

3 Our Vision, Objectives and Strategy

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

Our Vision:

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.



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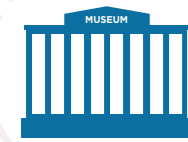
Strategic Objectives



Develop Preston's strengths in established, growing and innovative sectors including advanced manufacturing and engineering, the creative and digital sector, health and social care;



Strengthen Preston's economic resilience post-Covid19 by supporting local enterprise, attracting new inward investment and generating high quality new employment that contributes to community wealth building and inclusive growth;



Deliver new strategic developments which reinforce Preston's role as a major commercial, educational and cultural centre in Lancashire;



Increase city centre living and retain and grow Preston's working age population and graduates;



Provide the integrated skills development and training to enable Preston's residents to secure good quality work, develop businesses and increase economic participation;



Deliver distinctive, diverse, and innovative arts, cultural and leisure facilities and activities;



Reduce deprivation and improve the health and wellbeing of all our communities;



Support young people through education, facilities and services in Preston to maximise their potential;



Create a well-connected and accessible city that supports low carbon journeys and green travel with excellent walking, cycling, public transport (bus, rail and HS2) and digital infrastructure;



Safeguard and enhance Preston's historic fabric and heritage assets, while maximising the quality and use of the city's parks and open spaces;



Tackle the impacts of climate change and support the shift to a sustainable and low carbon economy.

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Underpinning themes

Three themes underpin our vision and strategic objectives for Preston:

- **Delivering community wealth-building and inclusive growth:**

We must ensure our recovery from the Covid-19 crisis and the growth we achieve in Preston delivers real benefits to our communities. The change we deliver through the CIP must contribute to our community wealth-building objectives, ensuring that the benefits of future economic growth are shared more equitably.

- **Improving health and well-being across all our communities:**

We have much more to do to address the adverse health and wellbeing experienced by communities across Preston. The health effects of the Covid-19 crisis have particularly affected older people, BAME communities and those living in more deprived areas of cities, and this has highlighted the need to tackle the underlying factors that lead to adverse health outcomes. We have a strong health and care sector in the city, backed by a university with growing strengths in medical and health care teaching and technologies. We need to organise and develop services and facilities that make the most of these capabilities and enable us to achieve sustained improvements in the mental and physical wellbeing of our residents. In addition to our direct priorities on community health building, the new economic opportunities we generate, our investment in skills development and training, and how we better enable people to access and move around our city centre must all contribute to better health and wellbeing outcomes.

- **Tackling climate change and delivering clean growth:**

The economic growth we deliver in Preston must be sustainable in the face of accelerating climate change. The process of identifying our Towns Fund investment priorities has considered how they contribute to the clean growth agenda, and our 15 year strategy for the city recognises that we must support our communities and businesses to prepare for and manage the impacts of climate change.

Our 15 Year Strategy

This is a 15-year City Investment Plan (2020-35) with our Towns Fund investment programme nested in a framework of longer-term priorities for the city. Over the past few years, stakeholders in Preston have committed to strategic priorities driven by the challenges and opportunities we describe in Section 2. This provides the foundations for our 15-year strategy.



Our strategic priorities are:



Transforming Preston's cultural infrastructure, focusing on our cultural and leisure facilities, spaces and programmes.



Delivering a ground-breaking approach to community health and wellbeing in the city.



Supporting Preston's economic recovery, skills, growth and resilience.



Expanding and diversifying the housing supply to significantly boost city centre living.



Delivering a new commercial district at Preston Station Quarter.



Achieving a step change in sustainable movement and accessibility in the city by delivering Preston's Transport Plan.

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Our collective work on our Towns Fund proposals has sparked greater collaboration, new ideas and fresh thinking about priorities for the city, as well as how our proposal will contribute to the delivery of longer-term priorities.

- We have come together to ensure this strategy adds up to much more than the sum of the priority investments we identify. Each of our investment priorities is intended to reinforce and add value to the others in the following ways:
- Development of our city centre cultural and leisure infrastructure, particularly concentrated within the Harris Quarter, will aid Preston's recovery and 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 wellbeing 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 wellbeing 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 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

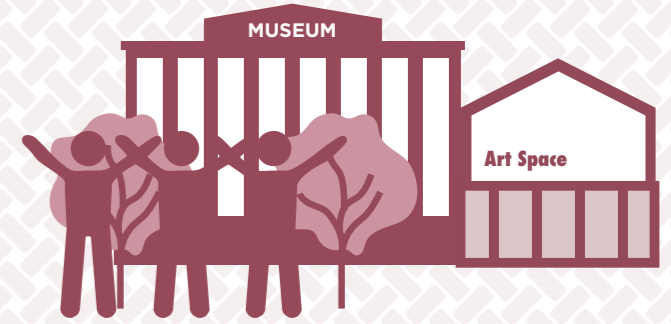


Economic Impacts

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

Transforming Preston's Cultural Infrastructure

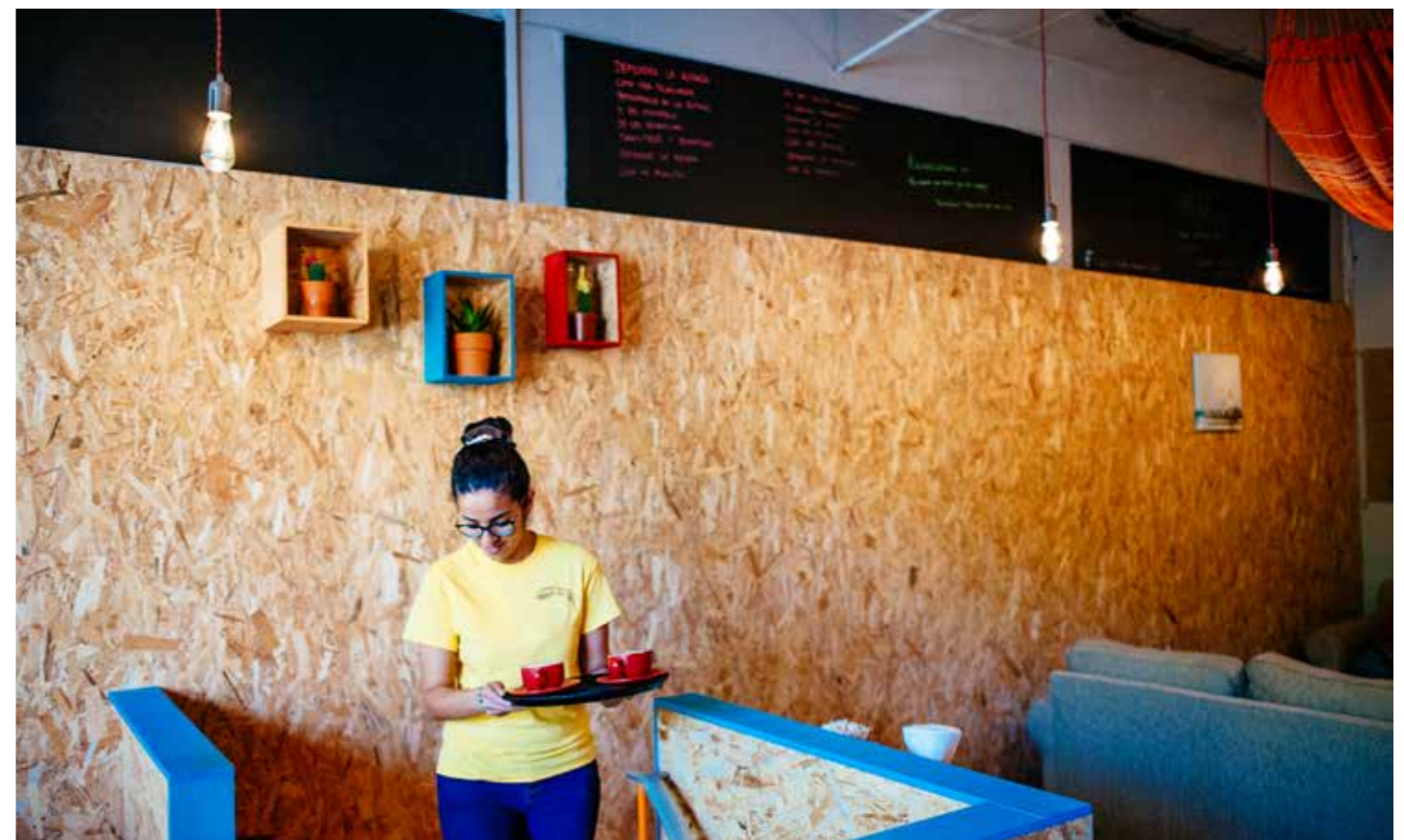
Culture is central to our plans to transform Preston. Grassroots and community activities and events, city-wide festivals and celebrations, our sports teams and hosting of sports events, the 20 yearly Preston Guild, the city's arts venues, museums and libraries, and the growing number of creative organisations and businesses which have their home in Preston are a vital part of what makes the city distinctive and different. We recognise the value of culture in making our Community City a more vibrant, attractive, inclusive and appealing place in which to live, work, visit, study and invest.



Smart and targeted investment in cultural activities and infrastructure in Preston will bring significant benefits to our residents, businesses, and economy. It will raise the profile of our city and what it has to offer within Lancashire, across the North West and nationally. It will support Lancashire's wider cultural ambitions and objectives, with The Harris being the prime cultural institution in the County, as well as enable important national, regional and local collaborations. There is clear evidence to

show that participation in and engagement with arts and culture in all its forms has positive impacts on community health and wellbeing, and we are committed to investments which will improve the lives of Preston's residents. As we recover from the Covid-19 crisis, our creative and cultural sector, which has been hit hard by the crisis, will make a major contribution to bringing people back to our city centre and restoring its vitality.

We recognise that Towns Fund investment, as part of our CIP, will support the 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 Towns Fund 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.



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Our specific priorities are to:

- Implement a bold new 12-year Cultural Strategy for Preston. The new strategy, currently in development, has been shaped both by Preston's creative community and Preston's Cultural Framework board.
- Revitalise the cultural, arts and leisure offer within Preston, focusing through our Towns Fund investment on creating a city centre, particularly the Harris Quarter area, which attracts more day and evening visitors to facilities and activities and provides a broader and more diverse range of reasons to spend time and money there.
- Delivering a high quality offer that attracts visitors from within Lancashire and beyond, converting day visitors to overnight stays.

- Enhance our cultural infrastructure to maximise Preston's role and contribution to Lancashire's ambitions to strengthen its cultural and creative sector, and to secure major cultural events, such as City of Culture 2025.
- Strengthen Preston's capacity to deliver a diverse and coordinated programme of cultural activities and events across the city, providing and scaling-up the indoor and outdoor facilities and spaces which enable us to host a diverse range of events and activities.

- Maximise the benefits delivered through this programme and implement a new 'Preston' approach to the branding, animation and activation of spaces and facilities.
- Embedding diversity, equality and collaboration through working closely with our arts, cultural and leisure facilities and our creative and cultural organisations and networks to deliver programmes which increase participation, develop skills and reflect the diversity of communities.

The focus on these priorities is driven by:

- Evidence about the essential role that a thriving cultural and leisure offer plays in creating a strong sense of place and in supporting urban regeneration. Preston has the opportunity to develop a cultural quarter through the re-use and regeneration of buildings and public spaces, particularly around the Harris Quarter, to cultivate arts and cultural excellence and to provide platforms to showcase it. An enhanced cultural and leisure offer is established as a key priority in Preston's 2016 City Centre Plan, and we must accelerate the progress we are making.

- Preston's key role as a centre in Lancashire for the creative and cultural industries. The city accounts for 13% of all Lancashire's creative industries employment and 11% of all creative industries' businesses, while it has home to a diverse and vibrant creative freelancer community, as well as a wide range of creative and cultural organisations, including community-based organisations.
- The opportunity to increase the economic contribution the visitor economy makes to Preston, which already includes 7 million visits to the city each year and £330 million in expenditure.
- The need to close the gap between investment in the arts and culture in Lancashire and larger cities in the North West. Arts Council England (ACE) currently invest £7 per head annually across Lancashire's 1.5 million residents, compared to £35 per head in Liverpool and £38 per head in Manchester.
- The part that cultural activities, events and facilities will play in driving footfall back into the city centre as we emerge from the Covid-19 crisis. In the short-term, safe and accessible indoor and outdoor spaces will be vital in building the confidence of residents and visitors about returning to the city centre. In the longer-term, and expanded and diversified arts and cultural offer will ensure the city centre's resilience in the face of continued pressure on the retail and leisure industry.
- The contribution that participation in arts, cultural and creative activities makes to our community wealth building priority, developing the capacity and capabilities of our cultural workforce, our cultural organisations, and institutions and facilities to engage our communities and ensure Preston provides opportunities for people from all communities.

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- The contribution that participation and engagement in arts, cultural and creative activities makes to our community health building priority. The intersection of culture, health and wellbeing, and community empowerment is a key focus for UCLan and The Harris and the potential for the development of a new Centre For Civic Renewal. The connection between engagement and participation in cultural activities and positive health outcomes is now well-established, highlighted as such in research by the Local Government Association into the role of culture in regeneration and in the Department for Culture, Media and Sport's recently published manual on embedding culture into Local Industrial Strategies.
- Ensuring that Preston makes a significant contribution to Lancashire securing 2025 City of Culture status. Securing City of Culture status is part of our ambition to positively redefine Lancashire, and would provide a powerful post-Covid-19 stimulus as we mobilise for it.

Our short, medium and long-term priorities are:

Short term 1-2 Years :

- Harris Quarter Pops Up – The re-purposing of Preston's market area and public spaces as a safe spaced bar and street food zone with pop up events and performance space;
- Co-ordination and implementation of a Preston-wide events programme and animation of spaces, connecting the city's public realm including Winckley Square, Bus Station, Flag Market and UCLan square with a dynamic and high quality year long offer. Introducing a programme of pay to attend events to support the diversification and quality of the offer;
- Campaign to attract commercial events into the city using Moor Park outdoor events space, Bus Station and UCLan square generating increased income and economic impact;

- Delivery of the biennial Lancashire Encounter Festival in 2021 and the growth of the project to include the development year in between festivals, upscaling towards Lancashire City of Culture 2025;
- Coordinated and enhanced marketing approach to the city's cultural offer including cultural itineraries, external awareness and building on the day visit to extend to weekend stays;
- Enhanced public realm in key cultural locations, such as the Harris Quarter, to provide an enhanced setting for key cultural assets as well as for hosting events;
- Building illumination and wider lighting and digital enhancements within the Harris Quarter and other key locations, complementing the events and animation programming;
- Delivery of the new cinema and leisure development (Animate) adjacent to the regenerated markets;
- Delivery of the Re-imagining the Harris outreach and engagement programme during building closure;
- Development of the cultural governance infrastructure, enhancing the current Cultural Framework Board model into a sustainable and strategic culture leader for the city. Development of the independent artist led Brewtime Collective to ensure a sustainable role in the growth of the city's cultural offer.



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Medium term 3-5 years:

- A reimagined Harris and continued outreach and engagement programme;
- Redevelopment of publicly owned buildings in the Harris Quarter – including for cultural, creative and community use;
- Artist led animation of the public spaces and assets in the Harris Quarter including the Markets complex, Bus Station and Guild Hall;
- Established weekend overnight market working with Lancashire partners to develop a strong and sustainable tourism offer;
- Lancashire Encounter Festival secures multi-year funding and establishes staff resource to deliver ambition;
- Continuation of Expanded City cultural project connecting new housing areas on the outskirts of the city with the city centre;
- Successful bid and delivery of the Lancashire City of Culture 2025;
- Guild Hall to be operational again including the potential for wider community and cultural use of the building.

Longer term 5 years +:

- Nationally profiled special exhibitions programme embedded at the Harris;
- Successful delivery of the next Preston Guild in 2032;
- A fully refurbished Guild Hall;
- A new multi-purpose 4,000-6,000 capacity 'Preston Arena' to accommodate a range of events and conferences.

Targets :

- Increase in number of visitors to Preston from Lancashire and beyond;
- Increase overnight stays from visitors;
- Increase in footfall within the city centre;
- Increase in visitor spending in the city;
- Increase in number of cultural organisations and employment in cultural and creative industries;
- Increase in number of events held in Preston, including pay to attend;
- Increase in cultural participation amongst Preston residents;
- Improvements in mental health and well-being linked to participation in arts and culture.

Strategic alignment:

- Preston City Centre Plan
- Preston Cultural Strategy
- Preston Local Plan
- Remade: A Cultural Strategy for Lancashire
- Lancashire's City of Culture 2025 Bid

Delivery partners:

- Harris Museum, Art Gallery and Library
- Preston Cultural Framework Board
- Preston City Council
- Lancashire County Council
- Creative Lancashire
- Lancashire LEP
- Arts Council England (North West)
- Preston BID
- UCLAN
- Independent and Community Arts Sector
- Private sector

What else do we need from government?

- Continuation of revenue support to protect our built heritage across the city, especially our Grade I listed buildings, with the scope to use the ACE's Cultural Investment Fund more strategically across the city.
- Access to ACE strategic funding to develop our approach to cultural capacity building to support opportunities for young people in the arts and cultural sector in the city.

Supporting Preston's Economic Recovery, Skills, Growth and Resilience

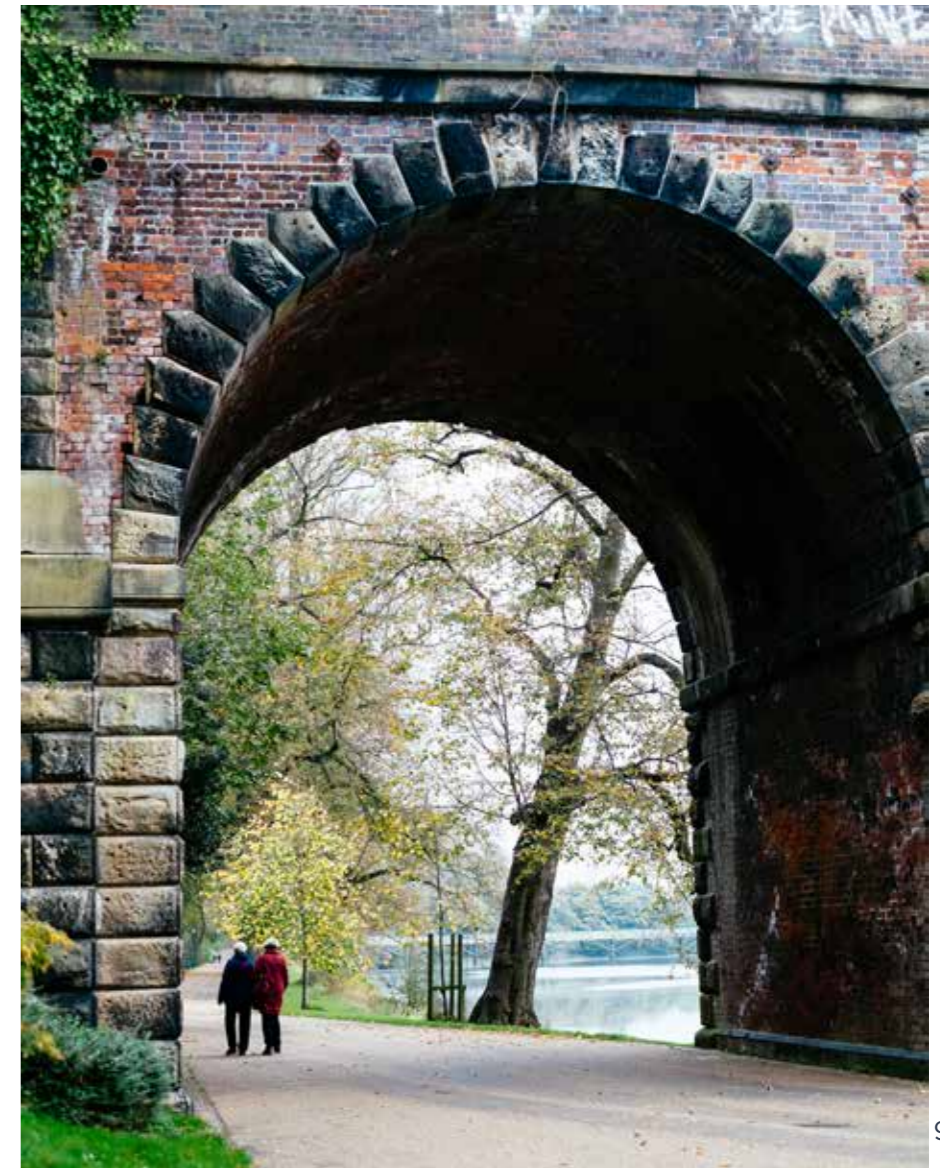
Our CIP will drive Preston's recovery from the Covid-19 crisis and support sustainable and inclusive growth in the city. Directly and indirectly, the interventions we have identified will support employment sectors in the city region such as advanced manufacturing and engineering, health and social care, financial and professional services, nuclear, arts, cultural, creative and digital sector.



Our investments in our city centre cultural, youth and leisure facilities, new housing, commercial development in the Station Quarter and our transport and movement infrastructure will make Preston a more attractive and sustainable place for residents for workers and for investment. By offering a greater range of activity, both daytime and evening, the city centre itself will be able to better exploit its locational advantage, its connectivity, its proximity to major employment sectors and its assets such as UCLan, and become a more natural location of choice for business to locate and to grow.

- **Innovation:** Working with our partners, a business case for a new Innovation Hub for the city at UCLan is being developed aligned with the LEP's Innovation Plan. This has the potential to deliver high quality incubator/SME office space for businesses across high growth sectors in a city centre location. The Hub

would form an important part of the wider innovation ecosystem in Preston and Lancashire and complement other assets such as the Engineering Innovation Centre and Propeller business growth hub at UCLan, as well as the AMRC NW and Lancashire Enterprise Zones.



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- **Aviation/Aerospace Innovation:**

Lancashire is one of the leading locations in the UK for aerospace and is at the heart of the 4th largest aerospace cluster in the world. Given the emerging changes to both the civil and military aerospace sectors, we need to ensure that Preston and Lancashire are well placed to take advantage of and maximise opportunities. For example:

- The Lancashire Enterprise Partnership has established an aerospace task force to ensure we retain key capabilities despite recent right-sizing and redundancies across the local supply chain. Working with the North West Aerospace Alliance, a Watchtower proposal has been developed to support otherwise strong businesses to survive the pandemic.

- Supported by the Lancashire Enterprise Partnership, The University of Central Lancashire (UCLan) and BAE Systems have developed a proposal for a world-class innovation cluster for the development, test and manufacture of civil Unmanned Aerial Vehicles (UAVs) in Lancashire. The cluster would be built around BAE Systems' Warton Aerodrome and include business development facilities on the adjacent Enterprise Zone and at UCLan's new £35m Engineering Innovation Centre (EIC) in Preston. The EIC is already home to state-of-the-art aerospace and flight simulation environments that sit alongside UCLan's established and expanding portfolio of aerospace and related engineering courses.

- Supporting skills development and training for the aviation and aerospace sector. This could be driven further by closer collaboration between the aerospace sector and UCLan and the establishment of a new regional sector skills and training facility at the Preston campus.

- **Energy / Clean Growth:** The Springfield site less than 5 miles from the center of Preston is home to both Westinghouse Nuclear Fuels and the National Nuclear Laboratory. These businesses are keen to fully utilise this nuclear licensed site and have set out an aspiration to create a Clean Energy Technology Park, developing low costs nuclear solutions to help the UK reach its carbon neutrality target by 2050. Already the NNL onsite has been awarded £10m to develop lead freezing test equipment, a technology options which is being explored to support a new generation of Modular Reactor technology. This site will be talent hungry and the improved quality of life offer in the city will further support this.

- **Health and well-being innovation:** If Preston's economy is to grow and become more resilient, improving the health and wellbeing of our residents is both an enabler and an outcome. As an anchor institution in our city, UCLan is a leading university in the north of England for health, social care and related fields. Preston City Council and UCLan are actively exploring the potential for a new community health and wellbeing hub facility to be located in the city centre. Co-locating users, innovators and providers, the facility could provide a base for community health and wellbeing facilities for students and residents, with a presence for UCLan's health departments, NHS services and potentially some sports and active living facilities.

- **Workforce skills and training:** In addition to specific projects as part of our Towns Fund priorities, the process of preparing the City Investment Plan has accelerated dialogue between UCLan, our Colleges and skills development and training providers about strengthening provision for our young people. We are actively looking at both our facilities and services, including how we deliver careers support and guidance and the skills development and training for the changing world of work.

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- **Community wealth building:** Working with our expanding cooperative and social enterprise network to deliver business incubation and enterprise support facilities in repurposed buildings and floorspace. These facilities would play a role in targeting under-represented groups in our communities (e.g. BAME, young people, refugees) to support increased levels of business starts, and to ensure that more of the value that our economy generates is retained within the city.

The priority we attach to this area is driven by the need to:

- Boost productivity in Preston, closing the gap to the UK as part of our contribution to levelling-up the economy, reducing the disparity between Preston and the more prosperous areas of the UK and ensuring the city plays its full part in recovering and bouncing-back from the economic impacts of COVID-19. Investment in our innovation infrastructure, our residents' skills, and measures to support the shift to higher skilled and higher paid business activity in the city are an important step to achieving this. Tackling the productivity gap is a priority identified in the emerging Lancashire Local Industrial Strategy, and key economic challenge nationally.
- Recognise the role that Preston plays as a centre for the Professional and Business Services sector across Lancashire which will provide the support and investment needed for Lancashire's continued competitiveness.

- Tackle under-performance in the survival of businesses in the £1-2 million turnover range, and the need to strengthen support for scale-up businesses as they look to accelerate their growth.
- Address the persistent under-representation of some of our communities in Preston's enterprise base, addressing the barriers to starting and developing a business that limit their potential.
- Ensure that young people and Preston's workforce generally are continually supported to develop, maintain and reorientate their skills for a changing economy.
- Respond to the skills shortages which are a constraint on the performance of Preston's businesses, reflected in employer skills surveys.
- Contribute to our recovery from the Covid-19 crisis by enabling our residents to develop new skills and retrain.

Our short, medium and long-term priorities are :

- **Short term 1-2 Years:**

- Develop the business case for the Innovation Hub;
- Develop the business case for the aerospace skills initiative;
- Development of a city-centre based Careers and Employment, Information, Advice and Guidance (CEIAG) service to support residents, particularly young residents, in accessing skills training and employment opportunities;
- Review and further development of Preston Model to incorporate Community Health and Wealth building;

- Preston businesses secure further benefit from Boost: Lancashire's Business Growth Hub which aims support a further 1,450 businesses in the county, creating 1,350 jobs and helping to establish 200 business start-ups across Lancashire from January 2019;
- Establishment of 10 worker cooperatives through the Preston Cooperative Development Network;
- Further development of Preston Partnership through increased, diverse membership and proactive role in facilitating development and investment in the city.

- **Medium term 3-5 years:**

- Delivery of the Innovation Hub;
- Preston further embedded in the in the aerospace skills network and supply chain and delivery of business development facilities as part of the innovation cluster for the development, test and manufacture of UAVs;
- Initial establishment of the Clean Energy Technology Park at Springfield;
- Preston Youth Zone completed, operational and working in partnership with CEIAG to provide advice, training and employment opportunities for young people;
- Phase 1 of the Grade A office accommodation and the Community Health and Wellbeing Hub deliver full range of employment opportunities;

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- Animate is completed supporting new employment and diversifying Preston's cultural and leisure offer;
- Harris Quarter Assets are regenerated and brought back into beneficial use supporting new employment and a mix of uses.

• Longer term 5 years +:

- Full occupation of the Clean Energy Technology Park at Springfield;
- New Government Hub and further phases of Grade A office accommodation in Station Quarter provides further significant employment opportunities;
- Arrival of HS2 services strengthens Preston's strategic connectivity presenting significant economic development opportunity.

Targets:

- Higher gross value added generated in Preston's economy;
- Increased business investment in research and development;
- Increase in number of new businesses, including social enterprises and community owned businesses;
- Improvement business survival rates;
- Increase in employment in Preston's key sectors;
- Support around 2,500-3,000 individuals annually at the CEIAG;
- Higher numbers of residents in work-based skills and training programmes;
- Increases in proportion of residents with higher level qualifications.

Strategic alignment:

- Preston Local Plan
- Preston City Centre Plan
- Lancashire Local Industrial Strategy
- Lancashire Economic Recovery Plan - Redefining Lancashire: Our Approach to Recovery
- Emerging Greater Lancashire Plan
- UK Industrial Strategy

Delivery Partners:

- Preston City Council
- UCLan
- Preston's College
- Cardinal Newman College
- Preston's cooperative and social enterprise networks
- Lancashire County Council
- Lancashire LEP
- Lancashire Skills & Employment Hub
- NHS Greater Preston CCG

What else do we need from Government?

- Discussion with relevant government departments to maximise the consolidation and retention of the 4,600 civil servant jobs in Preston.
- Proactive dialogue with government and agencies regarding comprehensive occupation of government hub to include all departments based in Preston.
- Proactive dialogue with the Department for Education on greater flexibility to enable skills providers to deliver a greater range of skills for employability programmes.

Delivering a new Commercial District at Preston Station Quarter

Lancashire is a key driver of the GVA within the UK and Preston is its commercial centre. However, Preston currently significantly underperforms in terms of providing a critical mass of high-grade office and commercial space and accompanying high-grade commercial activity. Developing the role of Preston city centre as a hub provides a place-based opportunity to transform productivity.

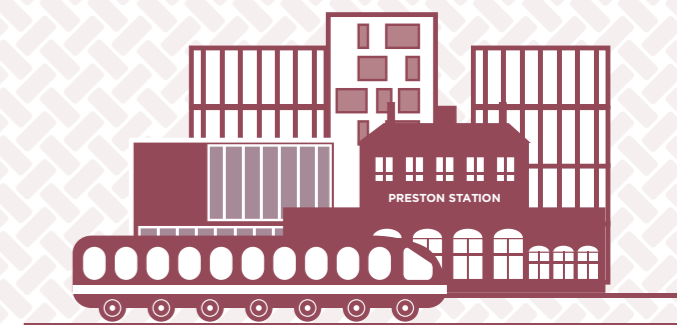
In Preston City Centre, the area surrounding Preston Station was identified at the Issues and Options stage of the Local Plan review process as having significant potential for new employment opportunities in the future. This highlighted that the plan period could see significant changes to the Station, including ensuring it becomes HS2 compatible, for example. The Station is established as a strategic gateway to the rest of Lancashire, through its position on the West Coast Main Line and the need for all trains within Central Lancashire stopping or terminate at Preston. It is a key arrival and departure facility for commuters, business travellers and shopping/leisure trips.

Recognising these 'unique circumstances', the Local Plan Issues and Options document pointed to the potential to create a Commercial Quarter on the land around the Station. This would be subject to evidence gathering and a master-planning process in due course by the City Council, in partnership with Lancashire County Council.

A new commercial district in Preston will not only develop commercial activity in its own right but it will also provide the essential Grade A office space to support significant research, innovation, and knowledge-based sectors, and complement our existing manufacturing and knowledge assets in our universities, Enterprise Zones and major employers. Analysis by specialists including by Mott MacDonald, BE Group, Austin Smith Lord, LCC and PCC (in 2017) and Genecon (2019) and Deloitte (2020) has demonstrated the potential of creating a new commercial quarter in close proximity to assets such as County Hall, the City's retail core and UCLan campus of up to one million sq ft of office, knowledge and supporting uses in the areas around Preston Railway Station.

Occupier demands were changing before Covid-19 and this will be accelerated as we move out of the pandemic. Business will demand more choice in workspace and seek accommodation that will meet the needs of new methods of working and collaborating.

The scale and location of the Station Quarter presents an opportunity to deliver a step change in the office market by delivering a landmark Grade A office-led development that is aligned to the proposed HS2 station upgrade. The potential for HS2 coming to Preston unlocks a significant economic growth and development opportunity within the Station Gateway location, placing it at the heart of Lancashire's north-south rail routes, with fast connections to Manchester International Airport and beyond.



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In addition, there is a clear opportunity to support the retention and growth of Preston's role as a location for government agencies and departments, which currently supports around 4,600 civil service jobs in the city.

Such a transformation has the potential to create a city-scale arrival sequence on exiting Preston Railway Station through the delivery of high-quality public realm and new commercial buildings. This will serve as a new front door to Preston, contributing to the creation of a more connected and vibrant sense of place and strengthening relationships to UCLan's city centre campus and the cultural regeneration of the Harris Quarter, our focus of Towns Fund investment and home to Preston's other major transport hub, the bus station. A new commercial district will:

- Deliver Grade A office space to retain existing private sector occupiers within Preston and Lancashire.
- Attract new business to the region, for example those businesses within the region's nuclear, advanced manufacturing and digital sectors, who need to locate in a city centre environment to attract and retain a skilled workforce.
- Retain and attract key public sector occupiers (including key office-based government department functions in the city, including HMRC, DWP, CPS, Ministry of Justice, Valuation Office and Immigration Office), business HQs, and government departments and realise growth opportunities that are intrinsically linked to city centre success.
- Provide a welcoming gateway to the city centre which does not currently exist, providing high quality public realm which flows from Fishergate to the University campus

and through the retail core to the Harris Quarter

- Capitalise on the potential for Preston to be established as HS2 linked station, delivering commercial floorspace in a location which gives occupiers rapid access to the HS2 network.
- Set the context for work with FirstGroup Consortium for North West Coast Franchise to make the case for Preston Railway Station to be transformed into a high-quality contemporary transport hub.
- Deliver a digital command centre for the management of functions across the city such as traffic control, waste collections and street scene.
- Draw the UCLan campus towards and to face the city centre.
- Accommodate a Community Health and Wellbeing building.

The need to focus on this priority centres on:

- Ensuring that Preston can fulfil its potential as the commercial centre of a substantial concentration

of knowledge intensive industries, business clusters and innovation assets based around UCLan and the M55, M6 and M65 east-west corridor. By offering the types of space demanded by higher value sectors, such as ICT and professional services, businesses who requiring well-connected locations to support operations and the attraction and retention of talent can be accommodated.

- Exploring the potential to facilitate a new model for the delivery of public services across the city and wider region through the delivery of new public sector office space.
- The absence of new Grade A offices in Preston and evidence on the unmet demand for new supply in central city locations from growth sectors.
- The need to drive up commercial development values in the city centre and provide a strong market signal about the strength of Preston as an

investment location.

- Closing the productivity gap by providing the facilities to attract higher value, knowledge intensive business sectors to the city, building on the substantial concentration of such industries and innovation assets already based around UCLan and the M55, M6 and M65 east-west corridor.
- Providing the platform for business and employment growth in the city that will help Preston meet its objective of delivering more and better-quality employment to retain skilled people and graduates.
- The need to build on the regeneration and development momentum generated by our City Deal, which targets the creation of 25,000 jobs and the delivery of 17,400 homes, and the £340 million of transport infrastructure investment that underpins it.
- Similarly, to capitalise on recent city centre investments in Fishergate, Winckley Square, Preston Market and the Bus Station

which have delivered major improvements to buildings and infrastructure in central Preston.

- Capitalising on Preston's Transforming Cities Fund award, which aims to drive up productivity through improved intra-connectivity focused on public and sustainable transport modes. Preston city centre, station and the proposed new commercial quarter sit at the hub of the programme of measures and initiatives.
- Maximising the potential of Preston station as a major transport hub and the significant advantages the location offers in terms of sustainable and clean travel to and from the city. Preston station is already the busiest rail passenger hub in the North West outside Manchester and Liverpool, and demand is forecast to increase by 30% over the next 15 years.

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Our short, medium and long-term priorities are:

- **Short term 1-2 years:**

- Establishment of Preston Station Quarter Board with the two Councils and UCLan;
- Prepare and adopt a Preston Station Quarter Strategic Regeneration Framework;
- Develop a comprehensive and phased commercial delivery plan with private sector partners;
- Align spatial thinking with the need for public sector reform and transformation;
- Ensure permitted development and or HS2 Hybrid Bill can accommodate comprehensive development at Preston Station;
- Strategic acquisitions.

- **Medium term 3-5 years:**

- Construction of new Grade A office provision - Phase 1;
- Development of business case for Community Health and Wellbeing Hub and projects focused on preventative community health and wellbeing.

- **Longer term 5 years +:**

- Construction of government hub;
- Transformed delivery of public services;
- Delivery of HS2 modifications;
- Significant improvements to Preston Station and adjacent public realm;
- Construction of New Grade A office provision – Phase 2.

Targets:

- Increase in employment in knowledge-based sectors
- Increase in commercial rental values and land values
- Increase in the provision of Grade A office space in the city
- Increase in Gross Value Added generated by Preston
- Retain more graduates and attract more talent to the city
- Increase in rail use for travel to work, leisure and services

Strategic Alignment:

- Preston City Centre Plan
- Preston Local Plan
- Preston Transport Plan
- City Living Strategy
- Lancashire Industrial Strategy
- Transforming Cities Fund
- City Deal
- Lancashire Economic Recovery Plan - Redefining Lancashire: Our Approach to Recovery

Delivery Partners:

- Preston City Council
- Lancashire County Council
- City Deal
- UCLan
- Network Rail
- Private sector

What else do we need from government?

- Recognition that government is a key stakeholder in the regeneration of Preston city centre both through its investment in programmes such as City Deal and as an occupier of buildings, both directly and through outsourced contracts.
- Discussion with relevant government departments and the GPA to maximise retention of the 4,600 civil servant jobs in Preston through the comprehensive occupation of a new hub to include all departments based in Preston.
- HS2 and government commitment to working with Preston on investment in HS2 Hub in Preston and to the service level in the train service specification
- Network Rail to consider the Towns Fund priorities in their own investment decisions, particularly with

regard to the phasing of work

- Access to investment programmes to support the development of the new quarter
- Consider the ability to use other mayoral powers, such as those relating to development corporations as appropriate, to support the development of the new Quarter
- DfT to facilitate discussions with Network Rail on land and assets relating to Preston railway station
- Work with local stakeholders to support mutually reinforcing outcomes of linked opportunities, including Transforming Cities Fund, and Towns Fund to achieve a transformational level of delivery.

Building Community Health and Wellbeing

Poor levels of population health and wellbeing are currently holding Preston back as a high performing city; yet Preston is a strong Community City; a city where community wealth building is rooted in neighbourhoods and the local economy. This approach to building wealth through local communities and wellbeing from the bottom up is singling Preston out as a very special local success story in the North of England and it has become a national case study for this reason.

At the same time, jobs and training opportunities in health and care present great opportunities for Preston as part of the Towns Fund proposals. Health and wellbeing is a key priority for Preston and plays a key role in our Towns Fund investment programme and this longer-term City Investment Plan.

Currently, both Preston men and women are in the bottom 10% of UK life expectancy. Men in Preston are in the bottom 8% while women are in the bottom 7% in the UK. Preston people also have far fewer number of years where they are in good health compared to other parts of Lancashire and the UK.

The City Council has included health and wellbeing as a key priority in its Core Strategy and the Greater Preston Clinical Commissioning Group and other NHS organisations have included a focus on Preston in the “Our Health - Our Care” partnership health and wellbeing plan.

Preston has the potential to develop a ‘whole place, whole system’ preventative health and wellbeing strategy and associated action programme, with our Towns Fund investment and longer-term CIP supporting this process. Unless the population of Preston enjoy good mental and physical health; they will be less able to take part fully in everything our city has to offer. Community wealth building and community health building are intrinsically linked. A wealthy city, rich in its community, cultural and social infrastructure needs a healthy, happy vibrant community at its core.

Preston does not currently have its own dedicated Health and Wellbeing Plan. There is therefore a need in the next year to spend more time with dedicated capacity and expertise refining business cases for the development of community health and wellbeing facilities and local projects in the city centre.



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The “Our Health - Our Care” business case for change approved by partners in 2018 sets out the need to better serve the population of Central Lancashire with measures to target health inequality, disease prevalence, early intervention and prevention and more connected services in local neighbourhoods.

Cycling and walking is a key feature of our Towns Fund bid and our longer-term City Investment Plan, with projects designed to encourage more physical activity and movement. A “Preston Moving” campaign comprising local cycleways such as the Guild Wheel, parks and open spaces as “green lungs” in the heart of the City will be combined with a social movement for moving reaching out to local schools through a Daily Mile including lunchtime walks with local employers and community and voluntary organisations.

Skills development and future job creation in the health and care market is critical for the success of Preston. Health and care is one the most rapidly expanding areas of the economy both nationally and locally. As the UK’s ageing and over 80 years population increases as a percentage of the overall population, there is subsequently more demand for specialist caring jobs in the local labour market.

UCLan as a city centre based international university, with a newly recognised Medical School, is ideally placed to ensure local Preston students can take advantage of this growing jobs market and the University has well-developed ambitions to expand its offer to all students and to local health and care employers through offering bespoke health and social care training, qualifications and work placements. Ensuring health and care as a potential careers option at schools and colleges is a key priority for the Towns Fund Board.

Greater Preston CCG’s are supportive of the need to pursue a holistic Health and Wellbeing Strategy for Preston, to pursue the Community Health and Wellbeing Building Hub and also to second a senior member of staff from the CCG to Preston City Council who would bring the bespoke expertise needed to fully develop these concepts.

Without good health we have nothing. Putting health and wellbeing both of citizens and of the local economy at the heart of our 15 year plan and Towns Fund bid is vital. Our priority is to be bolder. We need to deliver an innovative new approach to the provision of community health building, including facilities and services at the heart of Preston:

- A bold, forward-facing Health and Wellbeing Strategy for the city. A city which places community health building on a par with inclusive growth and community wealth building and recognises the role of health and wellbeing as a cornerstone of a successful approach to the economic development and regeneration of our city.
- A city centre multi-agency community health and wellbeing hub which is based around a collaborative approach between key partners in the city to address how we deliver services locally to meet a wide range of needs. The hub could incorporate:

- GP practices - many currently housed in older properties in and around the city centre could be co-located within a purpose-built, more accessible modern facility with a range of complementary services in the same building.
- Community services, including health visitors, mental health support teams, district nursing, community physiotherapists etc could be brought together from existing disparate premises to serve the population in and around the city centre.
- Wellbeing services, social prescribing, health and fitness services commissioned from local community and voluntary organisations could also be part of the hub.

- Active Lancashire have highlighted a series of potential projects for inclusion within the centre and also in and around the city centre.
- Sports facilities. As part of this, UCLan has an ambitious sports strategy and would like to further develop leading facilities in the city to fulfil the opportunities and health and wellbeing benefits that sport can bring to Preston.

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- Preventative community health initiatives such as the Daily Mile in schools and workplaces, healthy eating initiatives with community groups and other local mental health support projects would be important catalysts for an improvement in healthy life expectancy as well as the potential Health & Wellbeing Hub.
 - Linking schools and young people to opportunities and career pathways in the health and social care sector
 - The OnSide Youth Zone – a focal point for bringing young people from different communities together and building their confidence, aspirations and skills and supporting their wellbeing.
- The need to focus on this priority centres on:
- Preston does not have its own Health and Wellbeing Strategy as it forms part of the wider “Our Health – Our Care” plan.
 - High levels of health deprivation and poor health outcomes on a range of indicators for some of our communities.
 - Proven demand for a community health & wellbeing hub in the city centre communities.
 - Partners in the Clinical Commissioning Group, NHS Transformation Unit, Lancashire County Council, Preston City Council, Lancashire teaching Hospitals NHS Foundation Trust are all fully supportive and have backed a previously unsuccessful funding bid.
- GP practices are currently primarily housed in small single-handed practices in and around the city centre and would benefit from being co-located in an accessible, networked community health and wellness hub.
 - UCLan have some exciting proposals to increase learner capacity in the health and caring professions which will see a huge expansion over the next decade.
 - UCLan also aspires to develop its sports and leisure facilities which would play an important role in supporting the city’s, as well as Lancashire’s, health and wellbeing priorities.
 - The Youth Zone’s track record in other locations of contributing to significant reductions in anti-social behaviour in town centres (e.g. 60% in Chorley, also in Central Lancashire)..

Our short, medium and long-term priorities are:

- **Short term 1-2 years:**

- Establishment of a Community Health and Wellbeing Building Board;
- Through capacity funding and partners support, develop a 5 year Community Health and Wellbeing Strategy;
- Development of enhanced Section 75 agreement for an Integrated Health and Care Partnership in Preston between Lancashire County Council, Greater Preston CCG and Preston Council. This would be a first in Lancashire and incorporate primary care, adult social care, drug and alcohol and mental health services into a seamless service.

- **Medium term 3-5 years:**

- Development of business case for Community Health and Wellbeing Hub and projects focused on preventative community health and wellness;
- Commence local preventative health and wellbeing projects in partnership with local communities, charities, churches and mosques.

- **Longer term 5 years +:**

- Construction of Community Health and Wellbeing Hub;
- Potential devolution deal for health and care as part of Combined Authority ambition.

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Targets:

- Improvement in healthy life expectancy to be determined;
- Reduction in the number of low birth weight babies;
- Increase in the number of residents registered with a local GP;
- Increase in the number of local residents taking advantage of health and wellbeing checks;
- Increase in levels of physical activity among target populations;
- Reduction in level of childhood obesity;
- Increase in the number of children starting school at the age of four defined as “school ready”;
- Risk stratification of “at risk” individuals and families and an increase in the percentage with a personal plan to improve their health and wellbeing;
- Increase in percentage of the population describing themselves as in “good health”;
- Reduction in the number of people claiming sickness benefits;
- Decrease in the number of people who describe themselves as lonely social isolated;
- Increase in the number of young people taking advantage of training and employment opportunities in health and care through local access courses at UCLan.

Strategic alignment:

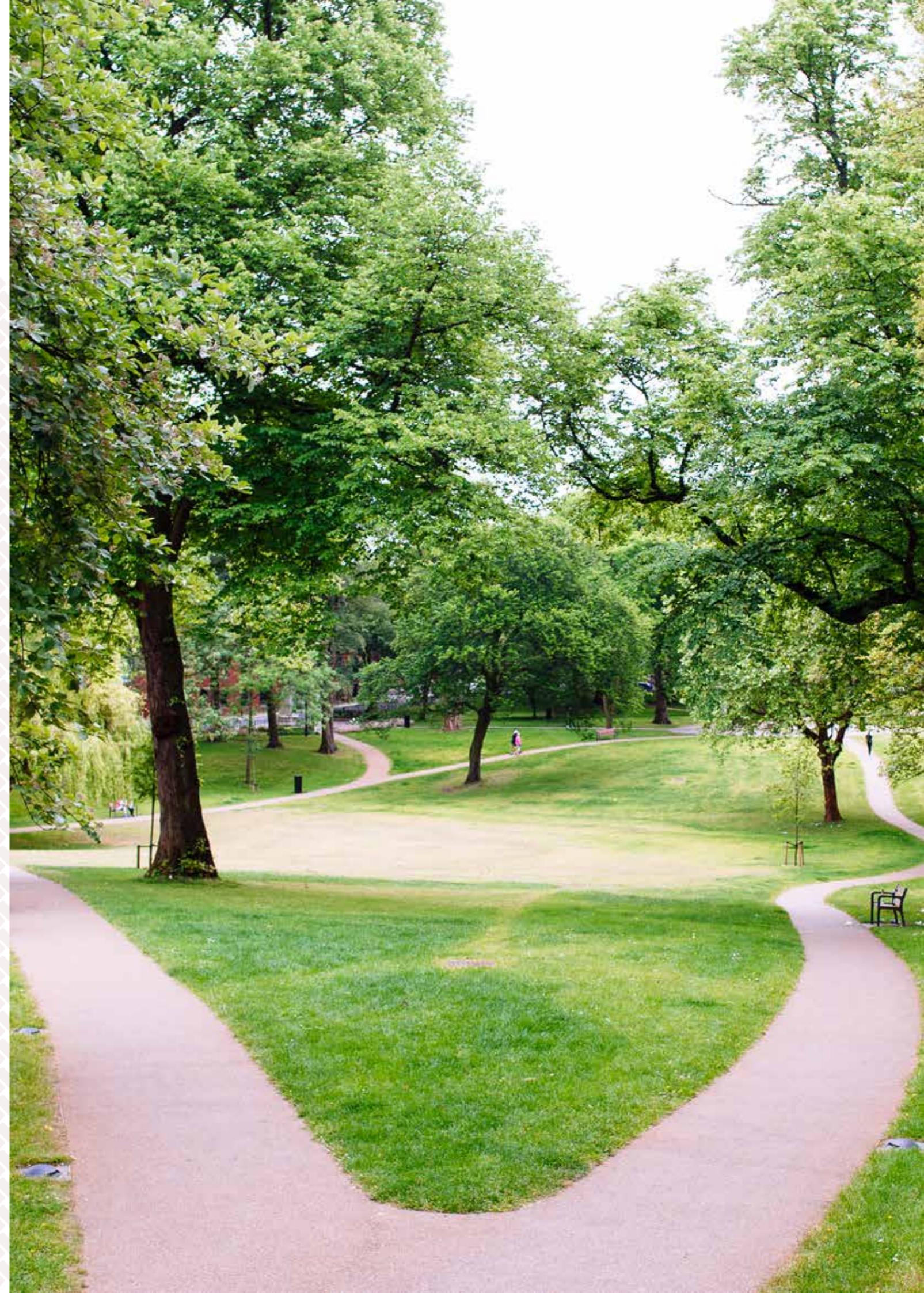
- “Our Health - Our Care”
- Central Lancashire Integrated Care Partnership”
- “Healthier Lancashire and South Cumbria” Case for Change

Delivery Partners

- Preston City Council
- UCLan
- Lancashire County Council
- NHS Greater Preston CCG
- Lancashire Teaching Hospital
- GP Federation

What else do we need from government?

- Potential for health and care devolved powers



Transforming our City Living Offer

Over the last five years the Council and its partners have been developing and implementing a strategy to transform the residential offer in the city centre. The latest City Living Strategy (Spring 2020) articulates the attributes that Preston already offers as a place to live and the opportunities for investors and developers to work with the Council to deliver new homes across the city centre. It highlights a number of schemes that are being delivered and those with planning permission. It also identifies over 20 sites available for residential development within the city centre and the surrounding inner core neighbourhoods. These sites offer different opportunities from landmark apartment towers in the city centre to family homes in more suburban locations.



Towards its aim of transforming its City Living offer, the Council has already:

- Secured Housing Zone status from Homes England
- Established robust governance arrangements, including with LCC and Homes England
- Started to articulate specific policy expectations for example through the Stoneygate Masterplan (see below)
- Undertaken extensive landowner engagement and wider public consultation
- Prepared the Stoneygate Implementation Plan (including area prioritisation)
- Prepared the City Living Strategy and Homes England compliant Programme Initiation Document which provides a robust evidence base to identify barriers to delivery including a detailed proforma for around 50 opportunities sites with analysis of the interventions required to de-risk the sites

- Making Homes from Houses roll-out – empty homes project
- LAAC project at Moor Park is providing up to 100 new homes
- Housing Delivery Vehicle, options report and identification of pilot scheme

The Stoneygate area of the city is a complex area with significant residential potential and regeneration framework has been prepared to stimulate investment. The 15-year regeneration framework, contiguous with the term of our plan, aims to create an urban village within Stoneygate (38ha are to the east of the City) and deliver 1,600 homes, as well as bringing back into use a number of empty and derelict buildings in the under-used part of the city. It will act to co-ordinate and encourage the actions of both public and private sector partners in the regeneration and development of Stoneygate as a mixed use ‘urban village’. The recently adopted Supplementary Planning Document (SPD) will act as the overarching document to guide any planning

applications which come forward from developers in the area. The City Council is working with Homes England to determine how to unlock priority sites.

Already some forward thinking developers and investors have bought into the vision and bringing forward quality schemes and it is critical that this momentum is maintained and built upon. In addition, the City Council has undertaken a prioritisation/ implementation strategy, and are in extensive dialogue with a number of key landowners to encourage them to make sites available for residential development.

3

Our priorities are to:

- Increase the number of homes in the city and provide a better choice of homes (in terms of size, tenure and type) to retain existing residents and attract new. The priority in the city will be the delivery of modern attractive apartments and town houses but will also include modern affordable homes.
- Stimulate the local housing market so that vacant and underutilised buildings including former shops and offices - which no longer meet the needs of current occupiers - can be repurposed to provide new homes in the city.
- Improve the energy efficiency of the city's homes by increasing the supply of modern energy efficient homes or through quality refurbishment schemes.
- Investigate the potential of a local housing delivery vehicle so Preston City Council and its partners can directly support the delivery of new homes, use its assets to stimulate private sector investment and acquire land.

- Grow the local economy and contribute to economic regeneration within Preston and diversify, strengthen and increase skills in the workforce.
- Influence the quality of the future housing supply in terms of placemaking, design and energy efficiency.
- Ensure an appropriate supply of good quality student accommodation is available close to UCLan's Campus to support UCLan's future strategy with a focus on improving the overall quality of student accommodation (with supporting social and amenity space), restrict the future supply of inappropriate accommodation and support the repurposing of accommodation which does not meet student demand.

The priorities for city living are driven by:

- The need to attract more economically active residents to live in the city centre and support the viability, vitality and sustainability of local shops, food and drink, leisure and cultural offer and local services. This will increase the city's catchment, the amount they spend locally and also extend operating hours for key occupiers.
- The need for homes that attract and retain young people. This will also support the ability of UCLan and local employees to attract the best talent to boost their performance. Increasing graduate retention is critical to economic growth of the city and Lancashire and its ability to attract the brightest and the best to ensure that Preston and its employers do not miss out to other regional and national opportunities.

- The potential to harness the strategic location of Preston as a great place to live - 128min to London but reduced to 78 mins following HS2 investment and surrounding outstanding countryside and coasts. We recognise that Preston must shout louder about what it offers as a place to live, and to provide the housing and wider development to back this.
- The contribution that strengthening Preston's central housing market will bring by supporting an uplift in land value and sales and rents in order to attract further private sector investment in residential development.



3

Our short, medium and long-term priorities are:

- **Short term 1-2 years:**

- Continue to engage with landowners, developers and investors to unlock the first wave of priority residential sites in partnership with Homes England. Deliver the housing delivery vehicle pilot scheme;

- **Medium term 3-5 years:**

- Following uplift in values we will be able to play a less intensive role on many sites in the city which should be viable in their own right although we are likely to still need to support intervention in sites with significant abnormal costs including requirement for demolition, groundwork and access improvements;

- **Longer term 5 years +:**

- Work with Homes England to determine strategies to unlock the most complex sites including potential acquisition.



Targets:

- Short term 1-2 years: 100 new home completions on sites within the Preston City Living Strategy area.
- Medium term 3-5 years: 200 new home completions on sites within the Preston City Living Strategy area.
- Longer term 5 years +: 100 new homes completions per annum on sites within the Preston City Living Strategy area.

Strategic alignment

- Preston Local Plan
- Preston City Centre Plan
- Preston City Living Strategy
- Stoneygate Masterplan
- UCLan Masterplan
- Lancashire Local Industrial Strategy
- City Deal

Delivery Partners:

- Preston City Council
- Lancashire County Council
- Homes England
- Developers – focus on regional, regeneration specialists and local SMEs
- Registered Providers including those with existing interests in the city - Gateway and Onward
- UCLan
- Landowners

Other asks from Government

- Strategic discussions with Homes England to access funding streams to support complex sites to be unlocked that support enabling works
- Better alignment between housing, health and social services to ensure we can determine optimum solutions to support our elderly and other vulnerable residents.

Achieving a Step Change in Sustainable Movement and Accessibility

Transport matters as it cuts across various different themes – connectivity and accessibility, health and wellbeing, clean growth and the environment, and its ability to unlock economic and social development. It is an enabler of growth in Preston, already cemented into our plans for the city through planned delivery under the City Deal and our Transforming Cities Fund programmed activity.



Our priority is to create a well-connected city that supports sustainable movement and economic growth by:

- Rebalancing the transport mix to prioritise active and sustainable low carbon travel and to support our clean growth agenda;
- Enabling a Covid-19 recovery with enhanced walking and cycling networks;
- Providing multi-modal transport options to, from and within the city centre, including key arterial routes;
- Creating a healthier place for both people and the environment;
- Transforming the city and its public realm to create safe and secure places, streets and spaces for all users; and
- Supporting high quality, mixed-use development to reduce the need to travel.

The Preston City Transport Plan sets out a 20-year programme to 2038 that will transform the city, with a range of key policies and proposals (projects). This plan is designed to inspire action and delivery, to overcome the challenges that Preston faces, and provide a coherent strategy for the city. The rationale for action is to:

- Address the key transport issues that Preston faces, particularly the dominance of the car and associated congestion, severance, and air quality issues;
- Realise the economic potential of the city through efficient networks for active and sustainable travel;
- Use the resurgence in walking and cycling in response to Covid-19 to change long-term travel habits towards cleaner and greener choices; and
- Capitalise on the opportunities that the city has to offer, such as the growth and transformation of Preston rail station as a gateway to the city and regional hub, with the future arrival of HS2.

The CIP can play a key role in delivering the City Transport Plan for Preston over the next 10-15 years. Building on the City Deal for Preston and associated new highway infrastructure; as well as recently committed projects, including Transforming Ringway and Future Mobility (technology) Platform as part of the Transforming Cities Fund (TCF); it will support other key policies and proposals set out in the City Transport Plan. The CIP, drawing on Towns Funds, TCF and other funding sources, will enable the seamless delivery of compatible projects that support the overarching transport strategy for Preston.

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Our short, medium and long-term priorities are:

- **Short term 1-2 years:**

- developing positive messaging around the transport strategy and forthcoming changes to the transport networks, building on recent momentum; rolling out active travel schemes and sustainable transport measures using emergency funding made available in response to Covid-19; progressing plans for city-wide walking and cycling networks, where elements of temporary Covid-19 interventions could become permanent; commencing elements of the Transforming Ringway scheme Transforming Ringway and Future Mobility Platform enabled by the Transforming Cities Fund; undertaking planning and enabling work to ensure the delivery of future planned transport and public realm schemes.

- **Medium term 3-5 years:**

- Developing and implementing policies proposed as part of the City Transport Plan, that seek to tackle city centre car parking, including reducing surface car parking which is an inefficient use of city centre land, and rebalance the transport mix; progressing public realm schemes in the city centre, reducing dominance of traffic and enabling active travel between key origins and destinations; strengthening links between UCLan, the city centre and the bus and rail stations; and continuing the delivery of the Transforming Ringway scheme.

- **Long-term 5 years +:**

- Furthering plans for bus and rail network improvements outlined in the City Transport Plan; progressing key proposals for strategic highway network interventions and Preston rail station transformation; measuring outcomes across the city in terms of reduced car use and congestion; moving towards a car-free city centre, enabled by high levels of walking, cycling and public transport use.

Targets:

- To create safe and secure places, streets and spaces that people enjoy;
- To reduce the proportion of commuting trips to and from the city centre by car;
- To reduce congestion and improve local air quality;
- To encourage the uptake of bus and rail services serving the city, and other means of sustainable travel, including car sharing;
- To increase walking and cycling as viable modes of travel for short and medium-length trips supporting better health outcomes for residents; and
- To reduce the need to travel through mixed-use development and enhanced digital connectivity.

Strategic alignment:

- Objectives for connectivity and accessibility, health and wellbeing, clean, decarbonised growth and the environment, and economic and social development
- Transport projects being delivered as part of the City Deal and the Transforming Cities Fund
- Published City Transport Plan and the proposed policies and projects (key proposals) contained therein
- Preston Local Plan
- Preston City Centre Plan
- Local Transport Plan 2011 - 2021
- Actively Moving Forward: A ten-year strategy for Cycling and Walking
- Emerging Local Cycling and Walking Infrastructure Plan (LCWIP).

Delivery partners:

- Preston City Council
- Lancashire County Council
- Highways England (where there is interaction with the Strategic Road Network)
- Network Rail
- Bus and rail operators
- Academic institutions, including UCLan
- Land owners, developers and scheme promoters
- Sustrans and other charities and associations
- Local interest groups

What else do we need from government?

- Continuing support for our City Deal to deliver complementary major transformational transport schemes for Preston.
- Access to investment programmes to support the development of the Preston Station Quarter.

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Strategic Alignment

Our proposed investment priorities strongly align with our and our partners' strategic aims for Preston, including the importance of Preston to the wider Lancashire economy. The CIP also presents an opportunity to ensure priorities are aligned as part of the Central on-going Lancashire Local Plan review process. The following graphic outlines the strategic fit of the CIP at a UK, Lancashire, Preston City Region and Preston level.

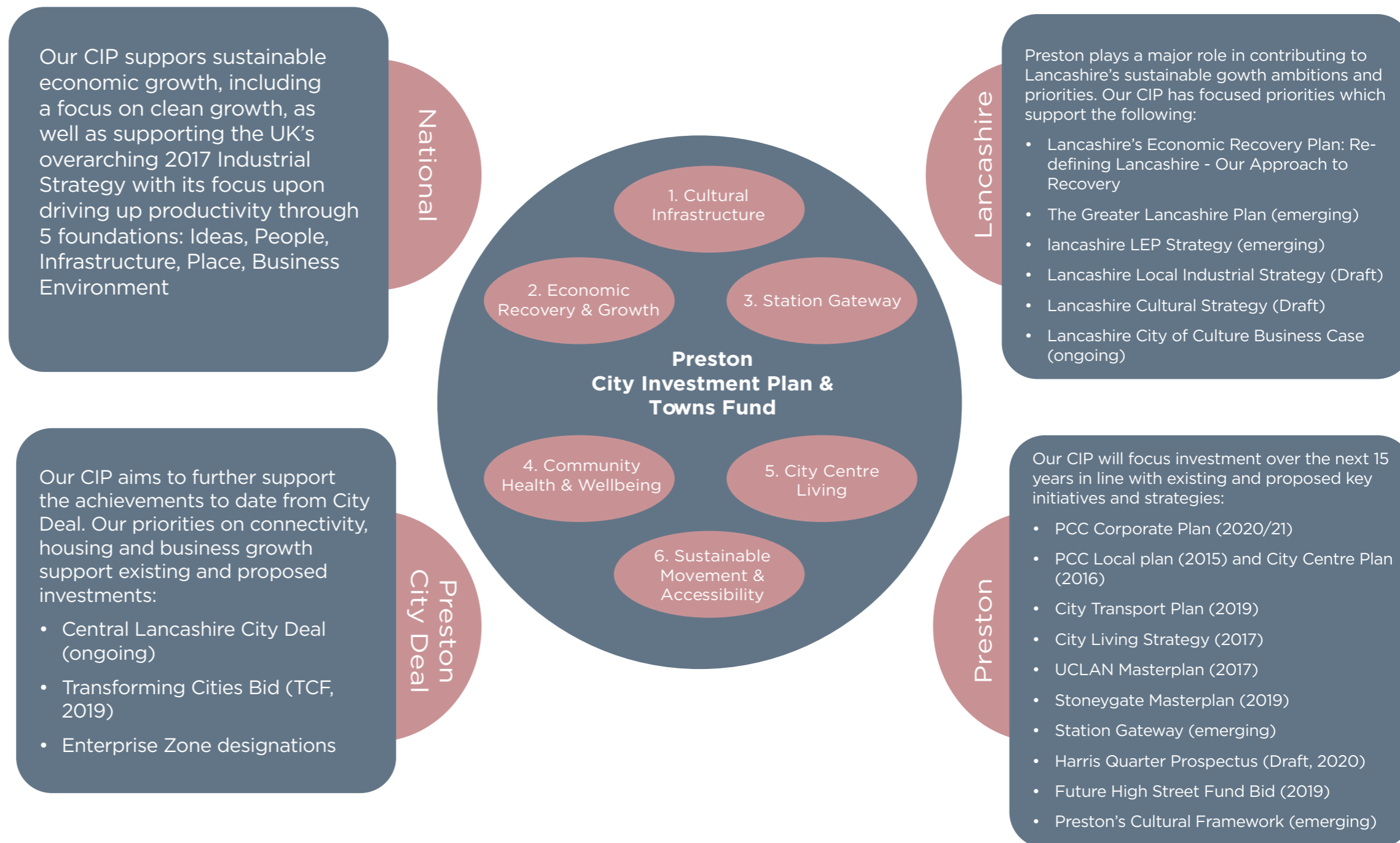


Figure 3.1 City Investment Plan Strategic Alignment