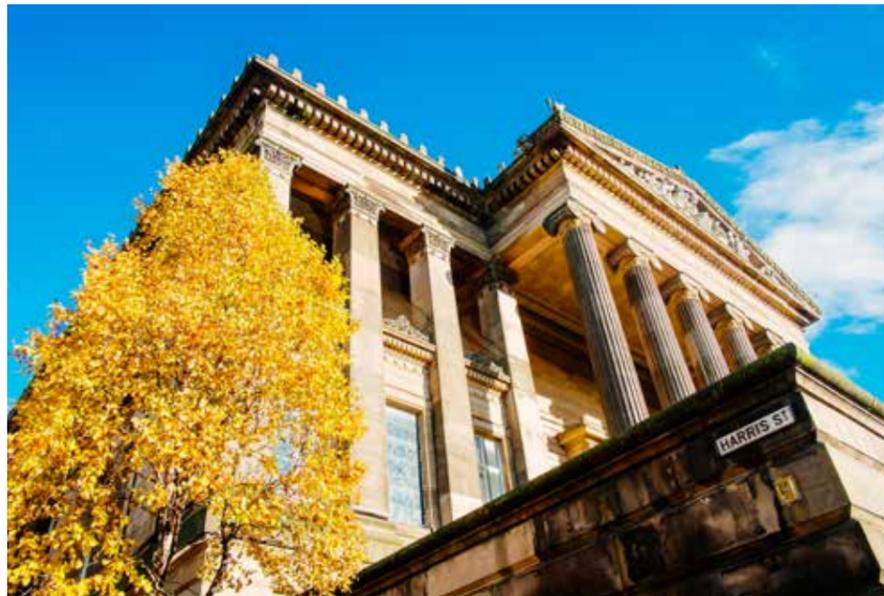


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Our City

Preston is one of the UK's newest cities. We take pride in our rich history and industrial heritage, and the pioneers who have made a significant impact on a world stage. As the largest city in Lancashire, Preston is firmly established as a major centre for employment and services, playing vital economic and social roles for businesses and communities across the county, and a focal point for the arts, culture and leisure. We are the urban heart of a £32 billion Lancashire economy, one of the Northern Powerhouse's largest economies with the UK's highest concentration of aerospace production in a cluster that is the 4th biggest globally, together with nationally significant capabilities in nuclear fuel production and clean energy generation.

More than just a city, Preston is a vibrant and diverse collection of characterful places, spaces and people. Our residents value the warmth and diversity of the city's people, and its strength as a place with city infrastructure and a town feel. Compared to Manchester and Liverpool, Preston is a lower density, walkable and more liveable city offering a wide range of opportunities.



Committed to improving the city and making its economy work for all our communities, we are leading the way in the UK with our distinctive 'Preston Model', which harnesses the power of our anchor institutions and seeks to ensure many more of our residents benefit from economic growth. Community wealth building is an underpinning principle of our City Investment Plan (CIP).

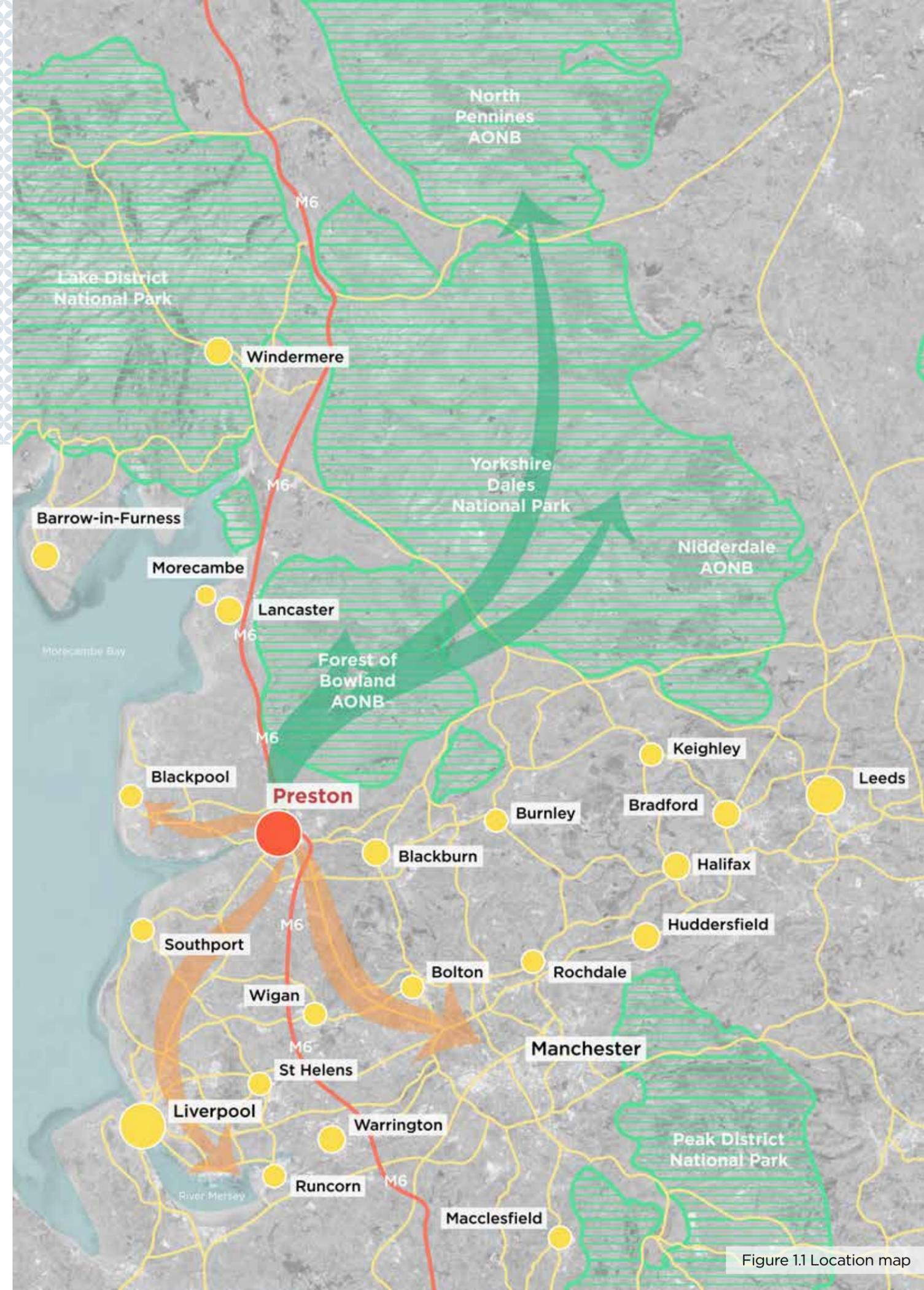


Figure 1.1 Location map



Our City

We want to maintain the momentum of change in our city, a Community City, putting the richness of life within reach by meeting the demands of 21st century life whilst safeguarding our cultural heritage and stories. Our CIP is an ambitious strategy centred on our people and focused on sustainable and shared prosperity which is shaped by our communities. At a time when the Covid-19 crisis is deeply affecting our residents and businesses, our strategy will make a significant contribution to our recovery.



Population of 141,800, 70% living in the City Investment Plan area

60%+ of Preston's population is aged under 44

73,000 working residents in 2019

90,500 jobs in 2018

Preston contributed £3.7 billion GVA to the UK economy in 2018

5,375 businesses in Preston, with 4,200 businesses in the CIP area



Figure 1.3 Preston Town Deal Area

Figure 1.2 Preston City Investment Plan Area

Preston's story

Preston's is a long and fascinating history. Our city's origins as a market town (Priest Town) and service centre remain a feature of the place it is today. The city's famous Guild, held every 20 years, was established in 1179 and continues to be one of the region's highest profile events. The city's next Guild will be in 2032, which is within the period of the 15 year CIP.

Through the 19th Century, the city grew rapidly as the textiles industry laid the foundations for the important part that

advanced manufacturing and engineering have played in the evolution of the city's economy and that of the surrounding Lancashire area which is still one of the UK's leaders in this sector. Rapid industrialisation and growth cemented the city's position as a major service centre, with the financial, legal and professional services that continue to meet the needs of the wider area's economy, and retail and leisure facilities that responded to the city's large and growing population catchment area.

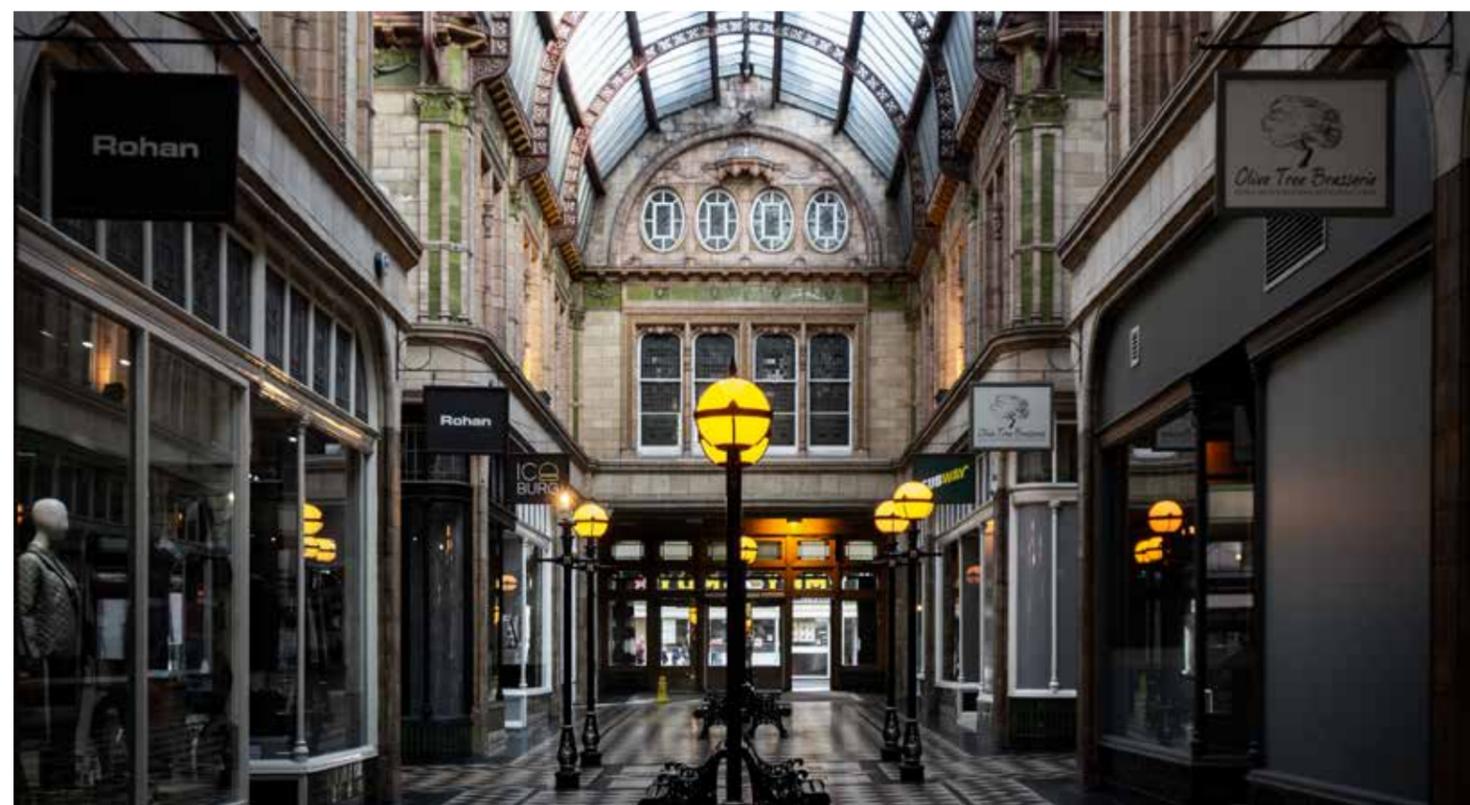
The city has a rich architectural history with built heritage spanning several different periods, contributing to a fabric of buildings and streets which continue to be an attractive and living part of the heart of the city, with assets we are committed to protecting. City planning left a positive legacy of parks and green spaces across the urban area, linking the city centre to the River Ribble and providing residents with high quality open space within the modern urban area.

From the mid-20th Century, Preston became a city of growing diversity through immigration during the 1950s and 1960s, and in the 2000s through migrants from central and eastern Europe, as the European Union expanded. Our residents recognise this is a valued quality of Preston and this diversity has become a distinctive feature of the city's modern identity.

Preston has continued to grow, reinforcing its strength as the area's principal commercial centre, fuelled

by housing growth during the late 20th Century, the continuing development of the city's business and service functions, and latterly with the expansion of the University of Central Lancashire (UCLan) which has brought many more young people, academics and professionals to the city. The city's growth is underpinned by the £430 million City Deal for Preston, South Ribble and Lancashire, signed by government in 2013, which is providing a major investment boost in

our transport infrastructure, supporting new housing development, predominantly in the outer areas, and the creation of new jobs across the area. Our CIP seeks to maximise the impact of the City Deal by enabling investment in the core of the city to complement and further enhance the benefit of development in those outer areas.





The City has been home to the Preston Guild first established in 1179.

Originally an organisation of traders, craftsmen and merchants, all with a monopoly trade in the town its has grown into a celebration of all the industries across the city.



Preston's is a long and fascinating history. Our city's origins as a market town (Priest Town) and service centre remain a feature of the place it is today.



Preston A Community City

putting the richness of life within reach



Our City

The Preston Model

Since 2011, Preston has established itself nationally as a leader in local community wealth building. Known as the Preston Model, it has delivered a series of initiatives which challenge orthodox approaches to economic development and regeneration, seek to retain more of the wealth generated within the city to the benefit of local communities, and promote social and economic inclusion. The key measures and initiatives adopted or pursued by Preston City Council and its partners include:

Real Living Wage:

Commitments by public sector organisations including Preston City Council to pay the real living wage. Analysis by the Centre for Local Economic Strategies (CLES) shows that 4,000 additional employees in Preston were receiving the Real Living real living wage by 2018.

Harnessing Local Procurement:

Changing approaches to procurement by anchor institutions including Preston City Council, UCLan, Preston's and Cardinal Newman Colleges, the Community Gateway Housing Association and the Office of the Police and Crime Commissioner for Lancashire to retain more expenditure within the city and Lancashire. Analysis by CLES found that from 2012/13 to 2017/18, an additional £74 million had been retained in Preston and £200 million in Lancashire.

Investing Through Public Sector Assets:

Investing in public sector land and assets working with partners through the City Deal and including South Ribble Council and Homes England to secure additional investment for the area, repurpose and develop buildings. Transferring the ownership and management of key assets and providing opportunities for the community ownership of assets such as local community centres.

Building Cooperative Networks:

Encouraging and supporting the development of new cooperative networks, including the establishment of the first UK inner urban area Neighbourhood Council, with planning and other powers taken on by the Council and financial support from the Big Lottery. Preston Cooperative Development Network and worker cooperatives, with a project launched in December 2019 to establish a pipeline of 10 new worker cooperatives. The City Council has worked with Coops UK to assist businesses with succession planning and employee buy outs.

Building Community Capacity:

Building capacity in communities backed by a joint UCLan/Royal Society for the Arts (RSA) project to develop neighbourhood level activities.

Supporting Workplace Saving:

Developing a Preston Credit Union to encourage workplace saving by employees. Preston City Council is also working with the Hampshire Community Bank, the Royal Society for the Arts and partners to promote the concept of a new regional bank founded on community trust or cooperative principles.

Securing Local Employment and Training Through Construction:

Developing a Supplementary Planning Document (Central Lancashire Skills and Employment SPD) which specifies that developers of more than 30 homes and/or 1,000 sq m of commercial floorspace must have a skills and employment plan that sets out how opportunities will be provided to Lancashire residents.

Underlying all of the activities that have contributed to community wealth building is the concept of 'good growth'. This is a much broader view of economic growth that takes account of the wellbeing of communities and what matters to them rather than focusing only the expansion of employment, businesses and productivity. A good growth index developed by PWC ranks Preston as the highest of the North West's cities and 12th nationally of 42 cities.



People and Communities

Preston's people are a major source of strength for the city. Home to 141,000 residents with around 99,000 residents living in the area that is the focus of our Towns Fund Investment Plan area, we have a young and growing population who are the lifeblood of our city. Their skills, talent and ambition are crucial to Preston's future economic success.



Our residents are proud of Preston and have strong attachments to their city. In our #WhatsYourPreston survey, a key pillar of our stakeholder engagement plan, residents told us that friendly and warm people are amongst the best things about it. They describe it as a vibrant place which is growing and improving, with the strengths and infrastructure of a liveable, modern city but a compactness that gives it the feel of a town.

Preston's diversity is recognised by many of our residents as an important and distinctive feature of the city. Our substantial Black and Minority Ethnic Population makes a key contribution to the vibrancy of the city, including our enterprises, our cultural fabric and our sense of community. Nationally, Preston is part of the City of Sanctuary movement seeking to provide a welcoming environment for refugees and asylum seekers seeking sanctuary in the UK.

Our CIP must ensure that economic growth and future development in Preston delivers positive change for all our residents, making the city a better place in which to live, work and invest. This

is the fundamental purpose of the Preston Model. We must take our communities with us to build a collective commitment to all we want to achieve. Our young people and adults need the skills and opportunities to fulfil their potential. We know that lasting improvements in the health and wellbeing of our communities are essential, at a time when Covid-19 has put public health and the vital part that our health and care services play in the spotlight. New and sustainable ways for people to travel into and around our city are crucial as we tackle climate change.

The City's ongoing response to Covid-19 is demonstrating the strength of a Community City. Councillor Nweeda Khan, Preston City Council's

Cabinet member for communities and social justice, said, "It's been an extremely difficult time for us all over the last three months and we've found ourselves helping many people in a variety of ways. With our outstanding community, faith and charity organisations we have made a difference to our most vulnerable residents and their families. I'm very proud that we have supported thousands of vulnerable and shielding residents, delivered hundreds of food parcels and provided access to medication for hundreds of residents during this crisis. It's a fantastic example of partnership working, offering support which has been vital to many families who were struggling during this crisis"



Strategic Assets

Alongside the vital part played by our communities, Preston's key strategic assets are the foundations for the city's future growth and prosperity. Our plan seeks to build on these assets, leveraging their potential to deliver our ambitious transformational agenda.

Employment and Businesses

There are around 90,000 jobs and 6,600 businesses in Preston operating across a wide range of sectors, with particular strengths in retail and leisure, advanced manufacturing and engineering, professional and financial services, transport and distribution, and the health and social care sector. The city is well-established as Lancashire's largest employment and commercial services centre, providing both enabling sectors which support the wider Lancashire economy and foundational sectors which meet the needs of our communities.

The city centre has a substantial representation of multiple and independent retailers, together with a core of professional and financial services companies with regional or national operations. As well as serving the city's 140,000 residents, it is an important retail, leisure and service centre for a wider catchment area of around 500,000 people.

Outside the city centre and across the wider area, there are major commercial sites at Junction 31 of the M6 and

Cuerden, and the presence of major employers including BAE Systems, Westinghouse Springfield, James Hall & Co. and The Eric Wright Group.

Covid-19 has had immediate and unprecedented impacts on our business community. Preston City Council has granted rent relief and rent holidays for its tenants, as well paying out over £30m to 2,525 businesses under the government business support scheme. The Council has already paid out interim payments to nearly 100 businesses under the discretionary business grant scheme and

are continuing to focus on supporting those businesses which demonstrably bring an economic or cultural impact to the City. Lancashire's Business Growth Hub, Boost, is delivering a business recovery service which has already assisted over 5,000 businesses with support on issues including operational continuity, employment, finance, marketing and forward planning. As the economic impacts of the crisis extend into Autumn and Winter 2020, we expect to maintain and enhance our recovery support programmes.





Our City

Anchor Institutions

Preston’s anchor institutions are a pillar of the city’s community wealth building initiative and a major source of employment for the city. The headquarters of both Preston City Council and Lancashire County Council provide a substantial number and range of employment opportunities, driving the delivery of services across the city backed by significant purchasing power through their procurement of goods and services. The city is also home to government departments and agencies, supporting around 4,600 civil service jobs.

The city’s educational institutions, Preston’s College, Cardinal Newman College

and UCLan are key anchor institutions. UCLan has expanded substantially over the past 20 years, and now employs more than 2,500 people while also supporting employment indirectly in the local economy through its expenditure on goods and services. In addition, the university contributes directly and indirectly in many other ways to the city. It provides facilities and services which are used by the local community, it provides advice and guidance to local residents and business, it helps to shape local policy and strategy, as well being a strong advocate for the city. UCLan has made important contributions



both to the local and national response to the Covid-19 crisis, including through staff volunteering in clinical, laboratory and pharmaceutical responses, participation with the NHS and other partners in the Lancashire Resilience Forum, academic studies of the impacts of the virus, and the engineering and production of Personal Protective Equipment.

Royal Preston Hospital, another anchor institution, is a major employer in the city, with 9,000 people employed in hospital related activities. It is part of Lancashire Teaching Hospitals NHS Foundation Trust which itself employs around 7,700 people across its area. The hospital, our NHS and community health service providers, and our social care sector, are on the front line of the Covid-19 crisis and will continue to have pivotal roles as we recover.

Heritage and History

Central Preston is rich in historic assets, with medieval street patterns blended with 19th Century planned developments, and a historic core centred on the Flag Market and the Harris Quarter, that combines heritage buildings and public spaces. Our city’s heritage is identified as a distinctive and valuable feature of Preston by both residents and visitors, who point to the need both to safeguard it and make more of it to support the vitality of the city centre.

Many of our heritage buildings and much of our heritage infrastructure are found at the heart of the city centre in the Harris Quarter. This includes the Harris Museum and Art Gallery, the recently renovated markets, historic streets of Fishergate, Church Street and Friargate, a range of Grade II listed buildings around the Town Hall, and Winckley Square and its Georgian architecture.



The Harris Quarter, and the network of streets, retail and leisure facilities around it, is long-established as the city’s focal point for residents and a key point of interest for visitors. A valued, historic institution in the Harris Museum, Art Gallery & Library provides a leading arts and cultural venue at the core the city centre. Investments in our markets and streetscape has brought significant improvement in recent years. We have focussed on the Harris Quarter as a key priority for our CIP, both to strengthen the vital role it plays in the city, and to reflect the importance of building new and improved cultural infrastructure – events, facilities and organisations around it.



Our City

Education, Skills and Innovation

UCLan is one of Preston’s anchor institutions, ranked in the top 6% of universities worldwide with a community of 23,000 students in Preston and a strong track record of knowledge exchange, innovation and business engagement. Our two high performing further education colleges located in the heart of the city - Preston’s College and Cardinal Newman - deliver excellent academic and vocational education

to more than 20,000 students across the city and the surrounding area. We have strong primary and secondary schools which are providing many of the city’s young people with an excellent start to their education.

With UCLan redeveloping its campus through its £200m masterplan, and its recently opened Engineering Innovation

Centre (EIC) providing innovation excellence at the centre of the city, Preston is surrounded by a network of innovation assets including Lancashire Advanced Manufacturing aerospace and aviation Enterprise Zones in Warton and Samlesbury, anchored by BAE Systems, the Springfield nuclear



Connectivity and Economic Infrastructure

Preston’s location and its connectivity are major assets. Preston is centrally located in Lancashire within easy reach of the Blackpool and Fylde Coast, the AONB in East Lancashire, Cumbria and the Manchester and Liverpool metropolitan area. The city has excellent access to the strategy strategic road network (M6, M65, M55, M61), and a city centre mainline railway station putting Preston half an hour from the Lake District, an hour from Manchester and Liverpool and just over 2 hours from London and Glasgow by rail. Connectivity by rail will be further enhanced through the Transforming Cities Fund delivery of Cottam Parkway station, offering a sustainable travel option for a new residential area in north-west Preston. The arrival of HS2 in Preston would further reinforce Preston’s role as the North West’s major rail hub north of Manchester, and we want to work with government to collectively build the case for the economic and connectivity benefits of a HS2-linked station for the city.



Preston Bus Station is an iconic, modern and vibrant public transport hub serving millions of passengers every year. There is an opportunity to build on this regeneration and further enhance bus use, through the transformation of bus corridors across the city. The Department for Transport’s Transforming Cities funded Transforming Ringway investment will deliver important bus network improvements in the city centre.

The city’s digital infrastructure is impressive, with most residential and business premises now having access to superfast or ultrafast broadband. Just under 99% of residential and business premises have access to superfast broadband at speeds of 30 Mbps or better, and 77% of premises access to ultrafast broadband capable of 100 Mbps or better.



Our City

Preston has a range of strategic development sites for residential, commercial and education development which provide a strong platform for the city's future growth and prosperity. Major sites in North West Preston and at Cottam Hall are part of ambitious housing growth plans through Preston's City Deal which targets the delivery of 17,000 new homes. In central Preston, Preston Station Quarter and the Stoneygate masterplan area are significant opportunities to bring new housing and commercial development to the core of the city, whilst UCLan's £200 million masterplan is transforming the campus and the area around it.

The Covid-19 crisis has had major impacts on the use of our infrastructure. Lancashire saw a 45% decrease in public transport use, with rail and bus use in particular falling substantially during lockdown conditions. Private vehicle journeys also fell very sharply as many people switched to homeworking and avoided unnecessary trips. The priority in recovery will be to ensure that people are encouraged to start using public transport again, as well as increasing the amount of walking and cycling for short trips. Lancashire's Safer Travel Restart initiative, a fund to help restart safe travel, has introduced temporary road

space reallocation, road closures and pop-up cycle lanes, and is providing travel plan, public information and communications to support this effort. Our City Investment Plan will help ensure we build on those changes that have positive long-term benefits for sustainability and clean growth.

The crisis has also seen our digital infrastructure take on even greater importance. For our businesses and workforce able to work at home, access to high speed, high bandwidth internet access has been vital. There are likely to be lasting impacts on the use of digital technology, and our City Investment Plan recognises this.



Green and Blue Infrastructure

The city benefits from excellent green infrastructure, in particular its award winning and historical parks (Avenham and Miller) which provide high quality green space at the very centre of the city and are appreciated by residents as strengths of the city, providing spaces for exercise and relaxation which are heavily used. Beyond the two central parks, Moor Park and Ashton Park also provide excellent green space with sports and leisure facilities for residents and visitors.

Preston's historic docks, now regenerated, provide a waterfront and leisure resource which is also centrally located in the city and where there is potential for us to do much more to develop the area as a leisure destination. Avenham Park provides access to the River Ribble, although we recognise the potential to strengthen links between the city centre and the riverside as an area for recreation. The Ribble Link, funded by the Millennium Commission, provided a connection between the Lancaster Canal and the River Ribble which now offers cycling, walking

infrastructure in an attractive natural setting. The Guild Wheel, a 21-mile walking and cycling route, also encircles the city and provides residents and visitors with a link from the city to the countryside.

The Covid-19 crisis has further underlined the value of high-quality green infrastructure in urban areas. With restrictions on people travelling outside cities, access to local parks and natural green spaces by walking and cycling became an important contributor to mental and physical health and wellbeing as the lockdown took hold. Our City Investment Plan recognises the need to protect and enhance these vital assets.



Recent Major Investments

The following summarises some of the recent major investments which have already been made and we are committed to in Preston. They provide the backdrop to how the CIP will play an important role in enabling Preston to build on this progress over the next 15 years.

1. Preston Bus Station:

A £25m refurbishment of our iconic listed Bus Station was completed in 2018. The restoration of the building included the reconfiguration of the bus stands, relocation of the coach station, rationalisation of the retail units and the delivery of adjacent public space. The project won the 2019 RIBA National Award.



2. Preston Markets:

Preston City Council invested £3m to revitalise the city centre's indoor and outdoor markets. Opened in early 2018, the project completed a brand-new Market Hall built under a larger listed Victorian canopy, as well as a Box Market created from up-cycled shipping containers.



3. Public Realm Improvements:

Major public realm improvements have been delivered since 2014. This includes over £5m investment in Fishergate providing greater space to pedestrians, reduce the dominance of the car and improve the attractiveness of the city centre.



4. Preston Rail Station:

Investment of £1.5m to upgrade the Station's concourse and entrance has been completed. This is ahead of significant proposed investment to redevelop the station as part of HS2 and wider plans for Station Quarter, a new commercial led and mixed-use area of the city centre.



5. UCLan:

The university is in the process of delivering its 10-year vision for a £200m masterplan to redevelop its centre campus. The Engineering and Innovation Centre (EIC) opened in October 2019, a state-of-the-art teaching and research facility. A major new public square and student centre will provide a new campus gateway and event space.



7. New Residential:

Increasing levels of residential development has occurred or is underway in the city centre. A number of notable office and historic building conversions, as well as new apartments around Winkley Square.



6. New Road Infrastructure:

City Deal is funding the £200m Western Distributor and link roads scheme. Under construction, it is one of the largest new roads in the North, increasing capacity and unlocking strategic housing and employment sites. It also includes link roads to North West Preston and Cottam, where significant new housing and a new TCF funded Parkway rail station will be delivered. South of Preston, the Penwortham Bypass, opened in December 2019.



8. Winkley Square:

Winkley Square is a Georgian square and gardens situated in Preston city centre. A £1.2m refurbishment of the gardens was recently completed and the park received a Green Flag Award.

