

Preston

A Community City

Putting the richness of life
within reach

In November 2019, The Preston Partnership, the city's independent partnership for businesses and organisations passionate about contributing towards the continued growth and development of the city, established a special purpose sub-committee which forms the nucleus of our Towns Fund Board.

Preston Partnership

City of Preston Towns Fund Board Members:

- John Chesworth (Chair), Managing Partner, Harrison Drury
- Cllr Matthew Brown, Leader, Preston City Council
- Cllr Peter Moss, Deputy Leader, Preston City Council
- Adrian Phillips, Chief Executive, Preston City Council
- Sir Mark Hendrick, MP
- Phil Green, Director of Growth, Planning and Estates, Lancashire County Council
- Melanie Close, Chief Executive Officer, Disability Equality North West
- Ruth Connor, Chief Marketing Officer, University of Central Lancashire
- Lis Smith, Principal and Chief Executive, Preston's College
- Anne-Marie Parkinson, Investment Programme Manager, Lancashire Enterprise Partnership
- Rachel Mulhearn, Head of Project: Re-Imagining the Harris, Preston City Council/The Harris
- Rob Binns, Director, Cotton Court



Strategic Advice

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Foreword



Preston residents and businesses are rightly proud of their city and its community spirit. Preston is one of the UK's newest cities, well connected, rich in opportunity, committed to positive change and to making our economy work for all our communities. Despite this for too long our city has been held back by a lack of public and private investment. As the largest city in Lancashire with globally significant strengths in aerospace, advanced manufacturing and engineering, a stronger Preston will make a greater contribution to delivering sustainable growth in the region. This has never been more vital than now as we continue to deal with health and economic uncertainty and impacts of Covid-19.

As Chair of the Preston Partnership - the city's independent partnership for businesses and organisations passionate about contributing towards the continued growth and development of the city - I was delighted Preston was invited to prepare a Town Investment Plan and in 2019 we established our Towns Fund Board. The Board made a number of early decisions which have guided the development of our investment plan. Firstly, that our work must continue through the Covid-19 crisis - we have worked at pace during unprecedented and challenging times. Secondly, our plan should focus on our city centre - protecting and enhancing our city centre will drive our recovery through the Covid-19 crisis. Thirdly, our Towns Fund investment programme must be set within a longer term plan for the city - our investment plan sets out a clear 15-year vision.

Preparing our investment plan has stimulated collaboration, generated new ideas and sparked fresh thinking about priorities for the city. We have welcomed this opportunity and are determined to continue on our journey and to maintain

the growing, but previously unleashed, momentum that the Towns Fund initiative has injected into Preston.

I look forward to continuing our stakeholder engagement activity and to progressing our plans to the next stage with government and the Towns Hub team. Through our Towns Fund investment programme we are on the cusp of delivering transformational change - long planned and much needed in our city centre which will demonstrate confidence in our city, encouraging a safe return to city centre life, at the same time as providing sound footings for the delivery of our medium and long term priorities we set out in our plan.

At a time of re-energised discussions on the need for review of local government structures in Lancashire, delivery of the plan we are submitting today is even more vital. A successful and combined Lancashire needs a strong and sustainable Preston.

John Chesworth
City of Preston Towns Fund
Board Chair



Contents

Executive Summary	10
1. Our City	22
2. Our Strengths, Opportunities and Needs	46
3. Our Vision and Objectives	80
4. Our Towns Fund Investment Plan	130
5. Engagement and Delivery	174
6. Acknowledgements	194

Preston

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Preston
Partnership

Executive Summary

Preston is one of the UK's newest cities, rich in opportunity, committed to positive change and to making our economy work for all our communities. Our residents are rightly proud of their city and its community spirit. This is the foundation for our City Investment Plan (CIP).

The principal commercial and service centre in a £32 billion Lancashire economy with globally significant strengths in aerospace, advanced manufacturing and engineering, we have a major contribution to make to delivering the area's ambitious plans for sustainable and inclusive growth.

Preston sits at the heart of Lancashire, linked by six major motorways providing excellent north-south and east-west access to Greater Manchester, the Liverpool City Region and across to Yorkshire. Our rail station is the third busiest in the North West and Manchester and London can be reached in approximately 30 mins and two hours.

Towns Fund will support the Covid-19 recovery of towns in Lancashire with Preston one of five areas in the county with investment plans which can collectively contribute to sustainable growth across Lancashire and the region. The Board will seek to maximise the complementarity value where projects within our investment plan align with priorities and projects of Lancashire's other Town Deals and to support Redefining Lancashire.

The health and wellbeing of our diverse communities is at the heart of our 15 year CIP. Over the last 10 years, the Preston Model has achieved national and international recognition for our initiatives to retain much more of the wealth the city generates, develop community capacity through an expanding cooperative network and harness the spending power of our anchor institutions.



A good growth index developed by PWC ranks Preston as the highest of the North West's cities and 12th nationally of 42 cities. Promoting economic and social inclusion so that we achieve sustained improvements in community health and wellbeing are central to our strategy.

We are clear about the need to focus on Preston's city centre. With unprecedented challenges facing high streets, protecting and enhancing our city centre, and delivering a programme of culture-led regeneration, will drive our recovery from the Covid-19 crisis. At the core of the city, the Harris Quarter with its historic gallery, museum and library, our heritage streetscape, buildings and parks, and our vital retail and leisure businesses, are focal points for residents and visitors and key to the city's recovery and resilience.

Delivering change in the city centre is crucial to our wider plans to develop key assets in the city and deliver new opportunities for our residents. The University of Central Lancashire (UCLan) has grown substantially over the last 20 years, establishing a reputation for teaching excellence and for innovation in fields including advanced engineering, health and social care. We want to retain many more of the young people who graduate in the city, make the most of the new knowledge and ideas we generate, and support the delivery of UCLan's ambitious masterplan. The city's station with its excellent connectivity to the national rail network and potential to be part of the HS2 network are central to our proposals to create a new commercial quarter for Preston. Investing in the skills of our resident population is a priority for Preston and Lancashire and underpins our economic objectives.

Responding to the Covid-19 crisis has provided a new imperative to support diversification and regeneration in Preston's city centre. However, change in the city centre will ensure we maximise the benefit of the significant investment being made in Preston and Central Lancashire, in particular our £430 million City Deal and our recently successful Transforming Cities Fund bid and investment in our transport infrastructure. A diverse and thriving culture, retail and leisure offer will provide incentive for further development investment, make the city more attractive to incoming residents, help employers to recruit, and ensure the long-term resilience of city centre businesses.

We know the deep-rooted challenges we must address and the barriers to economic and social progress we have to tackle. Our plan responds to them:

- Supporting a cultural, retail and leisure economy which have been amongst the hardest hit of all sectors by the Covid-19 crisis. Together with support to the wider business base in the city, and aligned with Redefining Lancashire, we must support the return to health of a visitor economy, worth £330m and 4,000 jobs to Preston.

- We must bring more high quality and well paid jobs to the city, a key objective of our community wealth building programme and an important part of our rationale to develop a new commercial quarter. Nationally, Preston ranks in the bottom 10 cities in the UK in terms of average weekly workplace wages.
- Preston needs to raise its game in innovation. We must build on key assets including UCLan and its Engineering Innovation Centre, our connections to major aerospace sector capabilities, nuclear fuel and clean energy production and a growing digital technology sector. to increase collaborative R&D, commercial innovation and improve business productivity.

- The city must retain more of its graduates and younger working-age people. Too many continue to leave the city to live and/or work elsewhere. This means providing the employment opportunities, the housing and the cultural and leisure offer that will persuade them to put down roots and build careers in Preston.
- The city is a hub for public sector employment, including local and central government. This has declined over the last decade, and will be further impacted upon by on-going structural change and the Covid-19 response. We need to retain as many public sector jobs of all grades and levels as possible as well as seeking to welcome new government departments to the city.

- Our schools and FE colleges are giving Preston's young people a good start in education but we have more to do to raise attainment levels for some of our young people . In a rapidly changing economy, we need to provide our residents with the core employability skills, the training and skills development our employers need and the capabilities to adapt to a digital future.
- We need a bold and integrated community health and wellbeing strategy for Preston, putting it on a par with our inclusive growth objectives. Too many of our city's residents are held back by poor mental and physical health. There is a strong relationship between good health and well-being, incomes and economic participation, and social and community engagement, and this has guided the investments we propose.

- Preston lacks a supply of high quality office space. This has become a significant barrier to new commercial investment in the city, which in itself is limiting our ability to drive any agglomeration benefits from a growing base of businesses and skilled professionals working in close proximity together in the city centre. There is unmet demand in the city for Grade A office space, and a strong core of private sector occupiers in financial and professional services, ICT and the media on which to build.

- Preston's accessibility and its road and rail connectivity are key strengths. As the fight against climate change gathers momentum, we need a step change in how people move into and around the city centre if we are to reduce our carbon emissions and achieve clean growth.



Our shared vision for Preston over the next 15 years (2020 - 2035):

Preston: a dynamic, confident and growing city that still feels like home. A city where the full potential of its people, businesses and location are realised; open to investment that secures a sustainable future for all. A well-connected and liveable city with a wealth of talent and character, Preston is Lancashire's distinctive centre for commerce, culture and innovation. Where sky high ambition combine powerfully with civic pride, distinctive place-making and down to earth delivery.

**Preston, A Community City -
Putting the Richness of Life
Within Reach**

Our vision and CIP strategy are underpinned by three themes:

- Delivering community wealth-building and inclusive growth
- Improving health and well-being across all our communities
- Tackling climate change and delivering clean growth

This is a 15-year plan, with our more immediate Towns Fund investment programme nested in a framework of longer-term priorities for the city. Stakeholders in Preston and Lancashire have committed to strategic priorities driven by the challenges and opportunities the city, and the wider county, faces. This has driven our priorities which are:

- Transform Preston's cultural infrastructure, focusing on our cultural and leisure facilities, spaces and programmes.
- Supporting Preston's economic recovery, skills, growth and resilience.
- Delivering a new commercial district at Preston Station Quarter.
- Deliver a ground-breaking approach to community health and well-being in the city.
- Expand and diversify the housing supply to significantly boost city centre living.
- Achieve a step change in sustainable movement and accessibility in the city by delivering Preston's Transport Plan.

The formation of our Towns Fund Board and the process of preparing the CIP and our Towns Fund investment programme has stimulated collaboration, generated new ideas and sparked fresh thinking about priorities for the city and how the Towns Fund opportunity will contribute to achieving much more in the longer-term for Preston.

Our strategy adds up to much more than the just the sum of its parts. Each priority reinforces others, and we are committed to delivering the full programme to maximise the benefits of new investment:

- Development of our city centre’s cultural and leisure infrastructure will aid Preston’s recovery, regeneration and enhance the economic resilience of our vital retail and leisure core in challenging times.
- A much-strengthened city centre offer will encourage commercial and residential investment and capitalise on priorities we identify to deliver a new commercial quarter at Preston Station and our objective to significantly expand city living.
- We attach high priority to community health and well-being in its own right, but our wider investment priorities will generate new economic opportunities for our residents and new opportunities to engage with and participate in the cultural life of the city, both of which are now strongly associated with positive health outcomes.
- Our investments in the city’s transport infrastructure and connectivity underpin our inclusive growth objectives and our commitments to making Preston a more sustainable place that delivers clean growth. Improvements to our infrastructure will in turn further contribute to better community health and well-being outcomes.
- The focus of our Towns Fund investment in and around the city centre will deliver change in the most accessible area of Preston by public transport, walking and cycling, further contributing to our clean growth objectives.

Key City Investment Plan Outcomes



Economy

- A resilient and growing Preston economy creating good quality new jobs and new businesses
- A more productive economy driven by collaborative innovation and investment in higher value economic activity in the city
- A distinctive, thriving and expanding creative, cultural, retail and leisure sector which underpins the vitality of the city’s economy



Social

- Significant and lasting improvements in the health and wellbeing of Preston’s resident communities
- Sustained reductions in deprivation levels, particularly in the health, income and employment domains
- Resilient stakeholder partnerships which reflect the diversity of Preston’s communities and our commitment to a fairer society



Environmental

- Sustained reductions in CO2 emissions, congestion and air pollution
- Significant increases in the use of public transport, cycling and walking
- Increased resilience of infrastructure to climate change impacts

Key City Investment Plan Economic Impacts

- Increased economic output (as measured by Gross Value Added)
- Increased Full Time Equivalent Jobs
- Reduction in carbon emissions

Preston, A Community City

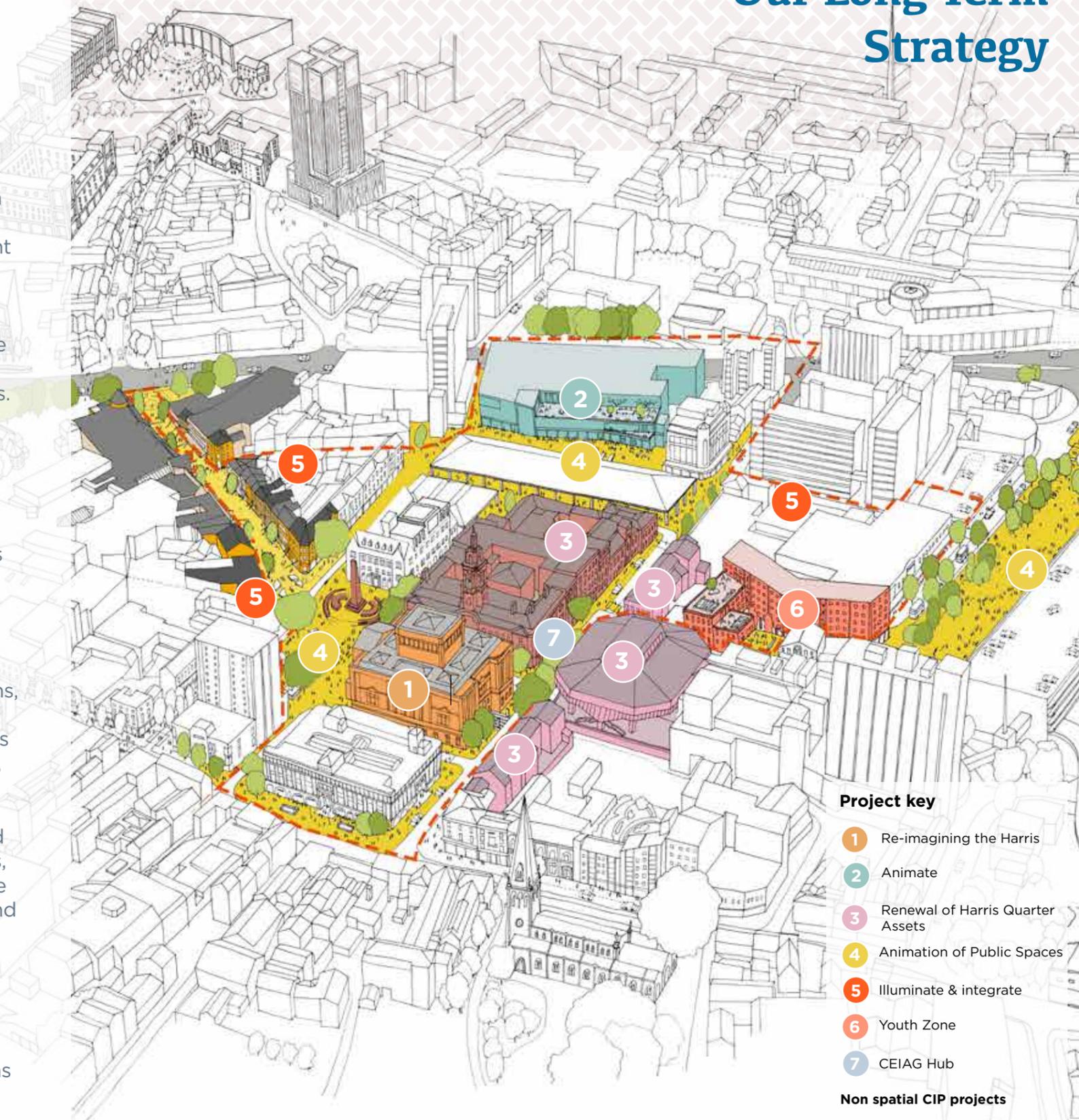
Our Long Term Strategy

Towns Fund investment is critical to the successful delivery of our CIP. It will support early interventions, catalyse positive change in our city and support our sustainable and inclusive growth ambitions.

Our ask is for a **£24.98m** of Towns Fund investment to deliver a bold and transformational programme, predominantly focussed upon culture and regeneration, concentrated in the Harris Quarter area of the city centre, our city's cultural and civic heart. The spatial focus on the Harris Quarter recognises that our city centre needs to change and evolve to meet the needs and aspirations of its residents, workers, businesses, visitors and investors. Concentrating our Towns Fund investment within the Harris Quarter will:

- deliver a stronger Harris Quarter leisure and cultural offer by building a critical mass of complementary destinations, locations and public spaces.
- deliver a diverse mix of uses which encourage visitors to undertake and participate in

- new activities and opportunities in the Harris Quarter.
- deliver a distinctive place-based offer in the city centre which breathes new life and uses into some of the city's heritage assets, key buildings and open spaces.
- play a key role in changing perceptions of Preston through attracting more residents, workers, visitors and investors into the city, as well as ensuring the city centre is a more inclusive location for all.
- deliver a tangible change in the city centre's cultural and leisure infrastructure. This is critically important to evolving our broader city centre offer, but also to supporting a successful commercial district at the Station Quarter and the delivery of new Grade A offices and higher skilled jobs; our city living proposals for 1,600 new homes as part of the 25 hectare Stoneygate Urban Village, adjacent to the Harris Quarter; as well UCLan's campus masterplan proposals and their growth ambitions.
- build upon the momentum gained from other recent public and private sector investment in, and adjacent to, the Harris Quarter (e.g. Preston Market, Preston Bus Station, Bishopsgate residential), as well as support future proposals.
- raise the quality of the city's public realm and open spaces, helping to catalyse wider private sector investment in the Harris Quarter, as well as enhance the safe use of public spaces for events and activities.
- help better connect the city centre's key locations, assets and regeneration opportunity areas (Harris Quarter, Station Quarter, UCLan, Stoneygate) through enhanced links and new sustainable and active-travel alternatives, enabling people to move around the city safely and with confidence.
- ensure we create the conditions for a more successful and inclusive economy in Preston, supporting our ambitions for greater levels of community wealth and better health and wellbeing.



Project key

- 1 Re-imagining the Harris
- 2 Animate
- 3 Renewal of Harris Quarter Assets
- 4 Animation of Public Spaces
- 5 Illuminate & integrate
- 6 Youth Zone
- 7 CEIAG Hub

Non spatial CIP projects

- 8. Cultural Capacity Building - City wide projects
- 9. Health & Wellbeing Capacity Building - City wide Projects

Our Towns Fund investment programme focusses on the following nine projects:

1. Re-imagining The Harris: the re-development of the Grade I listed Harris Museum, Art Gallery & Library, which sits at the heart of the Harris Quarter, is one of the most ambitious cultural projects in the north of England.

2. Animate - Cinema & Leisure Scheme: delivery of new cinema, bowling, food and beverage units, car park and public square in the Harris Quarter, adjacent to the new Preston Markets. The project will attract a family friendly audience and strengthen Preston's day and night-time economy.

3. Renewal of Harris Quarter Assets: investment to support the redevelopment of publicly owned buildings in the Harris Quarter to support new uses, including potential cultural and community uses. The buildings include Amounderness House and Birley Street Annex, 10-12 and 50-52 Lancaster Road, while investment will also support enabling works to support the reopening of the Guild Hall.

4. Harris Quarter Illuminate & Integrate: the project includes delivering the pedestrianisation and cycleway infrastructure of the southern section of Friargate, linking with the Transforming Cities Fund investment delivering the northern section. It also complements other Harris Quarter projects through public realm improvements along key streets and open spaces, building illumination, digital projections and improved street lighting.

5. Animation of Public Spaces: a project funding the coordination of a Preston city centre wide programme of events and animation of new and existing public spaces. The project also funds provision of event hosting equipment which can be deployed at multiple sites around the city centre.

6. Preston Youth Zone: The development of Preston Youth Zone in the heart of the city centre on City Council owned land within the Harris Quarter. It will be a state-of-the-art facility for young people in Preston aged 8-19 years (up to 25 with additional needs), providing social, sporting and artistic spaces.

7. Inspiring Preston - A hub for high quality CEIAG: provision of space within a building in the Harris Quarter to be used for the delivery of Careers and Employment, Information, Advice and Guidance (CEIAG), particularly for young people, by local partners - including Preston's College, Cardinal Newman College and UCLan. In addition to the provision of space, Towns Fund investment is required to service and support the space provided, with partners funding the direct provision of CEIAG services.

8. Cultural Capacity Building: Towns Fund investment to build local skills and capacity to support the aims of our 12-year cultural strategy, while also contributing towards delivering our wider strategic cultural objectives for Lancashire and its City of Culture 2025 bid.

9. Health & Wellbeing Capacity Building: Preston does not currently have its own health and wellbeing strategy. There is a need to build system capacity to focus on Preston and address poor health outcomes. Towns Fund investment will enable the secondment of a senior officer from the Greater Preston Clinical Commissioning Group for a five-year period to develop and consult on a Preston strategy and to take forward proposals around a health and wellbeing hub.

Our Towns Fund investment programme will unlock a wide range of benefits for the city. Further analysis will be undertaken at the business case stage, but we estimate the benefits to be :

- £85m in additional GVA
- £31m social return on investment.

Based upon our initial assessment, we estimate that the proposed investment will return £3.40 in additional GVA per annum for every £1 of Towns Fund investment . These are conservative estimates based upon the additional employment and visitor expenditure aspects of our investment programme deliver. The programme will also deliver a number of wider regeneration and socio-economic benefits.

Our bold and transformational investment programme consists of new and established projects, with our established projects well supported for many years as key regeneration projects for the city. Towns Fund investment in our programme is vital to deliver the maximum benefit for Preston and to demonstrate confidence in the city. Towns Fund investment represents a fantastic opportunity for Government to support the creation and transformation of a complete city centre quarter, which has relevance to all of Preston's communities, and to support the delivery of our 15 year plan.

