



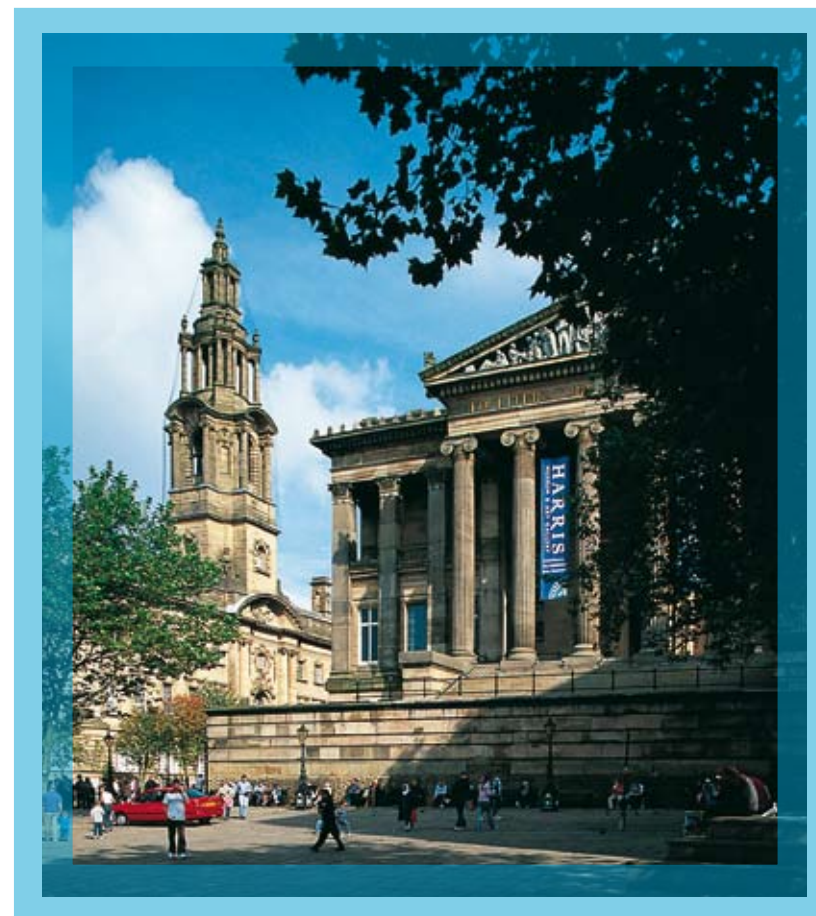
corporate plan 2008/11

English	Language
A translation is available in Punjabi on request	“ਬੇਨਤੀ ਕਰਨ ਤੇ ਪੰਜਾਬੀ ਵਿੱਚ ਅਨੁਵਾਦ ਮੌਜੂਦ ਹੈ”
A translation is available in Gujarati on request	“વિનંતી કરવાથી ગુજરાતીમાં અનુવાદ ઉપલબ્ધ છે”
A translation is available in Urdu on request	“گزارش کرنے پر اردو زبان میں ترجمہ دستیاب ہے”
A translation is available in Polish on request	Na żądanie dostępne jest tłumaczenie na język polski.

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foreword by the leader and chief executive

Welcome to the council's Corporate Plan for 2008/2011. The Corporate Plan highlights some of our key achievements over the last year and outlines our improvement programme for the next three years against our corporate priorities – or programme areas as we call them.

Our improvement programme has been developed to reflect the challenges and broader outcomes that the council is pursuing and is also designed to support Preston Strategic Partnership's (PSP) Community Strategy priority themes. Our priorities are delivered through 7 programme areas which are identified below together with a judgement of our progress to 2007:

Programme	Overall Judgement
3rd City	Good progress
Brighter Futures	Still facing many challenges
Clean Green City	Good ongoing successes
Safe City	Good with some real challenges
Connecting with Communities	Steady progress with some challenges
Sharper Smarter Services	Programme on course
Well Run Council	Good progress

Within each programme there are a number of corporate projects aimed at making significant step changes in our performance. You will find details of the programmes and projects on the following pages together with measurable outcomes and finite timescales for delivery. A more comprehensive look back at our performance in 2007/08 will be published in June 2008 once we have finalised our performance indicators and financial information.

Back in 2003, the council was rated as "Good" by the Audit Commission in the Comprehensive Performance Assessment (CPA). The Audit Commission recently carried out an evaluation of the council's progress since the 2003 assessment, which showed that the council is making good progress in line with the improvements programmed in the Corporate Plan. The assessment recognised that the council "has made improvements in its services overall" and has "worked to improve access to services at both a neighbourhood level and a range of activity that benefits the wider community".

As part of this assessment the commission also assessed our 'Use of Resources' (or how we manage your money) and the success with which we achieve and manage value for money improvements. Overall we were assessed as performing well in a number of areas and awarded 3 out of 4. Although this score is very pleasing we are not complacent and will be looking to improve.

2007/08 was an incredibly challenging year for the council but with some notable achievements to celebrate and on which we can build future service improvements:

- Following a competition in January a winning design has been selected to regenerate Winckley Square and encourage more people to use it as a link between Avenham Park and the city centre. The design features a 64 multi jet fountain, new granite walkways and creative use of public art, plants and lighting.
- The refurbishment of Avenham and Miller Parks has continued through a £5m regeneration scheme which includes renovation of the parks historic features, new railings and the launch of the newly refurbished pavilion in Avenham Park.
- Implementation of a senior management restructure which has strengthened our position to deal with the local government agenda of demonstrating value for money, transforming service delivery for the citizen, collaboration and shared services, and maximising technological advances.
- We have worked with other district councils and the county council on the implementation of a Local Area Agreement (LAA) focussing on issues such as cleaner neighbourhoods, health inequalities and improving social housing.
- We hosted the successful Radio 1 Big Weekend event which attracted over 30,000 people to the city.
- Launch of the council's "Foodsafe" initiative which aims to drive up standards in food hygiene and give people informed choice about which restaurants and take-aways achieve the best ratings.
- The introduction of new approach to testing the value for money arrangements of services which has seen the majority of service areas reviewed by councillor panels with recommendations made for improvement.

As a council, and community leader, we will continue to drive forward the priority programmes and projects driven by the opportunity to make a real difference for the people of Preston. As we do this we are focused

on providing excellent quality services and along with the other Lancashire district councils, the unitary councils (Blackpool and Blackburn with Darwen) and Lancashire County Council we are committed to collaborating and sharing services where appropriate. This approach reinforces our commitment to being a customer focussed organisation that delivers value for money through efficient and effective service delivery.

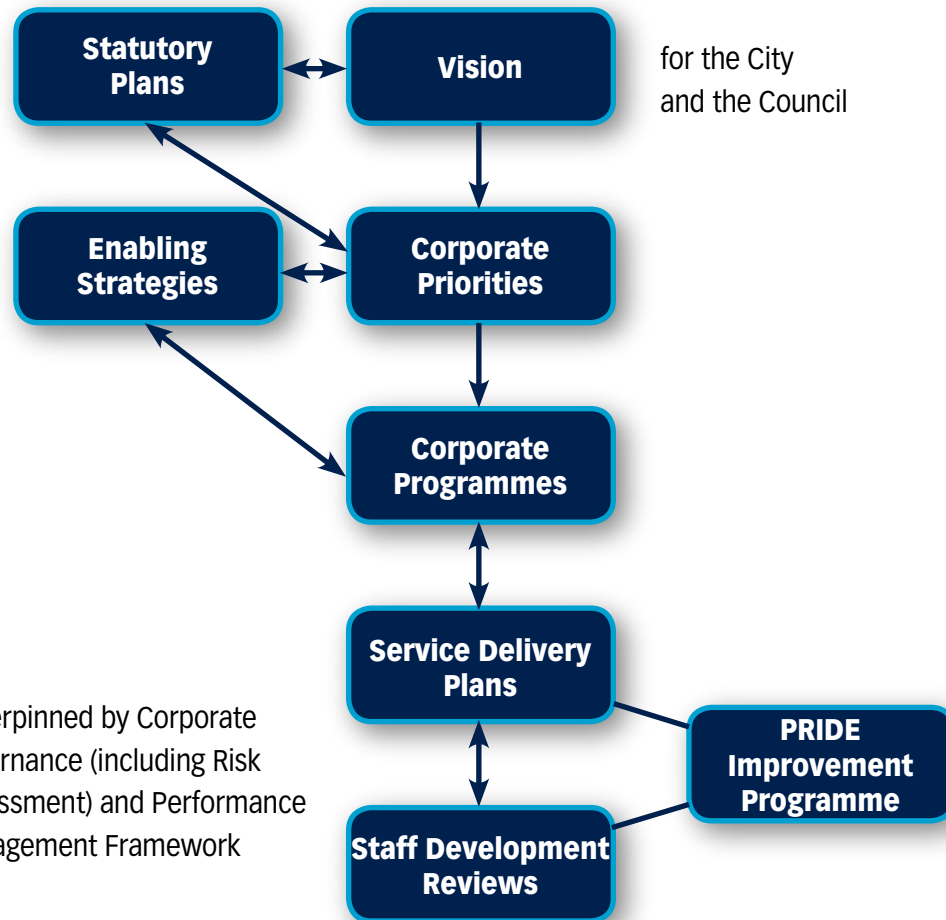
K Hudson, Leader



J Carr, Chief Executive



our key corporate planning process



Underpinned by Corporate Governance (including Risk Assessment) and Performance Management Framework

Vision

Through leadership, partnership and service provision, the council and its partners on the Preston Strategic Partnership (PSP) are working to achieve the vision of making Preston the North West's 3rd City.

Details of the vision and the council's aims can be found on pages 6 and 7.

Statutory Plans

There are two important statutory plans that help support the vision:-

- The Development Plan documents as part of the Local Development Framework (LDF) – which is responsive to change and a means by which the public can participate in the planning process, helping communities shape the future of the area
- The Housing Strategy as part of the Housing Investment Programme – demonstrating the importance of the strategic housing role in giving everyone the opportunity of a decent home and the opportunity for communities to have a much greater involvement in the planning and delivery of local housing services

These documents can be found on the website www.preston.gov.uk

Corporate Priorities

The council has developed seven corporate priorities which have been developed using a wide range of research data and taking account of the opinion of our communities from user satisfaction surveys to ensure that we are focused on what's important to the people of Preston.

Details of our priorities can be found on page 8.

Corporate Programmes and Projects

For each priority we have developed a programme within which are a series of projects that will help to deliver step changes against the priorities. Each year we will refresh the projects and report our progress against the baseline position.

Enabling Strategies

These documents set out the ways in which we will support delivery of the priorities through the programmes and projects.

- Finance – includes the medium term financial strategy, the capital programme and the annual budget to assist a structured approach to financing delivery.
- ICT – our approach to using technology to support and enhance service delivery.
- Organisation and Workforce Development – recognising that employees are vital to our success and how the council will ensure they are valued, developed and motivated for both now and in the future to help deliver our aim to be excellent.
- Asset Management – providing the framework for reviewing long term sustainability of the assets, physical investment decisions, meeting accommodation needs and providing a benchmark for measuring the effectiveness of physical investment and asset management initiatives.
- Procurement – framework for promoting effective procurement through collaboration, joint working, maximising the use of technology and developing a co-ordinated approach.

Service Delivery Plans (SDPs)

Service planning is the process through which services identify what they want to achieve, determine priorities, and identify actions and resources to achieve these results. As such they are management documents and show the linkage to priorities. They are set over a rolling three year period and refreshed annually. An important element of the service plan is assessing whether the service provides value for money (VfM). This assessment was judged by review panels during the year.

Staff Development Reviews

One to one discussions between an employee and their manager to review an employee's job and to discuss targets, training and other development needs over the 12 months, linking to the Service Delivery Plan.

PRIDE

PRIDE describes the values we adopt in delivering our services, it stands for:

People Focus

– about improving skills levels, individual and team performance that helps to put our customers first

Real Priorities

– about having a few, carefully chosen priorities where we can show step changes in improvement

Innovation

– to promote creativity and innovation in service delivery

Drive for Delivery

– to focus on putting our customers first

Excellence

– to achieve excellence in service delivering in line with the assessment made by the Audit Commission

Corporate Governance

A local code showing how we will apply practical measures and have in place the documents and processes that support these measures around community focus, service delivery arrangements, structures and processes, risk management and internal control and standards of conduct. We have recently established a Corporate Governance Group to help maintain good practice around governance.

Performance Management Framework

The Performance Management Framework (PMF) enables us to demonstrate how we are achieving our vision and priorities, through the mechanism we use to monitor our performance at all levels, against the targets and objectives we have set ourselves.

the vision for the city



To make Preston the third city of the North West by 2012

The overall vision is underpinned by seven thematic visions, in which Preston is:

- A city where a vibrant culture and creativity attract national attention, connect communities and enhance quality of life and economic prosperity
- A clean, green and environmentally sustainable city
- A city that promotes wellbeing in which people have the opportunity to live a full, healthy and satisfied life
- A city where everyone can expect to live in a decent, secure, affordable home in a safe neighbourhood
- A city which promotes learning for all
- One of the top three cities in the North West, with high levels of employment and enterprise, where businesses prosper and people aspire to live, work and visit
- A safer city with lower levels of crime and disorder, and reduced fear of crime.

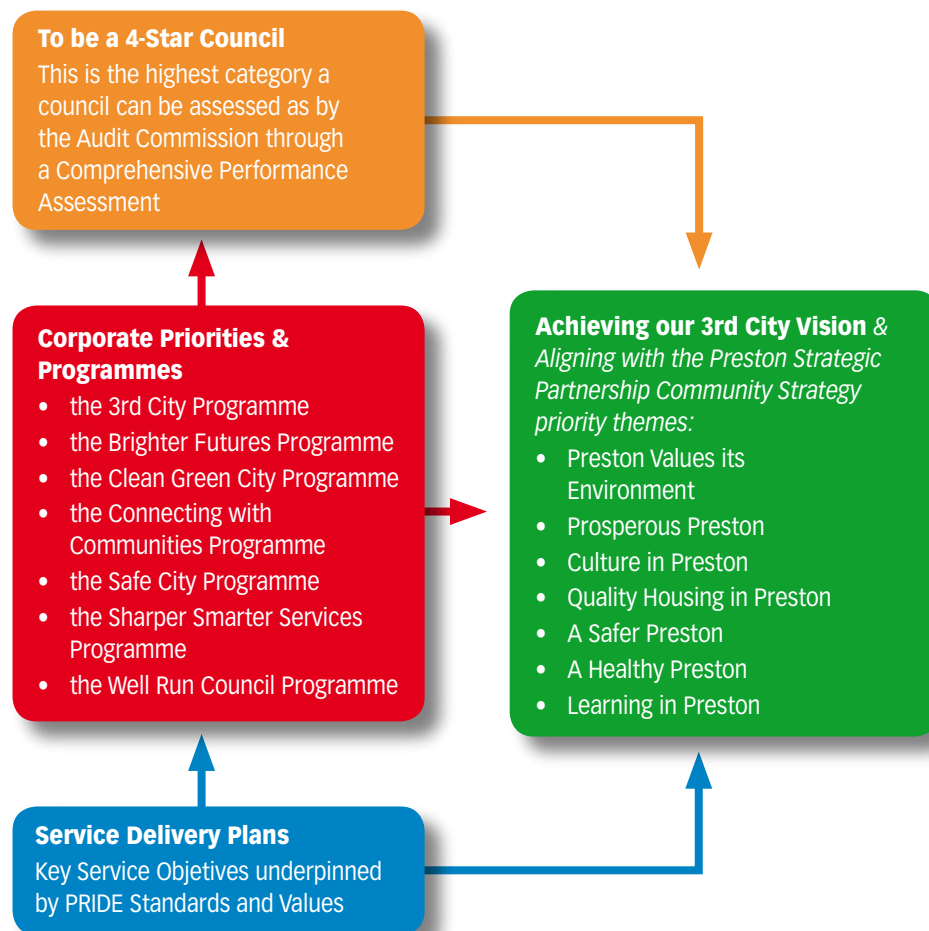
In working to support the vision, each sector (public, private, Voluntary, Community and Faith) has its own aims to deliver high quality services.

the vision for the council

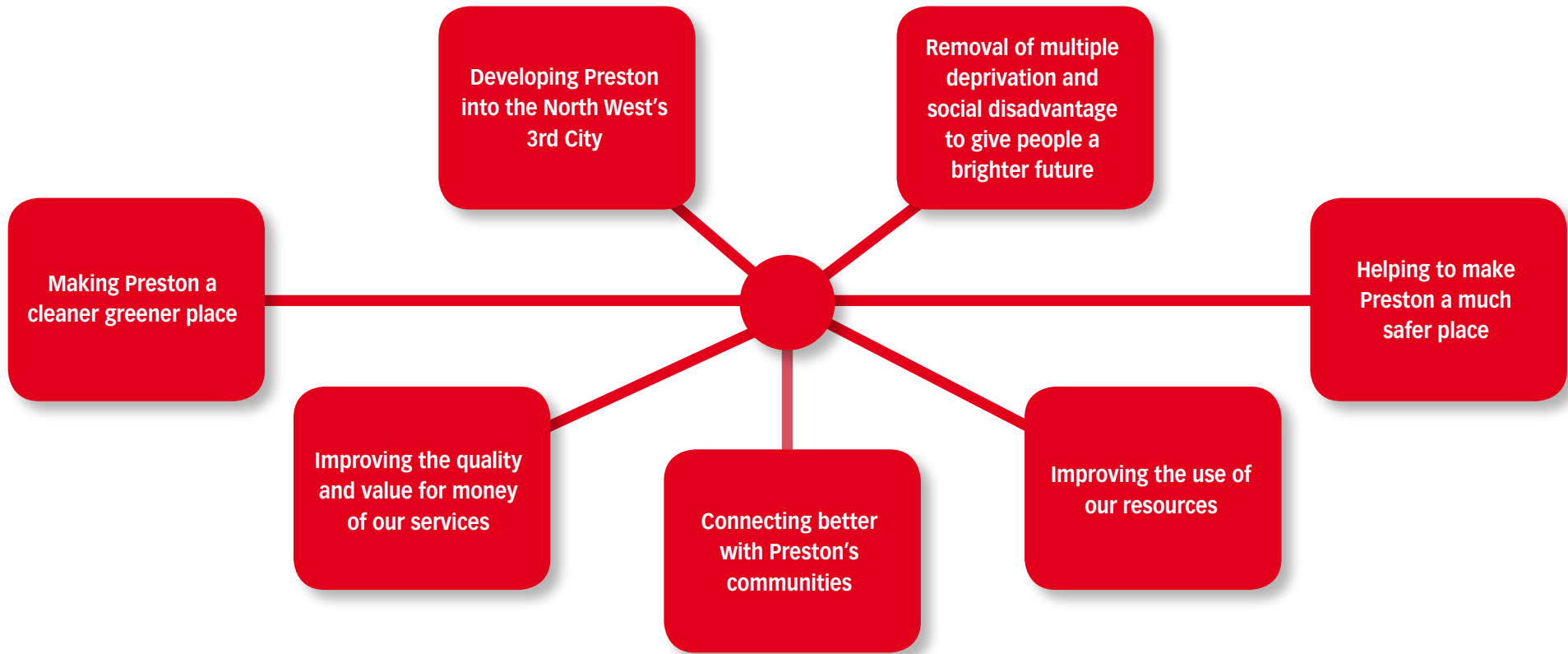


That the Council will be:

- Rated as an excellent four star local authority
- Recognised as delivering innovative, high quality, value for money services
- An authority with a deserved reputation for listening to its citizens and involving them in its decision making
- A sustainable, well run organisation



our corporate
priorities



environmental footprint

Preston City Council acknowledges the increasing impact that climate change will have on our communities during the 21st century and commits to tackling the causes and effects of a changing climate on our city.

We acknowledge that

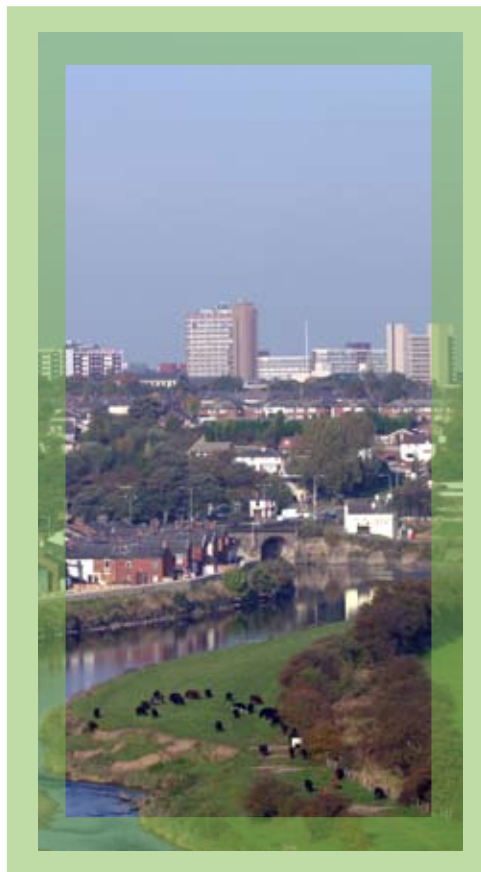
- Evidence shows that climate change is occurring.
- Climate change will continue to have far reaching effects on the UK's people and places, economy, society and environment.

We welcome the

- Social, economic and environmental benefits which come from combating climate change.
- Emissions targets agreed by central government and the programme for delivering change, as set out in the UK Climate Change Programme.
- Opportunity for local government to lead the response at a local level, encouraging and helping local residents, local businesses and other organisations – to reduce their energy costs, to reduce congestion, to adapt to the impacts of climate change, to improve the local environment and to deal with fuel poverty in our communities.
- Endorsement of the Nottingham declaration by central government.



environmental footprint



We commit our Council to

- Work with central government to contribute, at a local level, to the delivery of the UK Climate Change Programme, the Kyoto Protocol and the target for carbon dioxide reduction by 2010.
- Participate in local and regional networks for support.
- Within the next two years develop plans with our partners and local communities to progressively address the causes and the impacts of climate change, according to our local priorities, securing maximum benefit for our communities.
- Publicly declare, within appropriate plans and strategies, the commitment to achieve a significant reduction of greenhouse gas emissions from our own authority's operations, especially energy sourcing and use, travel and transport, waste production and disposal and the purchasing of goods and services.
- Assess the risk associated with climate change and the implications for our services and our communities of climate change impacts and adapt accordingly.
- Encourage all sectors in our local community to take the opportunity to adapt to the impacts of climate change, to reduce their own greenhouse gas emissions and to make public their commitment to action.
- Monitor the progress of our plans against the actions needed and publish the result.

our corporate

priorities and programmes 2008/11

3RD CITY PROGRAMME	BRIGHTER FUTURES PROGRAMME	CLEAN GREEN CITY PROGRAMME	SAFE CITY PROGRAMME	CONNECTING WITH COMMUNITIES PROGRAMME	SHARPER SMARTER SERVICES PROGRAMME	WELL RUN COUNCIL PROGRAMME
<ul style="list-style-type: none"> • Avenham and Miller Park - Capital Refurbishment • Regeneration of the City <ul style="list-style-type: none"> • Central Business District • Tithebarn scheme • Enhancement of Winckley Square • RiverWorks • Regional Economic Strategy and Lancashire Economic Strategy • Central Lancashire City Regional Development Plan • 2012 Guild Major Events programme • Improving Access to the City • Olympic Training Camp 2012 • Redevelopment of Harris Museum and Art Gallery 	<ul style="list-style-type: none"> • Empty Homes • Health and Wellbeing Plan • Improving health and well being through sport and physical activity • Housing Renewal – Inner East Preston • Worklessness and Enterprise 	<ul style="list-style-type: none"> • The Cleanest City in the North West • Increased Recycling and Composting • Protect, enhance and expand our parks and open spaces • Tackling Climate Change 	<ul style="list-style-type: none"> • Crime and Reduction Partnership – Hallmarks of effective practice • Improving Community Safety – Mainstreaming of the Council’s Section 17 crime and disorder responsibilities. • Diversionary activities through sport and physical activity 	<ul style="list-style-type: none"> • Neighbourhood Arrangements 	<ul style="list-style-type: none"> • Service Transformation Project • Service Transformation - Business Process Improvement through better use of CRM • Service Transformation - Redevelop website 	<ul style="list-style-type: none"> • GIS Replacement • Effective procurement – smarter procurement • Equality Standard for Local Government • Implement the new performance framework • Team Lancashire



3rd city programme

“Preston will become a major destination providing a range of quality events and retail to rival Liverpool and Manchester”

FOCUS ▶ Essentially this is about city-building and place-making, providing the infrastructure to support the growth of the city and its economy

Context:

- Preston has a population of over 130,000
- Approximately 80% of the area is rural with 1 in 10 of the population living in these areas; it also serves a hinterland with a population of 400,000 within 30 minutes travelling distance of the city
- 20,000 people commute into the city daily
- The city is home to 90,000 jobs
- As a measure of productivity, Preston is above regional average and more closely aligned with national growth rates
- Preston acts as the 'hub' or gateway into the sub-region and is recognised as the heart of Central Lancashire city-region under the Northern Way. It is an engine of economic growth for Lancashire with the potential to act as a major stimulus for wider regional regeneration
- Preston is well located and well connected: it is close to where the M6/M61/M55 and M65 converge, it is also served by

the West Coast Mainline connecting Preston with Glasgow and London, and both Liverpool and Manchester airports are within an hour's drive

Key achievements in 2007/08:

- The number of visits to museums and art galleries per 1,000 population was 1,800 – 163% of target
- A critical milestone was achieved for the Tithebarn project with the confirmation that the John Lewis Partnership had signed up to be the main anchor store
- With the help of funding from North West Regional Development Agency proposals have been chosen to breathe new life in to Winckley Square. The design features a 64 multi jet fountain, new granite walkways and creative use of public art, plants and lighting
- Continued the refurbishment of Avenham and Miller Parks including the launch of the new pavilion

- The council hosted a successful Radio 1 'Big Weekend' event in May which attracted over 30,000 people to the city raising its profile and attracting significant national media coverage
- At the Harris Museum and Art Gallery ERDF and SRB resources have funded the refurbishment of first floor balcony decorative art gallery. New display cases, lighting, redecoration, AV guides and audio guides installed. Official opening of completed exhibition scheduled for mid May 08. Funding has also been secured for new display cases for the second floor gallery. Procurement is underway with installation planned for April/ May 08. Initial scoping for capital redevelopment of the 'Story of Preston' Gallery for 2012 Guild is underway in preparation for a HLF application in late 2008
- Delivery of 4 temporary public artworks by international artists, Blast Theory, national artist John Newling and locally-based artists, Chantal Oakes and Chris Davis. These projects attracted large audiences in the city and had an international profile

- Digital Aesthetic 2 – attracting 10,000 visitors to an exhibition of the leading international digital artists. Well-attended conference drawing international visitors. Joint Harris and UCLan project
- Paradise – Exhibition showing work by Kutlug Ataman. Collaborative commission by Harris and galleries in USA, Canada and Netherlands. Attracting contemporary art audience and establishing a significant media presence

Performance Measures:

- **NI151** Overall employment rate
- **NI166** Average earnings of employees in the area
- **NI171** VAT registration rate
- **MAG07** Satisfaction of museum users
- **MAG08** Visits to/usage of museums per 1,000 population
- Town centre footfall
- Square footage vacant retail floorspace
- Square footage vacant business floorspace



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
Avenham and Miller Parks - Capital Refurbishment Restore Avenham and Miller Parks and revitalise their use	<ul style="list-style-type: none"> Revitalise park usage through activities of park manager and pavilion café operator Implement Phase 1 of the restoration of Avenham and Miller Park Development and submission of funding applications for Phase 2 Implementation Phase 2 	<ul style="list-style-type: none"> POS01 satisfaction with parks and open spaces Increase in visitor numbers Increase in number of events 	<ul style="list-style-type: none"> Development of Stage 2 Phase 2 HLF bid (March 2009) Funding applications for additional resources, if necessary (March 2009) Submission of Phase 2 bid (March 2009) 	Director of Environment/ City Vision Project Manager
Regeneration of the City - Central Business District (CBD) Develop city centre commercial quarter	<ul style="list-style-type: none"> Masterplan prepared for CBD Strategy for site assembly commenced Selection of preferred developer Development of CBD 	<ul style="list-style-type: none"> Square metres of new office floor space created 	<ul style="list-style-type: none"> Completion of feasibility study, Master plan and delivery strategy for the Central Business District (CBD) (May 2008) Complete a development strategy and a site assembly strategy (December 2008) 	Director of Development/ City Vision Manager
Regeneration of the City - Tithebarn The physical regeneration of the eastern sector of the city centre	<ul style="list-style-type: none"> Establish a partnership between Grosvenor Ltd and Preston City Council to deliver major mixed use redevelopment of Preston City centre City centre retail offer expanded New leisure facilities New outdoor and indoor markets New bus station New and improved car parking facilities Revitalised of the City Centre public realm . 	<ul style="list-style-type: none"> NI151 Overall employment rate No jobs created (5000+) Improved retail ranking (top 20 position) 	<ul style="list-style-type: none"> Scheme is being progressed towards a planning application (September 2008) Completion of agreement with second anchor (June 2008) Negotiations with LCC on Bus Station completion now expected in (May 08) Conclude tri-partite negotiations on the Bus Station and a sixth supplementary agreement covering outstanding issues (September 2008) Agree CPO referencing procedures and notify councillors of commencement date (June 2008) 	Chief Executive/ City Vision Manager



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Regeneration of the City-Enhancement of Winckley Square Improve appearance, pedestrian routes and public use of one of city's heritage assets</p>	<ul style="list-style-type: none"> • High quality design developed and implemented for the square • Increased public usage of the square • Improved land and pathways 	<ul style="list-style-type: none"> • Increase in usage 	<ul style="list-style-type: none"> • Procurement process for next stages to be proposed and approved (June 2008) • Winning practice to undertake detail design (stage D/E) (December 2008) • Bids for implementation funds to be made on completion of stage D/E design (January 2009) 	Chief Executive/ City Vision Manager
<p>Regeneration of the City – Riverworks (Quayside) Redevelopment of the Dock Basin and associated sites</p>	<ul style="list-style-type: none"> • Reinforce Riversway as a high quality commercial, residential and leisure destination 	<ul style="list-style-type: none"> • Increase available hectorage of developable land 	<ul style="list-style-type: none"> • Masterplan to be adopted by Preston City Council (December 2008) • Identify a development partner (March 2009) 	Chief Executive/ City Vision Manager



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Regional Economic Strategy (RES) and Lancashire Economic Strategy (LES) To roll out the RES through the LES</p>	<ul style="list-style-type: none"> • Preston's access to key Economic Regional Strategy (ERS) project funding secured through LES Action Plan and North West Development Agency (NWDA) (Strategic Investment Plan) SIP • Contract specifications and letting process influenced for full range of other NWDA services to be provided sub-regionally • Allocation of ERDF 2007-2013 Lancashire programme targeted to Preston's advantage 	<ul style="list-style-type: none"> • NI117 16 - 18 year olds who are not in education, training or employment (NEET) • NI151 Overall employment rate • NI166 Average earnings of employees in the area • NI171 VAT registration rate • ERS Projects included as part of SIP and LES Action Plan • Preston-specific needs successfully played into development of sub-regional service contracts • Establishment of £80m-£90m discretionary spend for Lancashire as a whole • Successfully deploy £186m of Lancashire projects, and specifically the Preston elements within that 	<ul style="list-style-type: none"> • Submission of ERDF EOIs for Preston Projects (April 2008) • Establishment of Lancashire Skills and Worklessness Boards (April 2008) • First meeting of "Mid Lancs" SRS group (May 2008) • Submission of Worklessness Bids (May 2008) • Submission of full ERDF bids (June 2008) • Agreement of revised Lancashire Skills Strategy (June 2008) • First meeting of SRS group (September 2008) • Development of further sub-regionalisation proposals (September 2008) • Economic Assessment proposals (December 2008) • Agreement of relationship between LEP and SRS LA network (March 2009) 	<p>Director of Development / AD (Regeneration and Property Services)</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Central Lancashire City-Regional Development Plan (CRDP2) – Implementation of the City-Regional Development Plan (version 2); with a stronger emphasis on delivery; governance structures; and new joint mechanisms for delivery; also a requirement for additional policy/evidence based work on place-making and connectivity</p>	<ul style="list-style-type: none"> • Secure Preston’s position at the heart of the Central Lancashire city-region (“the engine in the car”) • Commissioning and consideration of results of additional Northern Way secretariat-funded pieces of research on connectivity • Green Infrastructure (links to Quality of Life selling points for Preston and the city-region as a whole) • Increasingly clear agenda on issues of transport connectivity and agreed “Business Case” lobbying strategy for government on this • Consideration of new joint mechanisms for working in the light of government proposals on MAAs, LAA refresh and CDCs and also in the light of any potential Lancashire review of government in the light of Unitary discussions 	<ul style="list-style-type: none"> • Delivery of elements of key projects as set out in the CRDP Action Plan (e.g. Tithebarn, Central Business District, Riverworks and other Preston Economic Regeneration Strategy (ERS) elements) • Recognition through the completion of Department for Communities and Local Government (DCLG) work on place-making which uses Central Lancashire as a case study • Completion of work on connectivity, to take discussion of “polycentricity” to the next level 	<ul style="list-style-type: none"> • Contracts let for Connectivity Study (May 2008) • Response to DCLG/Centre for Cities research on smaller cities (June 2008). • Agreement of further research programme (September 2008) • Discussion with Northern Way secretariat, DCLG, IPPR CfC, LCC and districts on relationship between City-Regions and SRS work (December 2008) • Refresh of understanding of polycentricity and connectivity within and without Lancashire and definition of additional actions (March 2009) 	<p>Director of Development / AD (Regeneration and Property Services)</p>
<p>2012 Guild Major Events Programme Develop a programme of regionally and nationally significant events to compliment the Civic, Community and legacy aspects of the 2012 Guild</p>	<ul style="list-style-type: none"> • Broad based programme attractive to citizens and visitors • Significant national media interest and enhancing the city’s image • Programme delivered through City Council and partner resources • Potential for legacy work created 	<ul style="list-style-type: none"> • Number of regional/nationally significant events in 2012 • Economic impact study • Amount of media exposure 	<ul style="list-style-type: none"> • Market research commissioned and undertaken to inform development of programme (May 2008) • Public consultation on draft programme (August 2008) • Final draft programme confirmed (September 2008) 	<p>Chief Executive</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Improving Access to the City - Strategy to improve access to the city by all forms of transport</p>	<ul style="list-style-type: none"> • Improved working relationships and understanding between partner agencies on the need for and the delivery of improved access to the city • Delivery of quality bus routes and services, including a new bus station • Increased number of park and ride sites on the periphery of the city to reduce the number of vehicles entering the city centre • The introduction of access controls and restrictions to remove non essential traffic from areas of the city centre • Other outcomes that may be expected are: a review of on and off street parking policy, consideration of freight access to the City centre, development of a Preston and South Ribble Transport Strategy and the delivery of schemes included within Preston's Cycling Strategy 	<ul style="list-style-type: none"> • NI47 People killed or seriously injured in road traffic accidents • Improved journey times • Reduced congestion • Increased bus use 	<ul style="list-style-type: none"> • Park and Ride at Junction 31a substantially completed (March 2009) • Improved crossing of Ringway (September 2008) • Preston and South Ribble Transport Strategy (January 2009) • Freight Map and improved signage/routing information (August 2008) • Civic Core access control (rising bollard at Cheapside) (October 2008) 	<p>Director of Development/ Traffic & Transportation Manager</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Olympic Training Camp 2012 To attract small/medium sized countries/ teams/ individuals to set up a training camp prior to the London 2012 Olympic Games</p>	<ul style="list-style-type: none"> • Sporting profile of Preston raised as a 'Central Lancashire' location for Olympic athletics prior to London 2012 and linked where possible to the promotion of Preston Guild • Improved facilities to match the requirement of Olympic competitors in Preston and Central Lancashire by working with key partners 	<ul style="list-style-type: none"> • Number of enquiries from competing countries • Visits from officials of competing countries/teams • Confirmation of inclusion within the official LOCOG Directory for competing countries/team/ individual 	<ul style="list-style-type: none"> • Following confirmation of inclusion in Directory arrange briefing with consortium partners (Ongoing) • Work directly with NW Sport England consultants to audit the Preston consortium offer (June 2008) • Develop contacts with competing countries (Ongoing to March 2010) • Develop partnerships to improve/develop facilities following the audit and indoor facility strategy production, e.g. sports hall at University of Central Lancashire and 50m Pool (Ongoing to 2010) • Improve website to stimulate interest and provide information (Ongoing) • Facilitate any enquiries/visits by competing countries (2008) 	<p>Director of Communities / AD (Head of Leisure, Sports and Arts)</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Redevelopment of the Harris Museum and Art Gallery To improve the quality of the displays and services of Harris Museum and Art Gallery</p>	<ul style="list-style-type: none"> • The building will be enhanced by refurbishment which preserves the heritage asset and provides an improved environment for the exhibition and preservation of the Harris collections • The refurbishments will provide improved visitor experience through better displayed and interpreted exhibitions and through upgrades to visitor facilities • New displays attract tourism visits to Preston 	<ul style="list-style-type: none"> • MAG07 Satisfaction of museum users • MAG08 Visits to/usage of museums per 1,000 population 	<ul style="list-style-type: none"> • Install new exhibition of decorative art with interpretive features including interactive AV presentations (May 2008) • Complete redisplay of 2nd floor fine art galleries including installation of new display cases (July 2008) • Set up working group to scope future capital projects for Harris building work (Ongoing) • Prepare exhibition scoping and options appraisal for Story of Preston Gallery. Specialist studies including exhibition interpretation plan to be commissioned. (August 2008) • Carry out heritage tourism project jointly with other Preston museums (Ongoing into 08-09) • Commission specialist architectural studies (August 2008) • Apply to HLF for Outline Planning Grant (November 2008) • If successful, carry out detailed design work to enable capital bid to be submitted (December 2009) 	<p>Director of Communities/ AD (Head of Arts and Heritage)</p>



brighter futures programme

“Preston is making progress to reduce multiple deprivation, through well-informed community leadership in a commissioning role, and through delivery of the Housing Strategy”

FOCUS

Eliminating multiple-deprivation and meeting the needs of disadvantaged sections of our community. Promoting healthier communities and tackling health inequalities, extending quality and choice in housing market, improving quality of life for children and older people, helping the hardest to reach into work

Context:

- Preston is the 48th most deprived local authority area in the country - the National Strategy for Neighbourhood Renewal identifies Preston as one of the 65 areas eligible for the Working Neighbourhood Fund. This accounts for £2.6m in 2008/09
- We are working hard in partnership with others to tackle deprivation in the urban core. Neighbourhood renewal activity is at the forefront of this work and remains an important issue where:
 - At the 2001 census, 16% of the working age population had never worked, or not worked in previous decade
 - In 2005, 20% of the district's population possessed no qualifications
 - In 2001, over 25% of the city's population possessed poor levels of literacy and numeracy

- According to census data from 2001, 2.7% of the city's total working population claims a form of unemployment benefit
- Data from the annual population survey suggests that qualifications and skills remain an issue in Preston, with levels of qualification significantly below the national average
- 72% of all social housing meets the Decent Homes Standard (DHS)

Key achievements in 2007/08:

- The number of dwellings brought up to the decent homes standard is 1,118
- The number of energy efficiency improvements in houses with vulnerable occupants has risen to 881
- The number of young people involved in sports development initiatives is over 48,000
- Introduced the MEND programme (Mind, Exercise, Nutrition... Do It!) to help increase the physical activity levels of Prestonians

- Worked with the Primary Care Trust to produce a public health plan for the city to improve the health of Prestonians
- Homeowners have been offered free home maintenance starter kits to help people get started with home repairs
- The 'Select Move' scheme has been expanded to include Preston and South Ribble Councils and four housing associations. The scheme makes the letting process simpler and fairer for housing applicants by allowing them to see available properties across a wider area and from a number of landlords

Performance Measures:

- **NI110** Young people's participation in positive activities
- **NI112** Under 18 conception rate
- **NI117** 16 - 18 year olds who are not in education, employment or training (NEET)
- **NI119** Self-reported measure of people's overall health and wellbeing

- **NI120** All-age all cause mortality rate
- **NI123** 16+ current smoking rate prevalence
- **NI137** Healthy life expectancy at age 65
- **NI139** People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently
- **NI153** Working age people claiming out of work benefits in the worst performing neighbourhoods
- **NI154** Net additional homes provided
- **NI155** Number of affordable homes delivered (gross)
- **NI156** Number of households living in temporary accommodation
- **SH07** Number of private sector dwellings returned to use/demolished as a direct result of LA action
- **SH10** Number of dwellings brought up to decent homes standard



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Empty Homes Contribute towards achieving a sustainable future for the city's private sector housing by bringing empty homes back into use</p>	<ul style="list-style-type: none"> • Derelict and abandoned properties brought back into use as needed housing • Homelessness and emergency accommodation targets met • Affordable housing targets met • The negative impacts associated with empty homes reduced and contributing towards sustainable communities • Improved standard of Private Sector housing 	<ul style="list-style-type: none"> • SH07 Number of private sector vacant dwellings returned to use/demolished as a direct result of LA action • NI156 Number of households living in Temporary Accommodation • NI 155 Number of affordable homes delivered (gross) 	<ul style="list-style-type: none"> • Complete Empty Homes Strategy in conjunction with other Council departments (July 2008) • Establish empty homes grants with Housing Advice nomination rights attached (July 2008) • Improve the database system for empty homes work throughout the Council incorporating new GIS system (March 2009) • Secure Partnerships in the Private Sector that reduce the current numbers of empty homes and minimise the risk of increasing numbers of empty homes (October 2008) • Secure reoccupation linked to homelessness and affordable housing needs and targets (March 2009) • Review success of Empty Homes Strategy quantitatively and qualitatively (September 2009) 	<p>Director of Environment / Empty Homes Officer</p>
<p>Health and Wellbeing Plan Produce a health and wellbeing plan for the City Council</p>	<ul style="list-style-type: none"> • Corporate Health & Wellbeing plan approved • Council's contribution to Preston's key health improvement issues incorporated in the plan • Core health improvement issues for the Council as an employer incorporated in the plan • Enhanced working with PCT and resource pooling • Enhanced Member understanding of the Council's role in improving public health • Key health indices for the City improved 	<ul style="list-style-type: none"> • NI112 Under 18 Conception rate • NI119 Self-reported measure of people's overall health and wellbeing • NI120 All-age all cause mortality rate • NI123 Current 16+ smoking rate prevalence • NI137 Healthy life expectancy at age 65 	<ul style="list-style-type: none"> • Co-location / joint appointment actions with PCT completed (including Healthy City Coordinator) (May 2008) • Plan content and development approach determined in partnership with PCT and other key PSP partners (July 2008) • Draft plan produced (October 2008) • Plan approved and adopted (January 2009) 	<p>Director of Communities/ Chief Environmental Health Officer</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Improving Health and Wellbeing through sport and physical activity Improve health and reduce health inequalities through the development and integration of physical activity into everyday life across Preston</p>	<ul style="list-style-type: none"> • The year on year increase in obesity amongst children under 11 halted by 2012, in the context of a broader strategy to tackle obesity in the population as a whole • Increased take-up of sporting opportunities by adults and young people aged 16 and above from priority groups • Increased number of new participants • Increased number of health referrals • Increased number of adults participating in at least 30 minutes of moderate intensity sport and physical activity on 3 or more days per week on average over a year 	<ul style="list-style-type: none"> • NI10: Young peoples participation in positive activities • Number of participants that complete the MEND programme • Number of clients referred onto the Exercise Your Options Scheme • Number of new participants from priority wards • Number of participants achieving activity on 3 or more days per week 	<ul style="list-style-type: none"> • Deliver 5 MEND programmes (2008/09) • Support existing and new participants on Communities for Health scheme (Ongoing) • Support 300 new clients on Exercise Your Options (Ongoing) • Deliver Balance For Life Programme (Ongoing) • Recruit officer for Preston on Wheels (June 2008) • Deliver Preston on Wheels project (August 2008) • Work with Parks and Volunteer Walk Leaders to continue walking programme (Ongoing) 	Director of Communities/ Senior Physical Activity Officer
<p>Housing Renewal - Inner East Preston</p>	<ul style="list-style-type: none"> • A sustainable long term future for the City's private sector housing achieved through a comprehensive programme of renewal activity 	<ul style="list-style-type: none"> • SH07 Number of private sector vacant dwellings returned to use/demolished as a result of LA action • SH08 % Satisfaction with private sector housing • SH09 No of unfit properties made fit through HHSRS • SH10 No of dwellings brought up to Decent Homes Standard • SH11 No of dwellings brought up to Decent Homes Standard - vulnerable occupants • SH12 No of private rented households brought up to standard • SH13 No of energy efficiency improvements all dwellings 	The key milestones highlighted will underpin the strategic project plan currently in preparation for consultation and adoption. The start dates will be determined upon resolution of current budget and delivery discussions <ul style="list-style-type: none"> • Housing Renewal • Environmental improvements • Business Involvement • Project delivery processes 	Director of Development/ Area Renewal Team Leader



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Worklessness and Enterprise Design and implement a three year programme of activities designed to decrease worklessness and boost enterprise, particularly in the most deprived wards of the borough</p>	<ul style="list-style-type: none"> • Well founded and evidence-based Worklessness and Enterprise policies developed • Well-targeted and bespoke set of interventions designed to reduce worklessness and increase all types of enterprise activities in Preston • Higher levels of performance in addressing worklessness than key Lancashire comparators • Intervention rates for individuals affected by Worklessness increased 	<ul style="list-style-type: none"> • NI117 16 - 18 year olds who are not in education, training or employment (NEET) • NI151 Overall employment rate • NI163 Working age population qualified to Level 2 or higher • NI165 Working age population qualified to at least Level 4 or higher • NI166 Average earnings of employees in the area • NI171 VAT registration rate 	<ul style="list-style-type: none"> • Commission external research on Worklessness & Enterprise priorities (April 2008) • Bid for additional NWDA resources on Worklessness (June 2008) • Commission additional Worklessness & Enterprise activities based on external research (July 2008) • Begin operation of new activities (by September 2008) • Review Preston Enterprise agenda in Lancashire context (by December 2008) • Review first year of WNF operation (March/April 2009) 	<p>Director of Development / AD (Regeneration and Property Services)</p>



clean, green city programme

“Preston will be a city that our citizens and visitors will see as a clean, sustainable environment, with clean streets and high quality, well-maintained public and open spaces. We will have reduced our need for landfill and developed high recycling rates”

FOCUS Reducing landfill, cleaner streets and well-maintained public and open spaces

Context:

- Preston covers an area of 14,222 hectares which is a mix of urban and rural. Approximately 80% of the area is rural but around 90% of the population lives in the urban centre
- There are 1,250 litter bins in the city
- 1,546,168 bins were emptied in 2007/08 and there were over 3,000,000 collections
- The Council looks after six major parks, three of which are Grade Two listed, and 54 children's playgrounds
- The city's parks cover over 550 hectares

Key achievements in 2007/08:

- 5584 school pupils received litter education
- Launched the 'Park it in Neutral' scheme – an ambitious and innovative scheme to help us offset carbon emissions. KPMG were the first company to fund environmental CO2 reducing projects on Moor Park in March 2008
- Planted over 300 replacement trees and 50 new trees in partnership with Impact Neighbourhood Management
- Purchased a specialist graffiti removal vehicle and launched graffiti line to simplify requests for service
- Organised 4 anti litter education campaigns
- Enforcement actions 684 formal actions 956 informal actions
- Provided four Neighbourhood Environmental Action Teams (NEAT) which have been well received and are tapping into community engagement through the Area Forums. NEAT have now also taken on responsibility for the graffiti removal issues facing the city
- Introduced a successful city centre business waste recycling trial scheme with 92 customers recruited in 2007/08. This scheme will be expanded in 2008/09
- Renovated Fishwick Recreation Ground with £1.5m of external funding and secured our fourth prestigious Green Flag Award
- Development of the Green Space Fund
- Expanded the Preston in Bloom initiative to communities in Ribbleton and Ingol

Performance Measures:

- **NI186** Per capita CO2 emissions in the LA area
- **NI87** Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating
- **NI188** Adapting to climate change
- **NI191** Reduce residual household waste per head of population to 400Kg
- **NI192** Household waste recycled and composted
- **NI195** Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
- **NI196** Improved street and environmental cleanliness – fly tipping



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>The Cleanest City in the North West Using education, enforcement and operational resources to make measurable progress towards being the cleanest city in the North West</p>	<ul style="list-style-type: none"> • Education – Increased awareness of the anti litter message • Enforcement – New powers under the Cleaner Neighbourhood and Environment Act used to increase number of formal and informal waste enforcement actions taken • Operational – maximised effectiveness of operational resources through monitoring and revising the allocation of operational resources based on cleanliness standards • Graffiti –Effectiveness of the graffiti removal resources maximised 	<ul style="list-style-type: none"> • NI195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) • NI196 Improved street and environmental cleanliness – fly tipping • Number of enforcement actions (Indicators CL03 and CL04) • Number of litter education campaign, clean up's and school visits (indicators CL05, CL06 and CL07) 	<ul style="list-style-type: none"> • Back 'Street Clean Up' campaign including enforcement action (Ongoing) • Implement graffiti removal vehicle and promote GraffitiLine (Ongoing) • Provision of Neighbourhood Environment Action Teams in Neighbourhood Management areas (April 2008) • Reallocation of resources to create Environmental Actions Teams to carry out area based work (Ongoing) • Anti-litter awareness raising, campaigns, clean up's and school visits (Ongoing) • Utilise Neighbourhood Services staff including park wardens for the issuing of litter fixed penalty notices (Ongoing) 	<p>Assistant Director Neighbourhood Services / Head of Clean Environment</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Increased Recycling and Composting</p> <p>Increase the total amount of waste recycled and composted to 36%</p> <p>Increasing the recycling and composting of waste by: Extending the inner area food waste collection service; Increasing participation in existing recycling services; Extending the provision of trade waste recycling services</p>	<ul style="list-style-type: none"> • Food waste service extended to a further 7,000 plus inner city homes • Number of trade waste recycling customers increased by 20% • Increased recycling participation 	<ul style="list-style-type: none"> • NI191 Reduce Residual Household Waste per head of population to 400Kg • NI192 Total percentage of household waste recycled and composted 36% for 2008/09 • WM06 Number of missed bin collections • WM04 Cost of waste collections per household 	<p>Food Waste Scheme</p> <ul style="list-style-type: none"> • Food waste procurement of equipment (June 2008) • Agree treatment SLA with LCC (April 2008) • Prepare operational and round information (April 2008) • Inform residents and deliver storage bins (May 2008) • Commence service (May 2008) <p>Increasing Trade Waste Recycling</p> <ul style="list-style-type: none"> • Marketing & promotion of existing service (Ongoing) • Development of new services as market requires (September 2008) <p>Increasing participation in Recycling services</p> <ul style="list-style-type: none"> • Engagement, promotion and marketing of service (Ongoing) • Communication, Home visits and if necessary enforcement (Ongoing) 	<p>Assistant Director Head of Neighbourhood Services / Head of Waste Management</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Protect, enhance and expand our parks and open spaces</p> <p>To improve the quality of parks, playgrounds, open spaces and other green/landscaped areas within the city through various initiatives e.g. Green Flag, Park Force, Green Space Fund</p>	<ul style="list-style-type: none"> • Retained green flag standards for current awards • Increased number of Green Flag Awards • Developed pride and ownership of parks and open spaces within communities • Improved safety and quality of open spaces • Nature conservation areas protected and enhanced • Supported and developed 'Preston in Bloom' • Raised profile of service and staff skill development through RHS Flower Show and other events • 100% of all dangerous memorials in the Cemetery made safe • Improved facilities in rural areas • Park bye-laws enforced • The Green Space Fund developed • The Park Force agenda developed (increased site presence, volunteer Ranger service, increased events and activities programme) • Environmental education programme delivered across the City through Ranger service 	<ul style="list-style-type: none"> • POS01: Satisfaction with parks and open spaces increased by 5% to 78% by 2008 • POS02: Parks achieving Green Flag standards • Playgrounds meeting Preston standard • % of memorials made safe • Number of ranger led education sessions and events • Number of LNR designations • Proportion of investment in Parks and open space received from external funding 	<ul style="list-style-type: none"> • Green Flag inspections for Grange, Haslam, Fishwick cluster, Avenham and Miller parks (May 2008) • Preparations for 2009 Green Flag, sites to be confirmed (September 2008) • Launch of Green Space Fund (May 2008) • Implementation of park bye-laws (March 2009) • Delivery of management plans for Local Nature Reserves (LNR) • Development of matrix of park improvement projects (May 2008) 	<p>Director of Environment / Head of Parks and Open Spaces</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Tackling Climate Change Working through an action plan developed, with support from the Energy Trust, to improve the Council's carbon footprint and use it's convening role with partners to help influence their carbon footprints</p>	<ul style="list-style-type: none"> To improve the Council's performance in relation to sustainable energy (in its wider sense) and transport 	<ul style="list-style-type: none"> NI185 CO2 reduction from local authority operations NI186 Per capita reduction in CO2 emissions in the LA area NI188 Adapting to climate change NI189 Flood and coastal erosion risk management NI194 Air quality - % reduction in NOx and primary PM10 emissions through local authority's estate and operations. NI197 Improved local biodiversity - proportion of local sites where positive conservation management has been or is being implemented 	<ul style="list-style-type: none"> Set targets and timescales for energy in own estate (June 2008) Use Nottingham declaration (June 2008) Encourage invest to save opportunities (April 2008) Have broader energy training and targeted training for officers (September 2008) Make changes to planning policy (April 2011) Continue further work on 'Park it in Neutral' and 'Project Pay Back' studies (July 2008) Carry out energy conservation audit, develop energy policy and raise awareness throughout the council (April 2008) Ensure procurement of electrical good and vehicles reflects energy efficiency issues (March 2008) Raise awareness amongst staff - Green Transport Plan and carbon footprint (Ongoing) Engage with Lancashire County Council to influence the increased use of public transport (By 2012) Engage with other authorities and partners to help reduce CO2 emissions (Ongoing) 	<p>Director of Environment/ Building Services Manager</p>



safe city programme

As a district council Preston will deliver safe environments for local communities, and work through partnerships and community engagement, as a well-informed community leader, to promote the safety and well-being of our citizens

FOCUS

Delivering the actions set out in the Community Safety Strategy and compliance with Section 17 (Crime and Disorder Act 1998) re: mainstreaming community safety issues. Emergency planning and participation in the new Local Resilience Forum

Context:

- Preston's crime profile is similar to that of other urban areas
- In the two years up to 2006, crime overall has dropped by 2% in Preston, with vehicle crime down by 45%, burglary by 26% and the number of robberies down by 21%. But there is still work to do to ensure that residents feel safe in their neighbourhoods
- Preston's community safety partnership is jointly led by Preston City Council, Lancashire County Council, the Central Division of Lancashire Constabulary, Lancashire Police Authority, Preston Primary Care Trust and Lancashire Fire Authority
- The partnership's priorities include tackling youth issues, anti-social behaviour, violent crime, substance misuse, city centre crime, prolific and priority offenders, and to address mainstreaming of community safety provision

Key Achievements in 2007/08:

- The percentage of households participating in environmental and community programmes has risen to 95% - 190% of target
- 73% of households are participating in renewal programmes
- 'Partnership Action Weeks' have been introduced to focus the resources of the Council and partners on tackling litter, graffiti and other types of anti social behaviour across Preston
- Promoted sports and physical activity opportunities to divert young people from anti-social behaviour. For example, through the provision of new community sports coaches in Fishwick and St Matthew's; improved recreation zones; the introduction of a climbing wall at West View; and by secured external funding for street dancers, a boxing coach and a climbing officer
- Taken the lead on the creation of a Multi Agency Problem Solving (MAPS) Team to co-ordinate community safety activity across the city
- A national Invest to Save bid for the introduction of a restorative justice centre and a peer panel designed to address low level crime and anti-social behaviour
- The establishment of a taxi stewarding initiative
- A £200,000 scheme has been completed to improve the appearance of the cemetery and increase community safety. Crime has been cut in half by closing a number of potentially dangerous monuments and headstones have also been repaired
- Achievement of a Park Mark award for Avenham car park following a scheme to improve security
- Development of Preston's first purpose-built skate park on Ribbleton Park

Performance measures:

- **NI15** Serious violent crime rate
- **NI16** Serious acquisitive crime rate
- **NI17** Perceptions of anti-social behaviour
- **NI35** Building resilience to violent extremism
- **NI41** Perceptions of drunk or rowdy behaviour as a problem
- **NI42** Perceptions of drug use or drug dealing as a problem
- **NI110** Young people's participation in positive activities



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Crime and Disorder Reduction Partnership – Hallmarks of effective practice</p> <p>As a result of a review of the Crime & Disorder Act, 6 Hallmarks of effective practice have been released. During a recent review of the CDRP (in March 08) the Home Office used these hallmarks to assess the partnership. The project aims to track the progress of implementation of the recommendations expected from the Home Office</p>	<ul style="list-style-type: none"> • Improved direction of travel on community safety indicators & targets • Improved partner satisfaction • Improved public perception (measured by place survey) 	<ul style="list-style-type: none"> • NI21 Dealing with local concerns about anti-social behaviour and crime by the local council • NI27 Understanding of local concerns about anti-social behaviour and crime by the local council and police • NI41 Perceptions of drunk or rowdy behaviour as a problem • NI42 Perceptions of drug use or drug dealing as a problem 	<ul style="list-style-type: none"> • Recommendations received from Home Office (April 2008) • Action Plan agreed at CSEG (May 2008) 	<p>Director of Communities / Community Safety Manager</p>
<p>Improving Community Safety – Mainstreaming of Council's S.17 crime and disorder responsibilities.</p> <p>A mapping and development programme has been implemented which will require all departments to assess their current level of community safety activity, seek to make improvements in these levels and to ensure that Service Delivery Plans document the activities</p>	<ul style="list-style-type: none"> • Community Safety work embedded into all the day to day functions of all sections of the council • Improved understanding of staff regarding their roles and responsibilities to community safety • A more transparent measure of how the council is fulfilling its responsibilities through Service Delivery Plans 	<ul style="list-style-type: none"> • Successful completion of a S.17 mapping exercise across all sections of the council • An improved number of Service Plans modified to address S.17 responsibilities with the inclusion of KSO's where appropriate • Training needs identified and addressed • Improved partner satisfaction • Improved public perception (measured by place survey) 	<ul style="list-style-type: none"> • Review current position (June 2008) • Recognise good practice and identify gaps (July 2008) • Devise & implement action plans to address gaps (August 2008) • Train staff (September 2008) 	<p>Director of Communities / Community Safety Manager</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Diversionary activities through sport and physical activity</p> <p>Using sport and physical activity, the council will be in a position to provide a menu of opportunities to young people who are at risk or are currently causing anti-social behaviour or criminal damage. These schemes/projects will not only engage young people, but it will help reduce anti-social behaviour or the fear of anti-social behaviour</p>	<ul style="list-style-type: none"> • Menu of sports and physical activities produced • External funds to increase and improve menu of activities secured • Capacity built within the community through training and improvements to facilities • Sustainable sport and physical activity programmes created • Sustainable partnerships built with the voluntary, statutory and commercial sectors • Community role models created within sports structures • Innovative opportunities to engage hard to reach groups 	<ul style="list-style-type: none"> • NI17 Perceptions of anti-social behaviour • NI41 Perceptions of drunk or rowdy behaviour as a problem • NI42 Perceptions of drug use or drug dealing as a problem • NI110 Young people's participation in positive activities • Criminal Damage as a proxy for anti-Social Behaviour • Number of visits to activities • Number of trained community volunteers • Number of Press releases published 	<ul style="list-style-type: none"> • Secure external funding for programmes (June 2008) • Develop yearly programme – Streetwise/Climbing (June 2008) • Training of community volunteers (December 2008) • New/Improvements to Community Sports Facilities (March 2009) • Holiday provision – Hotspot times for Police problems (December 2008) • Sustainability of schemes (March 2009) 	<p>Director of Communities/ Sports Development Manager</p>



connecting with communities programme

All sections of the community will feel they have a voice through strong democratic representation, elected members who are effective community leaders at all levels, accessible comprehensive information about services and the city, opportunities for individuals and communities (of place and interest) to be consulted and to influence, negotiate priorities and make service delivery decisions in some services. Streamlined partnership arrangements would avoid duplication and confusion

FOCUS Developing appropriate and effective communication and participation mechanisms; empowering communities using a variety of tools and approaches; developing our listening capacity

Context:

- Preston has five area forums, Eastern, Central, Northern, Western and Rural which each meet 5 times a year
- Each forum has a grant fund of £10,000 which can be used to support community groups in small funding allocations.
- The city has over 95,000 registered electors
- 14.49% of the city's population is of minority ethnic origin

Key Achievements in 2007/08:

- The number of pupils visiting museums and galleries as part of a school event is over 2,200 and well above target
- The Parkforce project has increased the uniformed presence in our parks
- Citizenzone has been launched – a multi-purpose mobile unit to provide local residents with access to the internet, services from a range of partners and training opportunities
- Development of our neighbourhood engagement agenda with partners on the Preston Strategic Partnership, through a neighbourhood working strategy and two neighbourhood working pilots

- The newly established area forum partner action groups have been successful in gaining funding to help fund solutions to some of the local issues raised through the forums – such as the purchase of mobile speed indicators or to pay for resurfacing of pedestrian walkways to improve safety
- Four Neighbourhood Management schemes are now operating – One Voice, Unity FM, IMPACT and Pr1me Focus
- A review of the community strategy has been completed to better reflect joint priorities for Preston over the next five years
- Continuation of the school based area forums to enable better engagement with young people

Performance measures:

- **NI1** % of people who believe people from different backgrounds get on well together in their local area
- **NI4** % of people who feel they can influence decisions in their locality
- **CE01** % of attendees at Area Forums from a BME background
- **CE03** % of area forum respondents who felt they had their say
- **CE04** % of respondents who felt action had been taken



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Neighbourhood Arrangements To develop a Preston wide approach to both neighbourhood management and a variety of neighbourhood arrangements and respond to developing national neighbourhood agenda</p>	<ul style="list-style-type: none"> • A Preston wide approach to neighbourhood arrangements that minimises duplication and maximises engagement with neighbourhoods 	<ul style="list-style-type: none"> • NI1 % of people who feel that they can influence decisions in their locality. • NI2 % of people who feel that they belong to their neighbourhood. • NI4 No. of people who feel that they can influence decisions in their locality. • CE03 % of Area Forum respondents who felt they had their say • CE04 % of Area Forum respondents who felt that action had been taken 	<ul style="list-style-type: none"> • Produce an evaluation report on findings of neighbourhood working pilots. Report to PSP Executive on findings and recommendations (August 2008) • Support and strengthen role of Members to be local champions and to develop infrastructure to support the use of tools such as Community Call to Action and Scrutiny (to March 2011) • Undertake a review of current Area Forum structure to ensure process is fit for purpose (November 2008) • Once the level of Area Based Grant is confirmed new projects will be identified to further develop the approach to Neighbourhood Management (including consideration of the duty to involve). These projects will build on the evaluation of existing pilot arrangements (Jan 2009) 	<p>Director of Community Services / Area Forum Manager</p>



sharper, smarter services programme

The council will be a customer-focused organisation which provides efficient and effective value for money services. Services will be available via the phone, the web and face-to-face. Services will operate in a joined-up way, and will strive for continuous improvement

FOCUS

Drive for delivery, innovation, empowerment, efficiency, benchmarking services and costs, modernising, collaboration, accreditation, market testing

Context:

- Preston is committed to continually improving the quality, effectiveness and efficiency of its service delivery. The council will take a rigorous approach to service transformation and value for money, to ensure that its ambitions are met
- The Contact Centre has been established as the main point of contact for Preston City Council's customers and on average deals with 7,500 visitors and takes over 21,000 calls each month
- The planning service deals with more than 1,200 applications each year
- The Guild Hall has more than 300,000 visitors each year
- There were more than 87,000 enquiries to the Tourist Information Centre in 2007/08

Key Achievements in 2007/08:

- Nearly 90% of planning applications are determined within industry defined timescales
- Our priority in this programme area has been around developing a new approach to judging whether we are providing the best Value for Money (VfM) services. We have worked with APSE to pilot the approach with member review panels. Overall the majority of services reviewed have been consistently above the minimum requirements, generally evidencing VfM well and able to show outcomes that demonstrate continual improvement
- Worked to improve the contact centre to ensure an efficient point of contact for Preston residents
- The Sports Development Team scored top marks in the national QUEST awards
- Legal Services maintained the Lexcel quality mark for the second year running
- Our Communications Team collected three gold medals at the local government communications awards ceremony
- An officer from our revenues team was awarded council worker of the year at the local government channel awards for the inclusion category
- Our Benefit's Fraud Team won a national award after identifying over £300,000 fraudulently claimed benefit last year
- Building Control renewed its Charter Mark award which recognises excellence in customer service
- We received a top national award for our imaginative approach to tackling the problem of noisy neighbours. Our approach has helped to achieve reductions in the number of noise complaints at a time when they are on the increase nationally

Performance measures:

- **NI14** Avoidable contact: The average number, of customer contacts per received customer request
- **NI179** Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial years
- **ST02** Total number of users of the Council's website
- **ST06** Customer satisfaction with contact centre
- **ST07** % of abandoned calls
- **ST10** Achieving level 4 VfM in use of resources.
- **RB05** % of council tax payers using direct debit



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Service Transformation Project An umbrella term to describe a series of projects with an overall objective of improving customer access channels with the benefit of increasing efficiency, productivity and saving money</p>	<ul style="list-style-type: none"> • Customers benefitting from simple, streamlined accessible and convenient services • A Staff focus on a strong culture of service delivery via web, telephone and face to face 	<ul style="list-style-type: none"> • NI14 Reducing avoidable contact • NI179 Achieving Gershon efficiency gains 	<ul style="list-style-type: none"> • Identify lead officers for each project key dates (Ongoing) • Establish a prioritised programme of projects around services for BPR/1 and transactions to be web enabled (Ongoing) 	<p>e-programme board / Assistant Director Service Transformation</p>
<p>Service Transformation - Business Process Improvement through better use of Customer Relationship Management software To support the effective deployment of the CRM system through re-engineered and improved business processes that place the customer at the heart of service delivery</p>	<ul style="list-style-type: none"> • A fully operational CRM, with back office and contact centre procedures improved for council tax, benefits and cleansing 	<ul style="list-style-type: none"> • ST05 % of repeat or unavoidable calls • ST06 Customer satisfaction with contact centre • ST07 % of Abandoned call rate • ST08 Contact handling minutes per channel • ST09 Cost per contact minute • ST10 Achieving level 4 VfM for Use of Resources • RB05 % of council tax payers using direct debit 	<ul style="list-style-type: none"> • Agree shared action plan (April 2008) • Map out current processes for priority services for improvement: (July 2008) <ul style="list-style-type: none"> • Council tax • Benefits • Cleansing • Work with relevant service departments to re-engineer/improve processes before integration with CRM (Ongoing) • Identify and implement other business improvements (Ongoing) • Work with ICT as required towards deploying "live" CRM with "fit for purpose" LLPG and re-engineered processes (Ongoing) • Plan launch for contact centre staff including relevant training (November 2008) 	<p>e-programme board / Head of Policy & Performance Improvement</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Service Transformation - Redevelop website Redesign and refresh of the council's website</p>	<ul style="list-style-type: none"> • A new look web site with better functionality making it easier for customers to use and providing a better platform for future development • Improved customer satisfaction, providing a 24/7 service, delivering efficiencies for the benefit of the customer 	<ul style="list-style-type: none"> • ST02 Total number of users of the councils web site • ST03 Total number of hits to the councils web site • ST04 % users satisfied with the web site • ST10 Helping to achieve level 4 in the value for money element of the Use of Resources 	<ul style="list-style-type: none"> • Appointment of web assistant (June 2008) • Establishing a user group and Directorate web champions (June 2008) • Focus groups with users, including people with disabilities (May 2008) • Specification of requirements for new design (May 2008) • Procurement and selection (July 2008) • Content, forms, images and document audit (September 2008) • Content standards for new web site (October 2008) • Content migration (November 2008) • Go live – marketing and promotion (December 2008) 	<p>e-programme board / Head of Communications</p>



well run council programme

The council will be a highly efficient and effective corporate unit at both member and officer level, with strategies and policies which ensure service improvement and value for money. We will maintain a clear constitution and robust procedures to ensure transparency, openness and accountability. And we will operate effectively within partnership in the community leadership role.

FOCUS

Corporate governance; evidence based decision-making; member development; management development; a focus on our people; team-working, corporate systems; area profiling; document management; e-government; GIS; Procurement.

Context:

- Preston is a 'good' council and aims to be rated an excellent "4 star" authority when it is next assessed by the Audit Commission through the Comprehensive Performance Assessment
- Preston City Council is a key partner in the Lancashire Local Area Agreement
- The council employs approximately 1,600 members of staff
- The council has installed modern, scalable, integrated and secure ICT platforms and systems which will be developed to ensure seamless and efficient service delivery

Key Achievements in 2007/08:

- 88% of internal ICT queries are resolved within predefined timescales
- The council has procured its new GIS solution Cadcorp
- We are making good progress towards achievement of level 3 of the Equality Standard and we have introduced a 'fairness and equality' in procurement policy
- We continue to proactively support the development of the pan Lancashire Local Area Agreement (LAA) through the blocks and active participation on the performance group and various task and finish groups to resolve how the new model LAA might be implemented in the two tier area

Performance measures:

- **ST02** % of LAA measures for which Council is responsible performing on or above target
- **CE05** % of targets in Community Strategy (annual) Action Plan on or above target
- **NI3** Civic participation in the local area
- **NI5** Overall/general satisfaction with local area
- **HR12** Number of working days/shifts lost to sickness absence
- Percentage of corporate spend aggregated through corporate framework agreements and corporate contracts
- % of milestone activities in the Preston procurement strategy 2008/11 completed
- Percentage of milestone activities completed in the National Procurement Strategy for Local Government



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Geographical Information System (GIS) Replacement To replace the current corporate GIS product (DataMap) and provide the council with a fit for purpose GIS that is capable and future proof for the next 5-10 years</p>	<ul style="list-style-type: none"> Standardised corporate GIS platform, user configuration and operational / administrative procedures Integrated with 3rd party software applications 	<ul style="list-style-type: none"> Successful transfer of GIS and Local Land Property Gazetteer (LLPG) information to the new system Market leading mapping system procured Successful implementation (by May 2008) 	<ul style="list-style-type: none"> Implementation (May 2008) Desktop GIS Go Live (June 2008) Browser GIS integrated with Council website refresh (December 2008) 	<p>Director Finance & Business Services / ICT Development Officer</p>
<p>Effective procurement – smarter procurement Implementation of the 2008/11 Corporate procurement strategy</p>	<ul style="list-style-type: none"> Standard/structured procurement processes across PCC Compliance with corporate procedures for procurement Maximum use of electronic ordering, receipting, invoicing and payment through the council's financial management system Standard, co-ordinated procure to pay process Reduction in procurement process times Better informed/equipped workforce to deal with procurement issues 	<ul style="list-style-type: none"> % of milestone activities in the Preston procurement strategy 2008/11 completed Increased use of e-procurement techniques Reduced cost of tendering, ordering & invoice processing Efficiency savings Percentage of milestone activities completed in the National Procurement Strategy for Local Government Percentage of corporate spend aggregated through corporate framework agreements and corporate contracts 	<ul style="list-style-type: none"> Develop a Sustainable procurement tool kit for buyers (March 2009) Implement a new contract for the supply of postal services (May 2008) Examine our current spend profile and develop a work plan aimed at delivering saving required by CSR07 (August 2008) Introduce standard documentation and processes for procurement that are consistent with those used throughout the region (September 2008) Implement a standard procurement categorisation for the items and services we buy (July 2008) Increase the number of orders placed electronically to 80% (March 2009) Complete the Procurement Strategy progress report for 2008-09 and issue a new delivery plan for 2009-10 (April 2009) 	<p>Director of Environment / Procurement Manager</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Equality standard for local government Achieve level 3 of the Equality Standard for Local Government</p>	<ul style="list-style-type: none"> • Level 3 of the equality standard for local government achieved and externally validated • Council's statutory duties to promote race, gender and disability equality satisfied 	<ul style="list-style-type: none"> • HR09 Equality Standard 	<ul style="list-style-type: none"> • Monitor effect and implementation of actions (Ongoing) • Measure progress & revise action plan (Ongoing) • Arrange agreed external assessment at level 3 (January 2009) 	<p>Director of Communities / HR Advisor</p>
<p>Implement the new performance framework To implement the new national performance framework which incorporates the national indicator set, new model LAA and Comprehensive Area Assessment (CAA)</p>	<p>The council will:</p> <ul style="list-style-type: none"> • Be able to report performance against the new national indicator set; • Be signed up to and delivering against the new model LAA; and • Provide the Audit Commission with information to inform its evaluation of the council for the CAA regime 	<p>The effectiveness will be judged through the annual Direction of Travel and Use of Resources audits and can be further evaluated through:</p> <ul style="list-style-type: none"> • ST01 % of corporate PIs collected quarterly, within or above target tolerance ranges • ST02 % of LAA measures, for which council is responsible, performing on or above target 	<ul style="list-style-type: none"> • Review current BVPIs and local indicators alongside new NI set (April 2008) • Establish revised set of indicators for all departments and set up P+ for monitoring (June 2008) • Support implementation of new model LAA and ensure data collection systems are in place and that data is captured through P+ (September 2008) • Revise quarterly performance reports to incorporate new NI set and to monitor LAA indicators (July 2008) • Update council's PMF to reflect new framework (March 2009) • Keep updated with CAA as it develops (Ongoing) 	<p>Director of Finance and Business Services / Head of Policy and Performance Improvement</p>



PROJECT NAME AND DESCRIPTION	PROJECT OUTCOMES EXPECTED	IMPACT / SUCCESS MEASURES	KEY MILESTONES	PROJECT SPONSOR / LEAD OFFICER
<p>Team Lancashire A project to ensure that the 15 councils in the sub regional improvement and efficiency partnership ‘work better together’ to help deliver solutions to many of the problems facing Lancashire and to provide high quality, accessible, cost effective and joined up public services. The focus is on improvement and efficiency</p>	<p>At this stage it is very difficult to estimate the exact outcomes as it is early days for the partnership but they will focus around:</p> <ul style="list-style-type: none"> • Contributions from specific projects to the delivery targets set out in the LAA • A positive impact for two tier working in Lancashire and the impact this will have on the CAA • No council in Lancashire to be below Equality Standard level 3 • Identifiable annual efficiency gains • Creation of a procurement hub generating efficiencies of at least 10 times the investment in the cost of the hub 	<ul style="list-style-type: none"> • NI179 Efficiency gains • ST01 % of LAA Measures for which the Council is responsible performing on or above target. • ST11 Improve user satisfaction with the council • HR09 Equality Standard level 3 	<ul style="list-style-type: none"> • Leaders and Chief Executives to agree the spending plan supporting the strategy • Leaders and Chief Executives to appoint a secretariat/ Programme Office • Specific projects to be developed during the year and – these are likely to cover: <ul style="list-style-type: none"> • Establishing a BPR resource and supporting existing BPR teams/resources • Operational and investment asset review • Shared services • Raising and maintaining performance standards • Action learning • Supporting county wide professional networks • Workforce planning in hard to recruit professions • Community cohesion • Member development • Economic development – sub regional review • Supporting cluster working to help tackle – health, adult and children issues and promote neighbourhood working <p>The council will evaluate each project area and make strategic decisions regarding the extent of involvement based on a business case approach</p>	<p>e-programme Board/Chief Executive</p>

Financing the targets



The Medium Term Financial Strategy of the council is to maximise available resources both capital and revenue to meet the authority's vision, corporate priorities and programmes.

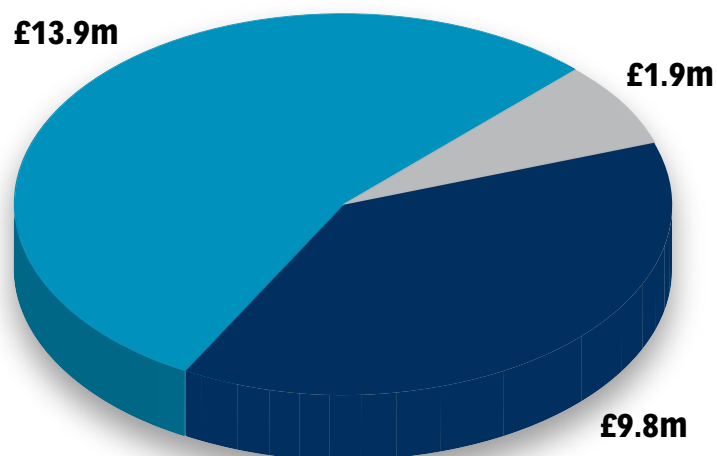
Specifically:

- The council will work with its partners to obtain appropriate external funding that enables the achievement of corporate priorities and programmes
- In addition the council will ensure that resources are available to meet its statutory obligations
- In compiling any expenditure budget or programme the council will seek to demonstrate that Value for Money is obtained and stretching targets will be incorporated for both efficiency and economy
- Where appropriate charges are made for services, the levels of charges will be in accordance with the council's charging policy seeking to minimise the cost to local taxpayers
- The council will ensure it maintains a prudent level of reserves in line with best practice and relevant guidelines
- Councils are targeted with making efficiency savings and £1.028m has been built into the 2008/09 budget. The council will endeavour to meet and improve upon these savings without adversely impacting front line delivery of services to the public

Expenditure is grouped together under service areas.

	2008/09
Service Area	Gross Expenditure £'000
Central Services Council management, member representation and management, council tax and business rates collection, elections, emergency planning and local land charges	19,789
Cultural Services Cultural and heritage, recreation and sport, open spaces and tourism	12,435
Environmental Services Cemetery and crematorium, environmental health, community safety including CCTV, street cleansing, waste collection and licensing	10,043
Housing Services Housing advice, neighbourhood renewal, housing benefits administration and payments, and travellers' site	34,800
Highways, Roads and Transport Highways, winter maintenance, traffic management, car parking, subsidised bus travel scheme and Riversway dock operation	8,821
Planning and development Building control, planning, economic development, community development, property services and retail markets	9,473
Preston Works Other external repairs and maintenance	859
Other Including the reversal of charges to the above services for the use of assets	4,840
	101,060
Less income	-73,887
Total spending on services	27,173
Use of balances	-1,600
Preston City Council's budget requirement	25,573

The chart below represents how the net spend is funded:



The table below contains the latest capital estimates of the authority:

CAPITAL PROGRAMME	ESTIMATE 2008/09 £000
Development Directorate	4,155
Environment Directorate	1,211
Communities Directorate	554
Finance & Business Services Directorate	409
Total Capital Expenditure	6,329
Capital Grants from Central Government	2,504
Other Grants and contributions from other sources	693
Use of capital receipts	2,880
Borrowing	172
Contribution from reserves	80
Total Resources to be used to finance capital expenditure	6,329

The council will ensure any borrowing for capital purposes is carried out within its prudential guidelines.

The council will identify any significant risks to its Medium Term Financial Strategy and work to minimise them where possible and will ensure the robustness of its forecast via a regular and timely comprehensive monitoring framework.

approach to

value for money and continuous improvement

The council is committed to being a customer focused organisation which provides efficient and effective Value for Money services. This won't happen by chance and it requires an effective approach to performance management which fosters an understanding of what customers want and expect; clear targets to aim for; the resources to do the job; and effective monitoring and evaluation. The diagram shows our Performance Management Framework and the cycle of planning activity throughout the year. As part of this framework we have developed an effective approach to testing Value for Money which is based on recognised best practice elsewhere. This approach allows us to effectively demonstrate whether or not services are delivering VfM. It is clearly embedded into service plans and is a key element of our approach to delivering continuous improvement.

During 2007/08 fifteen service areas were reviewed by Member Review Panels and the review programme will be completed during the remainder of 2008. The Panels assessed their VfM arrangements as follows:

Well above the minimum requirement – strongly evidencing Value for Money and using outcomes to deliver continuous improvement.

ICT
Horticultural Services

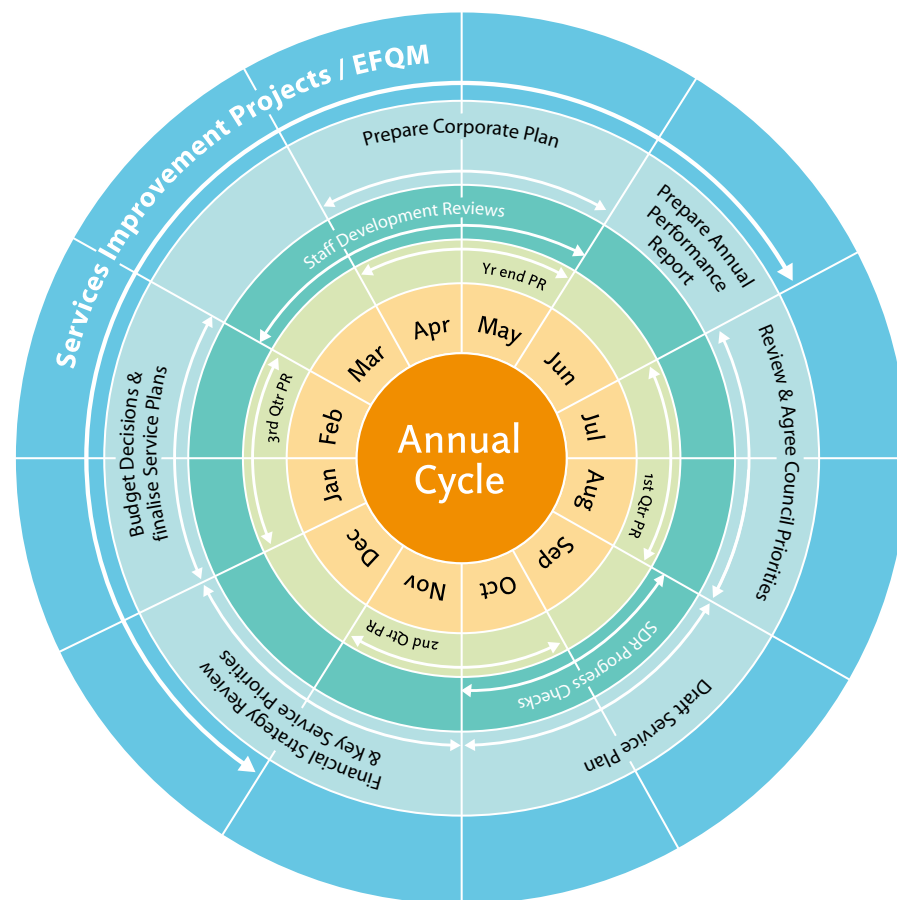
Consistently above the minimum requirement – generally evidencing VfM and able to show outcomes deliver continuous improvement

Licensing
Electoral Services
Policy, Communications and Performance
Arts & Heritage
Waste Management
Revenues and Benefits
Legal Services
Economic Regeneration
Building Control
Sport and Recreation
Environmental Health

Above the minimum requirement – adequate evidence in respect of VfM and some examples that outcomes deliver continuous improvement – opportunities exist to improve further

Property and Engineering
Clean Environment Services

For each service area the Review Panels identified recommendations and actions for improvement which will be picked up in Service Delivery Plans with progress monitored by Members.



End of Year Report

In addition to our own internal approach and assessment each year we are independently assessed on our 'Use of Resources' and the success with which we achieve and manage value for money improvements. In our most recent report the Audit Commission said that we were, overall, performing well.

Financial reporting	Performing well
Financial management	Adequate performance
Financial standing	Performing well
Internal control	Performing well
Value for money	Adequate performance

Statement on Contracts

Last year no contracts were awarded by the council which involved actual or potential transfer of staff. If there had been, we would have applied the requirements in the code of practice on workforce matters in local authority service contracts.



The Audit Commission commented that

“Preston City Council has made improvements in its services overall, including previously under performing services such as planning. It has worked to improve access to services both at a neighbourhood level and a range of activity that benefits the wider community has also been implemented for example improvement of local parks.”

glossary of terminology

AD	Assistant Director	LDF	Local Development Framework
APSE	Association of Public Sector Excellence	LES	Lancashire Economic Strategy
BPI	Business Process Improvement	LLPG	Local Land and Property Gazetteer
BPR	Business Process Reengineering	LNR	Local Nature Reserves
BVPI	Best Value Performance Indicator	LOCOG	London Organising Committee for the Olympic Games
CAA	Comprehensive Area Assessment	LSP	Local Strategic Partnership
CBD	Central Business District	MAA	Multi Area Agreement
CDC	City Development Company	MAPS	Multi Agency Problem Solving
CfC	Centre for Cities	MEND	Mind, Exercise, Nutrition... Do it!
CO2	Carbon Dioxide	NEAT	Neighbourhood Environmental Action Teams
CPA	Comprehensive Performance Assessment	NEET	Not in Education Employment or Training
CRDP	Crime and Disorder Reduction Partnership	NI	National Indicator
CRDP2	Crime and Disorder Reduction Partnership Version 2	NWDA	North West Development Agency
CRM	Customer Relationship Management	P+	Performance Plus
CSEG	Community Safety Executive Group	PCC	Preston City Council
CSR07	Comprehensive Spending Review 2007	PCT	Primary Care Trust
DCLG	Department for Communities and Local Government	PMF	Performance Management Framework
DHS	Decent Homes Standard	PSP	Preston Strategic Partnership
EFQM	European Foundation for Quality Management	RES	Regional Economic Strategy
EOI	Expression Of Interest	S.17	Section 17
ERDF	European Regional Development Fund	SDP	Service Delivery Plan
ERS	Economic Regional Strategy	SDR	Staff Development Review
GIS	Geographical Information System	SIP	Strategic Investment Plan
HHSRS	Housing Health and Safety Rating System	SLA	Service Level Agreement
HLF	Heritage Lottery Fund	SRB	Single Regeneration Budget
IPPR	Institute for Public Policy and Research	SRS	Sub Regional Strategy
KSO	Key Service Objective	UCLan	University of Central Lancashire
LA	Local Authority	VAT	Value Added Tax
LAA	Local Area Agreement	VfM	Value for Money
LCC	Lancashire County Council	WNF	Working Neighbourhood Fund

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