



Introduction

10.1 This section of the Framework Masterplan provides an overview of the approach to realising the Vision for Stoneygate. The strategy is a framework, not an inflexible blueprint, and so it will inevitably evolve and develop as projects are delivered, circumstances change and new opportunities arise. As the details of key projects are developed, new ideas, constraints and opportunities will emerge. However there will need to be a constant focus on delivering and reflecting core aspects of the Vision; distinctiveness; character; connections; community; enterprise, character, safety and civic pride.

Masterplan

10.2 The Masterplan for the Stoneygate area represents an ambitious programme which, if substantially implemented, will radically transform this part of Preston. The Masterplan concentrates on physical development activity, as this is the role of this study, and it will need to be coordinated with the implementation of the City Deal, the Housing Zone, the City Centre Living Strategy, and other initiatives to ensure that education, skills development, business support and other vital services are improved in tandem.

10.3 The Vision will not be realised overnight; this is a long-term strategy that will need continued oversight, guidance and promotion by the City Council and its partners. Delivery priorities and the need for investment and intervention will change overtime and, so, the approach to delivery should be kept under review.

10.4 Early actions will however be key – Stoneygate clearly has very significant latent potential. It also benefits from a number of key stakeholders who have a direct interest in the regeneration of the area, and whose efforts can result in significant short-term progress. The confidence of the wider market, of investors, of new businesses and of new residents in the potential of the area certainly need to be bolstered and the potential to unlock some key sites and initiatives early in the regeneration process will go a long way to fostering stronger confidence in the area, unlocking, over time, further investment and development.

10.5 The approach to delivery is therefore centred around:

- maintaining and building momentum
- working closely with stakeholders and the community;
- unlocking, short term key projects to underpin a virtuous cycle of growing interest and confidence in the area;
- encouraging and requiring high quality design and development that contributes to The Vision.

The remainder of this section outlines a number areas for action.

Project Steering Group

10.6 The City Council should established a 'Project Steering Group' to oversee the delivery of the action plan and to facilitate co-operation and information sharing between key partners. The group should comprise representatives of the principal public and private sector stakeholders and include senior local political leadership and other community representatives. Key partners are likely to include:

- Lancashire County Council;
- Onward Homes;
- Cardinal Newman College;
- Brookhouse Developments;
- Homes England;
- Creative Lancashire;
- UCLan;
- Lancashire Enterprise Partnership;
- Other land owners

10.7 The members of the Steering Group will have an important co-ordinating and championing role to play in bringing forward the plan, particularly by providing a single focus, whilst working with its public and private sector partners in stimulating additional investment across the area.

10.8 In particular, the Project Steering Group will need to:

- Ensure the proposals are brought forward in a holistic and progressive manner through the public sector - through its regeneration, property, economic development, planning, transportation and social roles;
- Encourage developers to embrace the quality agenda required;
- Promote the need for co-ordinated public sector funding support to deliver key public realm and infrastructure projects required early in the Masterplan proposals;
- Champion the complex projects that will initiate wider change in Preston city centre;
- Facilitate projects which can then be taken on by private and public sector partners;
- Ensure that development and public realm proposals are of the highest design quality; and
- Explore options for attracting public and private sector investment.

10.9 The Steering Group should work to an evolving action plan. A draft initial action plan has been prepared by the consultant team and issued separately.

Stoneygate Supplementary Planning Document

10.10 The City Council should work towards the adoption of a Supplementary Planning Document based upon this Framework Document. The SPD should be used as a positive tool to encourage early engagement between developers, design and the planning authority and in the involvement of the community and stakeholders in the design process.

A Communication and Engagement Strategy

10.11 The Project Steering Group should develop a communication and engagement strategy to reflect key stages and initiatives. Branding and promotion should also form part of this strategy as should on-going work with the local resident communities.

10.12 The approach to branding will require some thought and will need to be developed and 'owned' by the key stakeholders if it is to be effective and sustained. Branding has a role to play in encapsulating the strategy (and the opportunity) under a single clear banner, tying a range of projects together both in terms of shared objectives, but also enabling a clear coherent, 'sum of the parts' messaging to the benefit of City and regional profile and investor interest.

10.13 The 'Urban Village' concept offers the opportunity to bring this wider and diverse area together. 'Stoneygate' as a name for the area is not well known, even in the City and in truth only has direct resonance in the more historic areas around the Minster and of course on Stoneygate itself. This could be a positive, with Stoneygate being a new term to promote.

10.14 The promotion and communication strategy should have a website and make use of social media to communicate and engagement. The Framework Masterplan can also form the basis of a developer prospectus for Stoneygate.

Public Sector Investment

10.15 As noted earlier, investor confidence needs to be developed to realise the potential of Stoneygate. Key to this will be as clear a statement as possible from City Council and its partners of a commitment to funding, investment and promotion. The City Council, Lancashire County Council and others will need to consider how this can be taken forward, with a particular emphasis on short and medium term opportunities as part of establishing the market and unlocking longer-term opportunities.

10.16 Projects to be considered in this context are:

- A joint, detailed feasibility study with Onward Housing and Cardinal Newman College to deliver improved housing and education facilities in Queens Street / Manchester Road.
- The acquisition and conversion of an existing property to accommodate a new creative workspace for artists and others creative industries.
- Changes to highway circulation to provide for two way traffic on 'lower' Church Street (whilst retaining an element of on-street parking in the short term);
- Public realm improvements along Church Street – planned and timed to support the Brookhouse development;
- Public realm improvements along the Manchester Road corridor – planned and timed to support the development of the Barnfather site and/or improvements and developments around Queen Street / Cardinal Newman College;
- Public realm improvements to Stoneygate to support work with the Creative Industries sector;
- The development of a delivery and site assembly strategy for key sites.

Development Phasing

- 10.17 The Action Plan (issued separately) provides an indicative phasing strategy, however key actions (and outcomes) will need to be undertaken alongside and in response to the work of other partners, not least key landowners.
- 10.18 The potential development of the Horrocks site by Brookhouse and its partners for housing should be strongly encouraged and should be seen as a key early project, clearly consistent with the Development Plan, demonstrating the potential of the area, and as the new homes are occupied, creating footfall and new interest in the area. The City Council and its partners should seek to work closely with Brookhouse to bring forward complementary investment and development. Key complementary projects are:
 - The development of land in the ownership of the City Council at the corner of Church Street, Grimshaw Street. This would be principally a housing led scheme with an element of mixed use.
 - Changes to the circulation on 'lower' Church Street to allow two-way traffic and the creation of the sensitively designed new access on the Church Street to the Horrock sites. This access would only be suitable to access new housing and should not provide a route through to Queens Street or Grimshaw Street.
 - Public realm improvements along Church Street.
- 10.19 The potential for Onward Housing and Cardinal Newman College to work together with the City Council and other partners on a strategy for the College and housing at Queen Street/Manchester Road offers a very significant opportunity. A detailed masterplan should be prepared working with the local community and others to unlock the potential for a significantly improved residential environment, new homes, improved highway and pedestrian safety and additional, greater profile for the College as well as opportunities for expansion. This masterplan is likely to take some time to develop and should be aligned to public realm / highways/pedestrian crossing improvement to Manchester Road / St Austin's Place – reinforcing the linkage to St Augustine's and as part of a creating a 'campus' environment. Similar improvements should be made to the Queens Street / Manchester Road junction.
- 10.20 Connections to and from this area to the city centre (and the Bus Station) are currently a significant concern of stakeholders. The improvement of these connections in terms of quality, convenience and safety should be progressed alongside the development of the Queen Street / Cardinal Newman College strategy. Bringing the Barnfather site forward for development will be a significant step in this process and should be a key early objective. The City Council and its partners should carefully consider the scope to assist in bringing its site to the market, including, potentially, through acquisition.
- 10.21 The Stoneygate / Avenham area is likely to be developed in a more 'organic' way as developer interest is piqued and sites and properties are brought to the market.

10.22 The delivery of the Horrocks site and the establishment of a programme of development and improvements around Queen Street and the College will significantly improve the context for Stoneygate / Avenham, unlocking its latent potential. An early catalytic project in this area should be the development of a location for creative industries. This should ideally be done in conjunction with the creative community and, given the nature of accommodation needed, should require only minimal works to an existing building. It would however generate significant benefits in creating a focal point for interest in the area and, importantly, in capturing the interest of the creative community in the area.

Development Management and Conservation

- 10.23 As noted earlier, this masterplan should be used as the basis for the preparation of a SPD to underpin the established planning policy for the area. In line with those policies and the Vision for Stoneygate the emphasis in development management should be encouraging and engaging with development industry and landowners to deliver a mixed use 'Urban Village' environment that is of a high quality, distinctive, characterful, sustainable, safe, connected and people-orientated.
- 10.24 The SPD should be significantly flexible to allow for innovation, whilst being clear that only high quality, considered development which reflects its context and the wider strategy for the area will be acceptable.
- 10.25 Key to the success of the strategy and the vision for a distinctive Urban Village will be the retention and re-imagining of key buildings and areas. Whilst a number of buildings in the area benefit from statutory listing there are numerous others that have substantial heritage and related townscape value – these should be acknowledged through being added to Preston City Council's 'Local List' of buildings of historic value. The buildings that should be added to this list are noted in Figure 18 to this report. Inclusion on the list should not exclude consideration of radical development options, but it should be used to offer protection to buildings, encouraging their reuse and/or full consideration of other design solutions.
- 10.26 No further standalone surface car parking (temporary, permanent or the renewal of existing permissions) should be permitted in the area unless it can be demonstrated that a refusal would detract from the regeneration of the area as a whole.
- 10.27 Public engagement in development proposals is important and should form part of the communication and promotion strategy for the area. All major applications should be encouraged to place a standing exhibition in a suitable public venue prior to submission, place the details on an appropriate web-site, and contact an informal list of stakeholders held by the planning authority.

Creative Industries

- 10.28 Creative Industries, in the broadest sense, can and should form part of the future of Stoneygate. The scope for re-using existing buildings of character; the opportunity for creativity and innovation; the city centre location; the characterful environment; particularly around the core Stoneygate area, offer the opportunity to attract new businesses into the area and the creative industries can be at the forefront of that. By their very nature these industries and their interest in Stoneygate will develop to a large degree organically.
- 10.29 Creative industries are key to the UK's economy. For nearly a decade the fastest-growing part of the economy, and can feed directly into the regeneration and growth of an area; by increasing footfall and visitor spend, utilising unused spaces, offering creative partnerships to businesses and providing training and jobs.
- 10.30 Notable regional examples of Creative Quarters are the Northern Quarter in Manchester and the Baltic Triangle in Liverpool. Lessons here demonstrate that these quarters are created organically by individuals or collectives of artists and entrepreneurs occupying cheap space that the market generally does not want. The increased vibrancy and footfall generated by these uses then create increased levels of interest from more commercial sections of the market. There are also a range of other creative industry based initiatives from which experience can be drawn. For example Marketplace Studios in Stockport is providing start-up business support to creative graduates from Manchester School of Art, Manchester Metropolitan University. The converted space provides incubation space for graduate practitioners who benefit from tailored business support. The ground floor comprises gallery and retail space. (www.art.mmu.ac.uk/marketplace/)
- 10.31 Whilst creative industries epitomises a 'bottom up' incremental approach to regeneration, the public sector has a role to help enable and facilitate the development of the sector through such means as business support, allowing the use of surplus council buildings (where available), perhaps at a discounted rate, as well as marketing, networking, business support and mentoring through bodies such as UCLan, Creative Lancashire and Boost Business Lancashire.
- 10.32 However, to harness and focus the creative energy of the sector in the regeneration of Stoneygate the City Council and partners should seek to acquire a building suitable for artist workspace in the heart of historic Stoneygate and make this available on a low cost, likely temporary, basis to new and micro creative businesses – this (including which building and how it is converted) should be done in consultation with the creative community) and should be used as a focal point for events and social media output on the growing potential and diversity of the Stoneygate area.

Public Realm

- 10.33 The Masterplan identifies the key locations for public realm improvements. Public realm improvements to 'lower' Church Street should reflect the approach already established in Church Street / Fishergate. Outside of that area, public realm improvements should be more bespoke, underlining key character areas.

Community Safety

10.34 Anecdotal evidence suggests that Stoneygate currently suffers from a relatively high instance of 'anti-social' behaviour, including street drinking. There is also some concern regarding more serious criminal activity impacting on community safety. A sense of safety is central to the creation of successful places. The perception and reality of anti-social and criminal behaviour in and around the Stoneygate area will act as a break on the prospects for the area and of course are impacting on the quality of life for existing residents and businesses. The City Council should work with partners and the local community to try to develop a targeted approach to addressing these concerns.

Role of the Public Sector

10.35 The public sector will have a key role of facilitating the development of the Stoneygate area, particularly in the short term as the market develops. Preston City Council in particular has a significant catalytic development role. Securing the commitment of others is crucial, particularly in terms of land, planning, site assembly, management and revenue costs. Successful collaboration with the private sector is also the key, not least to bring assets and funding to the table. The Council will have a key role to play in creating certainty in the market place and reducing risk for the private sector.

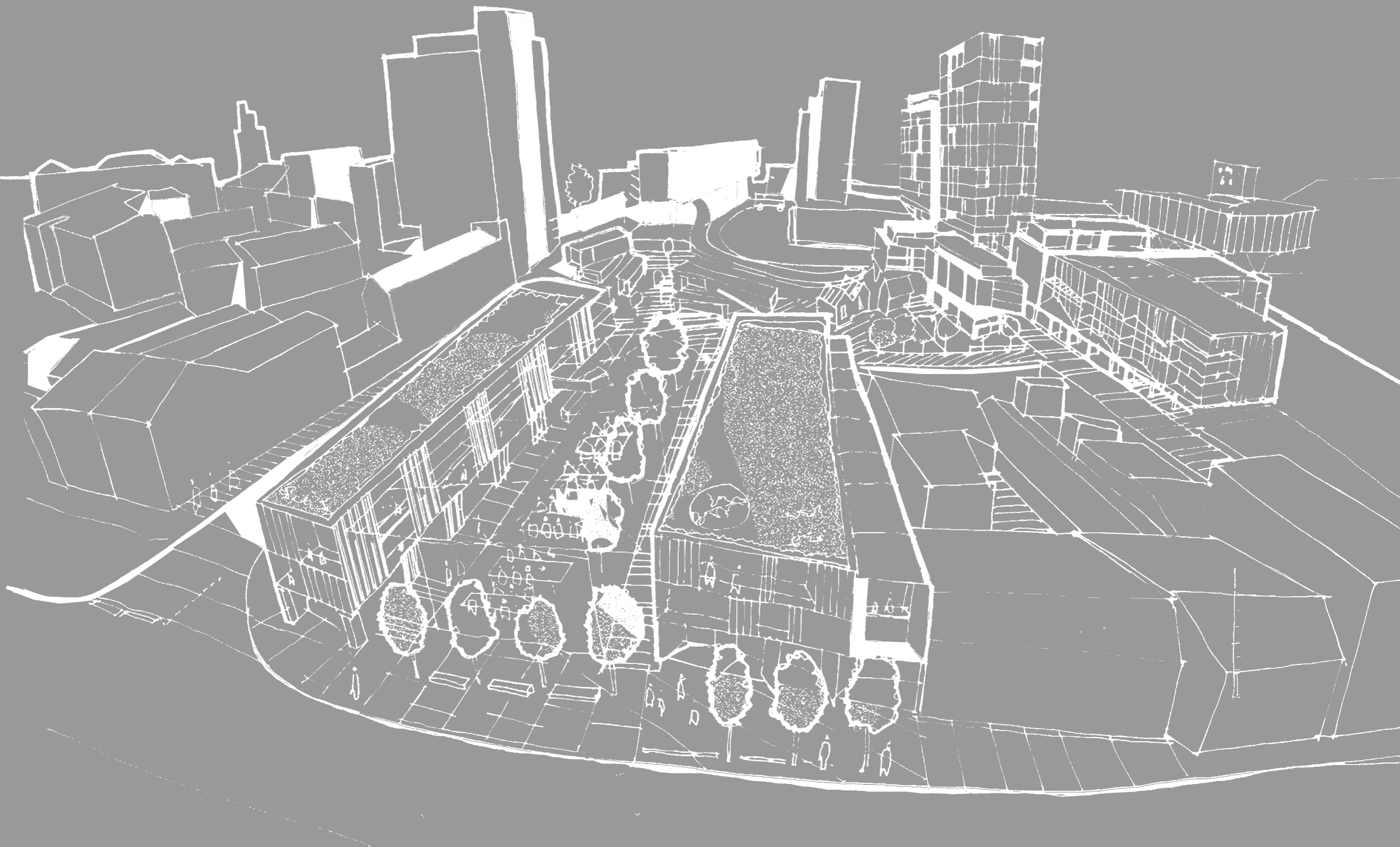
10.36 Aside from some notable exceptions, such as the Horrocks Quarter, one of key constraints on development in Stoneygate is the lack of larger development opportunities and the multiplicity of ownerships. In some areas, notably around the historic core, this is an inevitable reflection of the intimate character of the area and should not overly constrain organic, sensitive regeneration. However in some areas ownership and the complexity of site assembly will act as a break on development. Where it is not possible to assemble sites through agreement the City Council should, as a principle, commit to utilising its compulsory purchase powers in support of proactive developer partners to realise the vision. Preston City Council and partners should seek to work collaboratively with landowners to bring forward key sites. However, where necessary Compulsory Purchase Orders may be required to establish a sound backdrop upon which to progress land acquisition. Often the presence of CPO as a spectre of the last resort is sufficient to focus landowners and developers on negotiated settlements, enabling development to proceed. The use of such powers to improve properties may also be of relevance to the creation and improvement of east-west pedestrian linkages.

10.37 Where necessary, the Council should use its statutory powers to secure the refurbishment and repair of designated heritage assets, particularly where those assets are identified as being at 'risk', in order to deliver the objectives of the City Centre Plan. The Council will actively pursue the refurbishment and conversion of key gap sites to bring them back into active use.

Relocation Strategy

10.38 Relocation will be an issue for some occupiers in this area. Early liaison with affected businesses and landowners and to keep them fully informed of proposals will be beneficial. Where possible, PCC will need to provide suitable alternative accommodation for these businesses.

10.39 Experience elsewhere would suggest that such a relocation strategy can have a beneficial impact upon the local commercial property market as it causes an upsurge in demand, which can trigger activity in market sectors that have previously lain dormant.

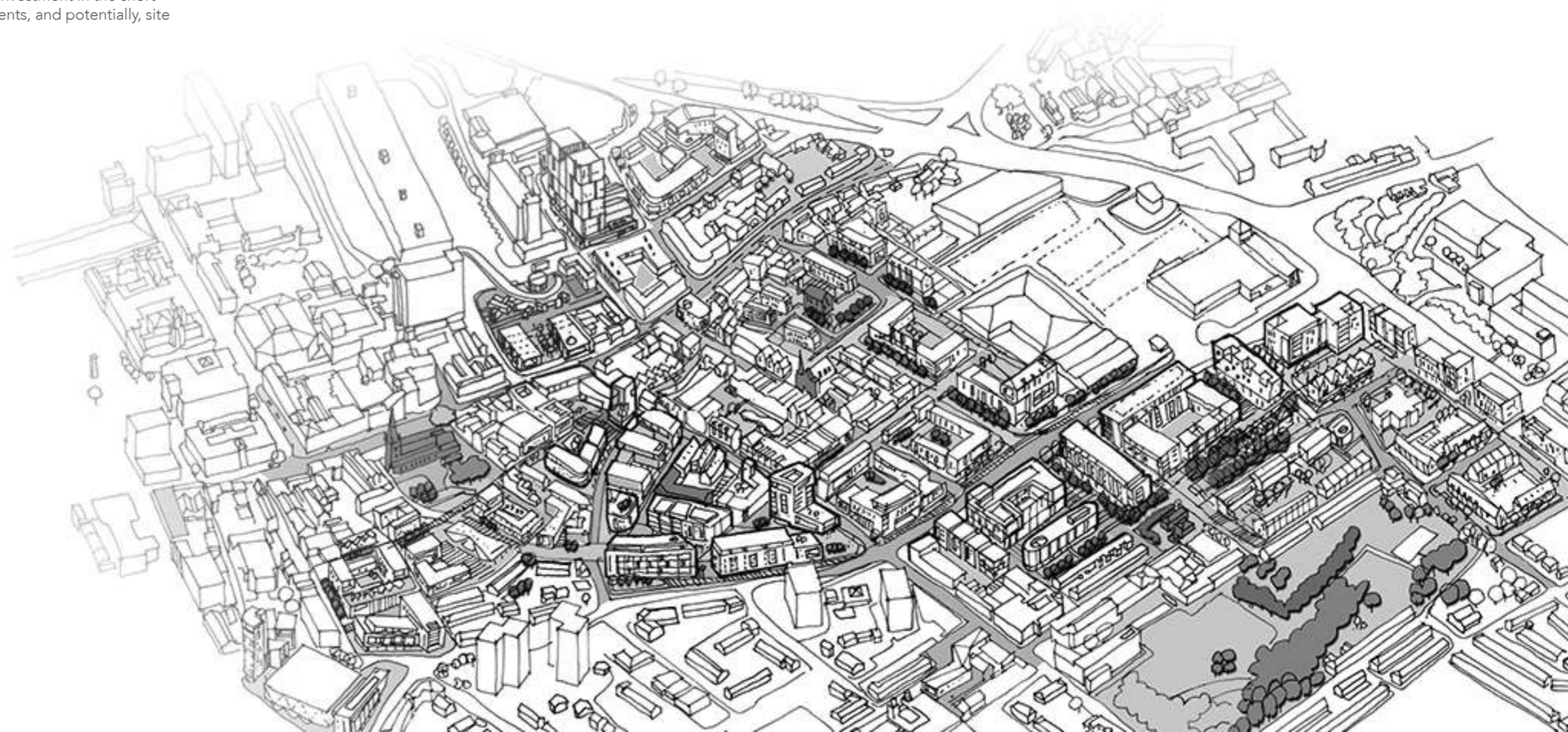


Conclusion

11.1 Stoneygate has real and significant potential as a focus for new homes and businesses, expanded education facilities, other appropriate uses and an improved and safer environment. Whilst economic conditions remain a challenge, the property sector, particular in housing, is relatively strong and perhaps as strong can be expected for sometime. It is therefore important that the opportunities that are apparent are grasped in the short term creating positive momentum for Stoneygate. This will require action on a number of fronts.

11.2 The immediate priorities are:

1. To establish a Steering Group;
2. To adopt a version of this masterplan as SPD;
3. Continue to engage with and support as necessary key landowners, developers and stakeholders including Brookhouse, Cardinal Newman College. Onward and the owners of the Barnfather site;
4. Consider, along with the creative community, the scope to create a creative space within the historic Stoneygate area; and
5. Identify the key focus for public sector investment in the short term, including public realm improvements, and potentially, site acquisition.





Central Lancashire Core Strategy

<https://www.preston.gov.uk/yourservices/planning/planning-policy/central-lancashire-core-strategy/>

Preston Local Plan

<https://www.preston.gov.uk/yourservices/planning/planning-policy/preston-local-plan/preston-local-plan/>

Preston City Centre Area Action Plan

<http://www.preston.gov.uk/yourservices/planning/planning-policy/preston-city-centre-plan/>

Central Lancashire Design Guide Supplementary Planning Document

<https://centrallocalplan.lancashire.gov.uk/media/1047/design-guide-spd-final-version-v1.pdf>

Central Lancashire Affordable Housing Supplementary Planning Document

<https://www.preston.gov.uk/yourservices/planning/planning-policy/supplementary-planning-documents/>

Central Lancashire Open Space and Playing Pitch Supplementary Planning Document

<https://www.preston.gov.uk/yourservices/planning/planning-policy/supplementary-planning-documents/>

Preston City Council Pre-application advice

<https://www.preston.gov.uk/yourservices/planning/planning-applications/application-advice/major-development-advice/>

Preston City Council Conservation and Heritage

<https://www.preston.gov.uk/yourservices/planning/conservation-and-heritage/>

Central Lancashire City Deal

<http://www.lancashirelep.co.uk/city-deal.aspx>

Preston City Council Community Infrastructure Levy

<https://www.preston.gov.uk/yourservices/planning/planning-policy/community-infrastructure-levy/>

Preston Guild City

<https://www.prestonguildcity.co.uk/>

Inner East Preston Neighbourhood Plan

<http://www.preston.gov.uk/yourservices/planning/planning-policy/neighbourhood-plans//>

City Living Prospectus

<http://www.prestonguildcity.co.uk/invest/city-living/city-living-prospectus/>

Creative Lancashire

<http://www.creativelancashire.org/>

Cardinal Newman College

<https://www.cardinalnewman.ac.uk/>

HS2

<https://www.hs2.org.uk/stations/preston/>

Historic England (Listed Building descriptions)

<https://historicengland.org.uk/listing/the-list/>