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Acknowledgements

The Preston Partnership and Towns Fund Board would like to thank everyone who has contributed to the development of the CIP and our Towns Fund investment programme. This includes our public, private, community and third sector partners, all those who submitted project ideas, and our team of strategic advisors. We would also like to thank all those who contribute images to this document including Micahel Porter, Preston City Council, UCLan, DCA and Wash Design.

As a Board we recognise that the publication of the CIP is only the first step in helping us to realise our shared vision for Preston, but it will not be the only step. As we set out a 15 year plan for the city we need to make sure that we continue to engage with partners, listen to new ideas and initiatives aligned with our vision and priorities, and ensure that the CIP continually evolves and can be supported by Towns Fund and other future funding opportunities.





This document was produced on behalf of Preston Partnership by Hatch and Optimised Environments.

Preston City Investment Plan
Stakeholder Engagement Plan

July 2020

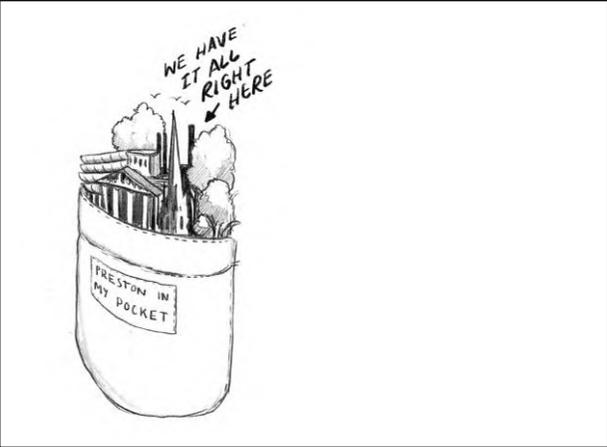
Preston City Investment Plan – Stakeholder Engagement Activity

December 2019 – July 2020

Date	Who	Objective & activity	Example insights
Dec 19 – Jan 2020	<p>'Outlier' stakeholder interviews 20 community representatives, chosen because of their ability to speak for a particular community of interest within Preston as well as from an individual perspective</p>	<p>Depth interviews held face to face / by phone to a Design Thinking-led discussion guide focused on exploring 'outcomes' people were seeking for themselves and for Preston</p>	<p>Preston is a city of sub-groups whose opinions and needs are often well-aligned but whose voices do not always get heard by the broader group</p> <p>Key strengths – large areas of green space, architectural assets that demonstrate Preston's extended history, the geographical centre of the UK with a road and rail network to match, educational ecosystem from primary to post-grad that is embedded in to the past, present and future of the city.</p> <p>"We're a Priest town, we're post-industrial Lancashire, we're a Dickensian stereotype (Hard Times), we're a Georgian masterpiece, we're the proud owner of Europe's largest bus station"</p>
Jan - July	<p>Preston Partnership and Towns Fund Board plus Task and Finish Group</p> <p>Over 30 one to one bilateral consultations</p> <p>31 Individuals / groups putting forward project ideas for inclusion within the Towns Fund bid.</p>	<p>Review progress, agree vision, strategic objectives and key investment priorities, agree proposed investments to be taken forward for Towns Fund investment</p> <p>Stakeholders selected to represent full range of organisations and interests on the Board, plus wider networks representing community, businesses and public sector partners</p> <p>Series of one to one meetings with public, private and third sector organisations within Preston to gauge the need for investment and development, capture ideas for inclusion within</p>	<p>Captured within the CIP documentation</p>

		the CIP and understand how Towns Fund might best support priorities for the city	
Feb	UCLan student group (6 people) Community leaders (6 people)	Collaborative Workshop with 2 sub-groups Teams working in isolation and with opportunities to cross-compare answers, to a discussion guide that explored e.g. perception vs reality of Preston, distinctiveness of the city relative to other Northern / UK / Global cities, future trends in city design that inspired both groups	“Every time I come back to Preston I see that something else has been improved. In my home city, in Germany, the buildings are covered in graffiti. Things don’t look any different when I go home. But here, I’m always excited to come back at the start of term to see what has happened.” UCLan student “I tried to start this co-operative in Lancaster. I had never intended to come back to Preston. But this concept (The Larder) wouldn’t have worked in Lancaster. The need is here. I can make something happen here. We can have an impact.” The Larder café co-operative owner
Feb school half-term	Pop-up exhibition open to all visitors of The Harris Museum & Art Gallery / Library 115 Postcards submitted + 3 additional email responses	Illustrations captured during Collaborative Workshop were used to form the basis of a large-scale display stand & accompanying feedback postcard / post box This was stationed in The Harris library so that the high footfall during school holiday activities could be directed to provide feedback about Preston, particularly among audiences who were not necessarily online Postcard text: Tell us what you love most about your city: The thing I love most about Preston is...	“Butter pies, Lancashire dialect, friendly faces” “It’s a city, but on a liveable scale.” “The thing I love most about Preston is its people. I’m a very proud Prestonian - and I’ve lived my whole life here for 50 years. A city is made of its people. We have always had a strong community spirit here and I just wish that we could celebrate this more via further community events etc. I love the fact that Preston has a strong sense of 'self' and 'worth'. We are proud of our northern roots whilst welcoming new people to the city. A city that cares about its people.”

			<p>“Preston is so much better than... a good number of towns and villages in the area which have suffered ill-advised redevelopment plans. (Preston has) beautiful architecture, amazing libraries and archives and variety of cultural events on offer”</p> <p>“Preston is so much better than.. Poland as we have a more diverse community”</p>
<p>April - May</p>	<p>312 responses</p>	<p>Online survey posted out via social media channels and via networks of original 20 community stakeholders</p>	<p>What is the best thing about Preston? Top 3 scorers: The people – warm, friendly and welcoming Parks and green spaces Architecture and heritage</p> <p>Describe Preston as you would like to see it become: Word Cloud demonstrates which words were used most frequently, to respond to this question</p> <div data-bbox="1402 852 2143 1082" style="border: 1px solid black; padding: 5px;"> <p>Buzzing <small>open</small> town <small>future</small> inclusive <small>happy</small> diverse <small>Attractive</small> place dynamic friendly <small>Developed</small> safe beautiful Exciting <small>Bigger</small> city <small>shops</small> Vibrant <small>lively</small> Cleaner <small>Inviting</small> Greener City North West <small>busy</small> cultural <small>proper</small> Thriving <small>Community</small> full life Better <small>Bustling</small> Less <small>Inspiring</small> modern <small>Trendy</small> Centre</p> </div> <p>How likely is it that you would recommend Preston as a place to: Live – Net Promoter Score of 7 Raise a family – NPS 0 Work – NPS 7</p> <p>Scale = -100 to +100</p>

			Roughly 40% passive scores in each case with just over 30% POSITIVES to give a mildly positive NPS
	Summary insights were shared with the Towns Fund project team as they became available, to ensure that strategic priorities within the CIP and Bid documentation were informed by an authentic representation of Preston resident views		
June – July	Preston Partnership & Towns Fund Board	Sharing of #WhatsYourPreston listening project findings and development of a city narrative and strategic marketing proposition 	Confirmation from stakeholders / funders of the listening project that findings coalesced with their lived experience of Preston Agreement around a central narrative Embedding of that agreed overarching narrative back in to the CIP and Towns Fund Bid documentation Core proposition – Preston puts the richness of life within reach.

<p>July ongoing</p>	<p>Wider Preston community</p>	<p>Online feedback form embedded within City Council website, to enable the start of an ongoing conversation around key themes within the CIP:</p> <p>Culture, Health & Wellbeing, City Centre Regeneration, Skills & Enterprise, Connectivity</p> <p>Social media posts containing soundbites from interviews with Board members and project owners will be used to prompt debate</p>	<p>Feedback from this online portal will be collated over time and fed back into the Towns Fund Bid process</p>
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Preston City Investment Plan – Stakeholder Engagement Plan
September 2020 onwards

Preston’s Towns Fund Board is clear that this is only the start of a process. We are committed to ongoing dialogue and to the further development of our Plan in ways which encourage our communities and businesses to continue to share their views on the future of their city.

Date	Who	Objective & activity
Sept onwards	Preston Partnership and Towns Fund Board	<p>Build the remit, role and resources available to Preston Partnership as the body responsible for communicating and engaging with key stakeholders and the wider community about Preston’s Towns Fund bid.</p> <ul style="list-style-type: none"> • Action plans have already been made set in motion, to secure additional funding via local private and public sector resources. • As part of this process we aim to encourage a broader cross section of organisations to join Preston Partnership, from the private sector and volunteer-led community groups and from all cultural backgrounds integral to our city. • We want all of Preston to feel invested in the City Investment Plan and Towns Fund Bid. <p>Actively tackle priority societal issues within Preston via collaborative project groups set up as a result of Preston Partnership. We want to build on the momentum that has been generated by the creation of Preston Partnership as a cross-sector collaborative body by more fully leveraging the Towns Fund Board and Preston Partnership as catalysts for cross-sector collaboration and debate.</p> <ul style="list-style-type: none"> • This knitting together of lead bodies within Preston’s community is already proving to be a valuable platform for constructive debate. • Continuing and building in this way, would enable full value to be gained from the capital assets brought to life by the Towns Fund because it would encourage collaborative working between ecosystems – e.g. cultural sector groups working with youth sector or health and wellbeing groups working with educational bodies. • Cross-over activity has only taken place except in isolated cases up to this point. We would use simple mechanisms such as project sub-group meetings to allow space for conversation and collaboration to take root.

		<p>Commit to ongoing regular communication of Towns Fund Bid progress to Preston’s population, particularly via key local communication channels such as Lancashire Evening Post, Lancashire Business View and Blog Preston.</p> <p>Evaluate the impact of ongoing public engagement by encouraging representatives to feed back on how consultation has been received and which areas need to be improved over time.</p>
	<p>‘Outlier’ stakeholder interviews</p> <p>Circle back round to the original 20 community representatives, chosen because of their ability to speak for a particular community of interest within Preston as well as from an individual perspective</p>	<p>Demonstrate how their time and perspectives have already been used to build the City Investment Plan and accompanying narrative for Preston.</p> <p>Continue to capture ‘breadth’ of insight and to maintain engagement with key influencers from across Preston’s community.</p>
Sep 2020 onwards	Harris Quarter Assets project stakeholders	<p>Workshops and bilateral consultations with specific sub-groups of stakeholders to support the renewal of Harris Quarter assets project. This will include existing users, specific communities of interest likely to be future users, design consultees, city centre retail and leisure businesses. The objectives are both to ensure a strong sense of ownership of the project as it develops, and to provide insights that will help shape the purposes and content of the facilities provided.</p>
Sep 2020 onwards	Local cultural networks and organisations	<p>Regular workshop and small group consultative sessions, together with bilateral engagement with the extensive range of arts and cultural organisations and individuals who are the focus for our Towns Fund cultural capacity building project including:</p> <ul style="list-style-type: none"> • Grassroots community groups and organisations • Private sector arts and cultural businesses • Large and smaller events organisers • Facilities operators in the city
Nov onwards	Specific sub-groups	<p>Continue to add in ‘depth’ of insight from specific communities within Preston. Ensure that Preston’s City Investment Plan and Towns Fund bid continue to reflect the opinions of each sub-community (particularly in line with shifting need post COVID-19).</p> <p>We would achieve this by attending as a listening ear, events organised by community interest groups such as:</p>

		<p>The Larder, CIC Café encouraging home cooking & healthy eating Preston Boxing Club Gujarat Hindu Society Preston City Mela Preston North End FC Community Gateway Association Preston Muslim Forum Shout Network (private sector business network) Cultural Framework Board Friends of Winckley Square (1,118 Facebook followers) Preston's College</p> <p>We would seek to gain insight around the key themes (Culture, Health & Wellbeing, City Centre Regeneration, Skills & Enterprise, Connectivity) that form the backbone of the 15-year City Investment Plan, from multiple perspectives.</p> <p>In particular, we need to understand how to increase impact in key areas:</p> <ul style="list-style-type: none"> • Encouraging healthy eating and increased levels of physical activity among Preston residents (where and when to deploy behavioural psychology best practice via existing trusted relationships) • Building employment aspirations and self-belief among current and future talent • Building bridges across cultural divides to reduce racism and increase shared understanding • Promoting green growth within SME businesses • Enabling Preston's vibrant independent arts sector to build a sustainable events programme that will support reinvigoration of city centre spaces
Nov onwards	General public – people who work and live in Preston	<p>Ensuring everyone has multiple opportunities to feed back on the City Investment Plan, its key themes and individual Towns Fund Bid projects:</p> <p>Exhibition of visual elements of the City Investment Plan as schemes develop.</p> <p>Pop-up feedback stations proved highly engaging during the first phase of public consultation at the start of 2020. Whilst mindful of the risks presented by the current pandemic, we would aim to replicate and broaden the reach of such events when and where appropriate, in places where people are able to safely congregate.</p>

This might include community events, open air retail areas and places of worship. We also plan to stage walking tours of Preston that share the stories told by its buildings and tie past history to future plans.

This will enable us to collect feedback on the plans and to build those in as we move forward.

Further development of our **online resources** to maximise opportunities for people to engage with the City Investment Plan.

This would encompass a range of feedback mechanisms, from simple 'comments box' functionality to regular survey distribution, to focus in on specific elements of the Plan as it develops.

As with previous engagement work, we would encourage 'in the moment' feedback via Twitter surveys and Facebook comments as well as via discrete online survey response collection.

We would also like to **measure the impact of the Preston Model on community health and wellbeing**, via an annual residents survey. This would use a combination of data sources to reflect both:

Empirical measures e.g. obesity rate, life expectancy, share of population with tertiary education, property prices, dependency ratio, homicide rates;

Perceptions held by residents of societal factors such as levels of social support, freedom of life choice, trust in leadership / policing, levels of generosity (donations to good causes) and corruption.

As pointed out within this year's World Happiness Report:

*"A high trust society quite naturally looks for and finds co-operative ways to work together to repair the damage and rebuild better lives. **This has led sometimes to surprising increases in happiness in the wake of what might otherwise seem to be unmitigated disasters.** The most frequent explanation seems to be that people are pleasantly surprised by the willingness of their neighbours and their institutions to work in harness to help each other.*

		<p><i>This delivers a heightened sense of belonging, and pride in what they have been able to achieve by way of mitigation. These gains are sometimes great enough to compensate for the material losses.”</i></p>
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