition and Land Assembly	0.625					0.625
Improved Transport Access						0
Supporting Change of Use and Diversification	0.5	1.675	1.6	1.1		4.875
TOTAL	1.125	1.7	2.2	2.1	0	7.125

Composite

	21/22	22/23	23/24	24/25	25/26	Total
Physical Infrastructure	0.5	3.03	3.39	2.5	0	9.42
Acquisition and Land Assembly	1.405	0	0	0	0	1.41
Improved Transport Access	0.8	2.4	2.7	0.9	0	6.8
Supporting Change of Use and Diversification	0.5	5.175	7.51	2.8	0	15.99
TOTAL	3.205	10.605	13.6	6.2	0	33.61

Table 2-11: Town Investment Plan Total Cost Breakdown

(All units £million)

Programme Project	Scheme Cost	TIP bid Funding	Secured Co-Funding	Indicative Co-Funding
TC Transformation - Commercial Development	9.685	3.1	0.785	5.8
TC Transformation - Public Realm & Sustainable / Active Connectivity	11.4	10.15	1.25	0
Market Regeneration	5.4	5.2	0.2	0
Base2	7.125	6.5	0.625	0
Total	33.61	24.95	2.86	5.8

Wider Initiatives Ongoing in Leyland & South Ribble

Leyland Town Investment Plan is part of a wider funding landscape across Leyland and the South Ribble Borough, with more developments underway and new projects catalysed by the Town Deal opportunity to support the transformation of Leyland overall to meet our vision.

Initiative	Value	Notes
Town Centre Investment Match Funding	£2m	
Penwortham Town Centre Investment - Masterplan Stage	£2m	
Restoration of Worden Hall in Leyland - Planning & Design Stage	£2.2m	
South Ribble Green Links Cycle & Pedestrian Links	£900k	
Investment in new sports playing pitches - planning permission stage	£3.2m	
Investment in new and improved play areas	£600k	
Potential Investment in a new leisure hub	£34m	including partnership funding
Potential investment in Extra Care facility	£10m	including investment from Homes England
Developing new affordable homes	£2.8m	planning permission achieved
Restoration of Coach House in Hurst Grange Park	£750k	
Proposed development of Midge Hall railway station - to reopen historic passenger service to west Leyland	£12m	

Table 2-12: Local Funding Landscape (a total of £70.45m potential investment)

Conclusions

Together, our projects proposals will:

- **Evolve the Purpose:** Before the Covid-19 Crisis, the reasons people visited and spent time in Leyland town centre were limited and residents looked elsewhere for retail and leisure opportunities. The Covid-19 crisis has led to an increase in popularity in shopping locally. We are capitalising on this change. Our plan will redefine the town centre as a place of choice. A place that is attractive to small businesses and start-ups. A vibrant place for shopping locally, and as such, supporting our local traders. A place for everyday experience and interaction, with new bars and restaurants to support a bustling evening economy;
- **Improve the Experience & the Quality of Place:** Shaped by the quality of place, the experience of Leyland town centre will be radically improved by improving its mix of uses. The present use of the town centre needs to be diversified, updated and improved. The convenience of using the town needs to be enhanced, so that it is easy to access and use the town centre, by foot and as a cyclist. Part of improving the experience will be consolidating the town centre and creating a new heart and focal point for a town which is, to its detriment at present, far-too dispersed. The physical quality of the public realm and built environment of the town centre needs improvement. Our vision for Leyland through the Town Investment Plan is to create a vibrant and attractive town centre, which celebrates its past, but looks forward to embracing innovation;
- **Reduce local Greenhouse Gas Emissions:** Leyland needs to better balance through-traffic, allowing passing trade, but also giving much greater pedestrian priority and improving cycle connectivity. Central to our plan are the principles of 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, electric vehicle charging infrastructure and tree planting;
- **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 maker spaces (digital fabrication tools such as 3D printers, laser cutters, plotters and reprographic units) together provide a versatile hub for improving our local skills base and employability, and business start-ups. The Market Regeneration will also provide new and improved enterprise infrastructure and opportunities for new business start-up at affordable costs; and
- **Create Inclusive Economic Growth:** Our Town Investment Plan project package will create new jobs, catalyse new investment, boost local GVA and increase land values to support the local economic recovery from Covid-19. The projects aim to create inclusive growth, with a focus on creating skills development opportunities and pathways into good quality jobs, boosting access to digital and technology facilities and equipment and creating healthy public spaces for all to enjoy and a town centre offer that increases local footfall and spend to support local businesses.

3. Engagement and Delivery

The Leyland Town Deal Board

The Leyland Town Deal is led by our Town Deal Board.

The Board has participated in workshops and been actively involved in defining, shaping and providing strategic advice throughout the development stages of our project proposals.

Our Board is chaired by Jennifer Gadsdon, partner at Birchall Blackburn Law. She has not only chaired and led development workshops with the Board, but has also been actively involved in project development meetings and has provided strategic advice to the Town Investment Plan technical team.

2020

January ✓	Town Deal Board Meeting -Agreement on Vision, Objectives & Strategic Plan
May ✓	Town Deal Board Meeting -Evidence Base Review and Project Shortlisting
25 August ✓	Town Deal Board Project Development Workshop: The BASE2
26 August ✓	Town Deal Board Project Development Workshop: Market Regeneration
27 August ✓	Town Deal Board Project Development Workshop: Town Centre Transformation
25 September ✓	Town Board Meeting to Review the First Draft Town Investment Plan
15 October	Town Board Meeting to Review the Final Draft Town Investment Plan

Table 3-1: Leyland Town Deal Board Meetings

Leyland's Town Deal Board builds on the achievements and collaboration fostered within Leyland's existing partnerships. The Town Deal Board comprises public and private sector organisations, and brings together members of:

- **Leyland Town Team Businesses:** a strong partnership with 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);
- **Colleges and universities;**
- **Community support and volunteer organisations;** and
- **Local Councils.**

Board agendas, minutes and Terms of Reference are published on the South Ribble Borough Council website.

Local Community Buy-in

We've engaged widely with the local community in the run up to, and during the development and refinement of our Town Investment Plan projects.

Public Engagement and Consultation

March 2019: Leyland Town Centre Masterplan Consultation Workshops

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 findings from these workshops included:

- 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; and
- Improving the links between the various components of the town centre is important.

September-October 2020: Public Consultation on the Leyland Town Investment Plan Project Proposals

A dedicated virtual consultation hall space was created to display the Leyland Town Investment Plan proposals with detailed descriptions, visualisations and floorplans of our shortlisted projects. This was widely publicised throughout South Ribble Borough Council social media channels, email lists and targeted promotion to school students via Runshaw College and to local businesses and their employees through the Leyland Town Board. The consultation hall space invited feedback and input from residents and businesses on all project proposals throughout September 2020. The online consultation page had a total of just over 2,300 visitors, the majority based in Leyland or surrounding towns.

Considering levels of digital exclusion locally, engagement has also been included a physical stall collecting questionnaire responses and comments on project proposals at the Leyland Market to include the voices of those less digitally connected.

Project A: The Town Centre Transformation

63% of respondents answered that an improved public realm and new eating and drinking facilities in Leyland Town Centre would increase the amount of time they would spend in Leyland. 72% of respondents support the proposals for new town centre bars and restaurants, while 48% support the proposals for new town centre housing. The vast majority support sustainable connectivity developments (69% in favour of changing the traffic priorities along Hough Lane to make pedestrian and cycle movement easier and the public realm more attractive, and 77% in favour of relocating the market car park elsewhere in the town centre to facilitate the redevelopment).

We also collected more detailed qualitative feedback in answer to the following, which will help to refine the Town Centre Transformation project further.

Table 3-2: Qualitative Questions Asked

Qualitative Questions Asked

The Town Centre Transformation plans are designed to make Leyland easily accessible for everyone. What features should it provide to help you visit?

The proposals aim to make it easier and safer to visit Leyland by cycling and walking, where do you think cycle paths are needed and where should secure cycle parking be located?

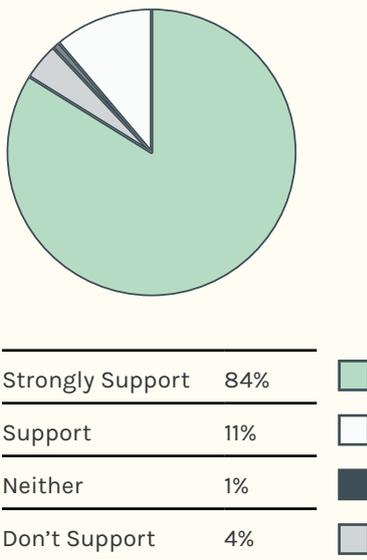
What type of improved facilities would you like to see?

In the context of Covid-19 recovery, is there any aspects missing from this project proposal to enhance Leyland in order to boost the local economy?

What types of businesses (such as shops, restaurants, bars, cafes etc.) would make you likely to visit Leyland?

In October 2020, we consulted on one overarching question to local businesses and residents to find out whether they agreed with the Town Investment Plan as a whole package for Leyland. The figure below shows the responses of the 416 respondents.

Figure 3-1: Consultation Response feedback to whether respondents support the proposed Town Investment Plan projects



Project B: The Market Regeneration

65% of respondents answered they would be more likely to visit Leyland Market if the proposed changes were made, and 60% responded that they would visit more often. 90% of respondents stated they supported the interior market refurbishment. Market stall holders and their customers are also supportive of the proposed changes.

We also collected more detailed qualitative feedback in answer to the following questions, which we will use to further refine and shape the Market Regeneration project going forwards.

Table 3-3: Qualitative Questions Asked

Qualitative Questions Asked

What would you like to see included within Leyland Market and the new Market Place development?

The Market Place will create central outdoor space, which can be used for events, what events should this be designed to accommodate?

In the context of the local area taking advantage of people shopping more locally post-Covid, are there aspects of the Leyland Market you would like to see altered?

Is there anymore this project could be doing to build up the local leisure, hospitality and retail offer in Leyland to encourage people to continue to shop local?

Project C: The BASE2

57% of respondents confirmed that, the BASE2 will increase their access to training and facilities locally and 50% of respondents answered the BASE2 includes the support and facilities needed to access careers advice, training/learning opportunities and digital resources. 50% also responded the BASE2 would offer the space and facilities they or their organisation would need for creative or cultural activities. 42% of respondents felt that it would provide the facilities and support needed to start or grow a business and collaborate with other businesses.

We also collected more detailed qualitative feedback in answer to the following questions which will be factored into the refinement of the BASE2 project.

Table 3-4: Qualitative Questions Asked

Qualitative Questions Asked

How else could the BASE2 support you in learning, upskilling and developing digital skills?

What could the BASE2 offer in addition to help you to start a business or grow your business?

In the context of Covid-19, are there any particular aspects you would like to see as part of the BASE2 hub that would support local people and businesses?

Stakeholder Engagement

Below we present engagement with and commitments from key public and private sector players, that have shaped our project shortlisting and development decisions.

Table 3-5: Consultation Response feedback to whether respondents support the proposed Town Investment Plan projects

January 2020: Business Breakfast Workshop Table discussion with businesses to discuss the Leyland Town Deal -key concerns raised to take forward included traffic issues and connectivity, pedestrianisation and cycle paths and electric vehicle charging points, investing in the market, creating a unique leisure offer with more restaurants and bars, and a skills hub for businesses and individuals, events spaces and create an identity for Leyland.



June 2020: Stakeholder Consultation with Leyland Trucks 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. Leyland trucks has a very geographically spread supply chain and given the market, cost pressure and carbon footprint clearly see opportunity in having a more local supply chain.



The truck of future is going to be electric. The technological requirements 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.

July 2020: Meeting with Skills Providers Meeting with key skills stakeholders including South Ribble Borough Council, Runshaw College, Lancashire LEP, UCLan & DWP to brainstorm the purpose and requirements of a new business advice, skills and enterprise hub in Leyland town centre.



Key findings included to include a focus on digital, to have a flexible space, be mapped within the wider skills ecosystem and have space to deliver training programmes, include business facilities and workspace. Also to provide free wifi, informal space and cafe space to make it attractive and welcoming for the community.

July 2020: Stakeholder Consultation with UCLan 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 and 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. 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, could be mutually beneficial to improve their impact and bring Leyland's history into Leyland's future.

July 2020: Stakeholder Consultation with BAE Systems

A key Leyland employer, 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.

August 2020: Stakeholder Consultation with Market Manager & Stall Holders

We received local intel on how the Leyland Market has been supporting the town locally in Covid-19 recovery and their perspectives on the Market Regeneration and Square project proposals.



The market felt that demand for locally sourced produce grew significantly in Leyland during the Covid lockdown and played a key role in supporting the community, with stallholders working together and offering delivery services throughout and creating an online presence.

The market was able to be managed to adhere to social distancing regulations, creating a safe retail space. They raised that market stalls are a great way for new businesses to start-up, suggesting incentives to help this. The market offers a great service for the community and the Town Investment Plan creating events space and an improved evening economy offer would boost the local leisure and entertainment offer -greener than travelling to cities.

September 2020: Meeting with Lancashire County Council on Highways Proposals

Discussions with the wider county council on the connectivity proposals in the Leyland Town Investment Plan emphasised the need for sustainable connectivity routes and encouraging public transport as well as car use in Leyland.

Forward Plan for Further Engagement

We will continue to engage the local community throughout project development work with virtual workshops, consultation and surveys forming part of the detailed business case stage going forward.

Leyland Town Deal Consultation and Engagement 2020/21

- Create a Leyland Town Deal brand to facilitate clear communication and ownership of the Town Deal;
- Set up a Leyland Town Deal micro-site to host
 - Investment plan summary and images;
 - Town Deal delivery timescales;
 - Town Board meetings dates and minutes;
 - News updates; and
 - Enquiry webform.
- Set up a dedicated email address for direct conversations with the delivery team by potential investors, local businesses and residents – to engage investors and to gather views and new information to shape plans;
- Establish Leyland Town Deal social media feeds, which can be shared by all Board members, to engage as wide an audience as possible in delivering the project;
- Publish regular news updates – disseminated by Board members and through the website and social media – as there is any new information to share;
- Hold online ‘drop-in’ sessions through MS Teams /Zoom at relevant project delivery points for businesses and for residents to discuss new information and assist with delivery plans for different elements of the projects; and
- Continually engaging with key public and private sector players to ensure projects engage partners to deliver projects that have the optimal impact locally against our objectives for each project.

Business Case Development Plan

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)		
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	More detailed / technical work across the 3 projects concluding July 2021, including developer selection for commercial scheme
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	Confirmation of all outputs as part of detailed design for planning submission to form the basis of Value for Money assessment by September 2021
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.	The Economic case will be prepared in due course following submission of TIP based on confirmed / detailed projects and outputs in 2021 when design matters have been confirmed.
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.	Soft market testing and property / commercial assessment underpins the TIP. The commercial case will demonstrate the deliverability of the scheme and by submission of full business case private sector
Financial Case Development	To demonstrate the preferred option results in a fundable and affordable project.	Draft financial tables prepared as part of Town Investment Plan to be confirmed and expanded.
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.	Delivery, management and governance considered for all projects and as portfolio. Additional work to be completed as part of full business case for all options and for the programme overall
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

Delivery Plan

Overview

Together, our board, our partners, and our accountable body, SRBC, have the capacity, expertise and resources needed to deliver our ambitious and transformative programme of work to the required quality and timescales. SRBC will lead and manage the programme on a day to day basis and has extensive experience in managing and delivering projects of this nature, scale, and complexity.

A more detailed delivery plan set out by project can be found in Section 2 of the Town Investment Plan.

Creation of Assets

Our Town Investment Plan will provide Leyland with a number of new and enhanced assets, including the **BASE2 building** and the **enhanced and extended markets**. These two key community assets will be owned and managed by SRBC and detailed consideration has been given to ensure the long-term success and sustainability of these assets.

The **package of commercial developments** will require collaborative working between SRBC and the private sector and, whilst the mechanism for this relationship has not been confirmed at this stage, there will be some form of joint venture and a level of private investment into the programme of work and the value from the development will be shared equitably. The nature of ownership and return on investment will be further confirmed in the next stage of the Town Deal process when any partnership structures and financial instruments are prepared. Work to date suggests that the commercial development will require gap-funding based primarily on the acquisition of and preparation of land and the cost and cost-risk associated with non-residential uses.

Interaction with the private sector and private match funding

Working closely with the private sector is important for the town centre regeneration to bring further energy, expertise and investment into the programme. It is the intention for the series of commercial development opportunities defined through the Town Investment Plan process to be consolidated into a single development opportunity. Soft market testing and input from the Town Investment Plan Board has shown developer interest where sites can be assembled, brought together and de-risked to present to market as a single portfolio. This process is already underway using SRBC investment and the Town Deal Accelerator award.

It is the intention to select a developer partner as the full business case is being drafted and to work with that partner to design both the detailed scheme and the financial mechanism to deliver the proposed commercial development. We envisage approximately £4-5million in private investment as co-funding this part of the programme.

The Role of SRBC in Leading and Managing Change

SRBC are project patron and sponsor for all projects. In particular they will project manage BASE2, the Market Regeneration and the Public Realm and Sustainable/ Active Travel schemes. They will engage with the private sector to jointly deliver the commercial development with the private sector taking further responsibility for project management and delivery but with accountability resting with SRBC.

SRBC will use its existing constitution, financial procedures and governance to commission delivery of the projects. There will be clear audit trails of contract awards that will be compliant with the Council's long-standing financial regulations which also mirror OJEU. Procurement will be undertaken by SRBC's very experienced procurement team. SRBC is also currently rolling a Community Wealth Building Action Plan which centres around making use of a Social Value Procurement Framework.

SRBC have a very experienced team of officers who bring a wealth of experience from projects at South Ribble and work previously. For instance, over the past six years, the team has worked collectively to deliver multimillion-pound infrastructure schemes as part of the Lancashire City Deal. The team is also experienced in town-centre focused regeneration. SRBC has its own project management system and has a designated Senior Responsible Officer and Project Managers on all projects.

The Governance Structures of the Board

The board will retain full oversight and control of the development and delivery of the programme and individual projects.

Consultation through Business Case and Delivery

Engagement and consultation will continue through planning and implementation and the forward engagement plan has been set out above. Active engagement will be required to shape the final designs for the markets as this project including consultation with shop and property owners for Hough Lane forecourts. The energy and enthusiasm which has characterised consultation to date, led by example via the Board, will continue through full business case development.

Revenue and Management of Assets

BASE2 will have a fully formed and sustainable revenue model to influence detailed design in the next stage of work and to advise us of the most suitable management regime for the building. Discussions with industry experts have already been undertaken to start to develop this thinking.

The most suitable management vehicle for the markets is also being reviewed. This will be through direct management by SRBC or a management contract.

The public realm will be managed by Lancashire County Council (LCC) and SRBC. The details of this are to be confirmed but will be influenced by the appraisal of both adopted highway- and council-owned public space.

In the context of the above the following headline information on deliver is provided which is developed in Section 2:

- **Project A: Town Centre Transformation: Commercial Development:** SRBC will procure a developer partner in the next stage of the Business Case process following positive soft market testing and viability assessment in this stage of the work;
- **Project A: Town Centre Transformation: Public Realm and Sustainable / Active Travel:** SRBC will lead this project working closely with LCC as highway authority. This is a major phased programme of work over an extensive core area of the town centre requiring careful implementation to protect existing businesses;
- **Project B: Market Regeneration:** SRBC are the project patron/sponsor. It will be a public building project, using a traditional architectural contract and design-led approach . The scheme will require the markets to decant and alternative location will be needed; and
- **Project C: BASE2:** SRBC are the project patron/sponsor. It will be a public building project, using a traditional architectural contract and design-led approach based on a sustainable revenue model.

Conclusions

The Leyland Town Board have led the development of the Town Investment Plan, representing the Leyland resident and business communities from creating the vision, selecting and developing the project package and refining the final plan.

Leyland is proud of its heritage and has an ambitious vision for the future of this town. Our project proposals have widespread support from local businesses and communities, with public consultation finding 95% of respondents supportive of our project proposals.

Local stakeholders have been engaged throughout the project development phases and this has been critical in defining our proposals:

The BASE2 proposals have been developed working with the wider skills and employment ecosystem in order to meet local needs and create a space to support skills development, digital and technology access, business start-up and growth;

Consultations with key stakeholders at Leyland Market shaped the Market Regeneration project, providing important insights on the impact Covid-19 has had and the market's response (adapting, coming together to support the community and inspiring people to shop local); and

Our stakeholder engagement also solidified our understanding of the need to create a more environmentally sustainable and healthy town, reducing carbon emissions and improving air quality.

We have plans in place for continual community engagement in the Town Deal process including in developing our full business cases and in our project delivery.

Our Town Investment Plan is exciting and deliverable and will bring about impactful positive outcomes. Together, our plans will create a new heart of Leyland, providing a focus of activity for the day and evening economy, providing skills and enterprise infrastructure to support Leyland's frontier and foundation economies and creating sustainable connectivity across the town and the wider borough.

