

APPENDIX 1

Peterborough City Centre Management Business Plan

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VISION

Peterborough is a modern city sensitive to its heritage. To meet future challenges the Council and its partners will seek to maximise the opportunities of its growing population, optimising resources and stakeholder expertise to provide a city of which its residents, employees, customers and visitors can enjoy and be proud of.

The Importance of Peterborough City Centre

Peterborough city centre is the economic hub of the area and the 'face' of Peterborough locally, nationally and internationally. Throughout its history it has changed and adapted to ensure it maintains its place as a vibrant, diverse and attractive destination. In recent years it has successfully weathered the storm of economic downturn whilst still investing in its infrastructure and so is now well placed to face the challenges of the future, whatever they may be.



Peterborough is.....

A Shoppers' City.....

A regional shopping destination boasting the best of what the high street has to offer.

A 24 hour City.....

Peterborough has a vibrant night time economy comprising of clubs, bars, restaurants and café's which brings employment, income and people into the city centre and completes the 24 hour life cycle of the city.

A Cultural City.....

Peterborough is home to one of the finest cathedrals in the country, it has a proud history, a diverse population, fine open spaces, arts venues, a museum and popular culture.

A Residents' City.....

Peterborough serves a resident population of over 180,000 and is still growing.

A Green City.....

Peterborough is committed to becoming the UK's environmental capital delivering innovative solutions to the challenges of climate change.

A City of Opportunity.....

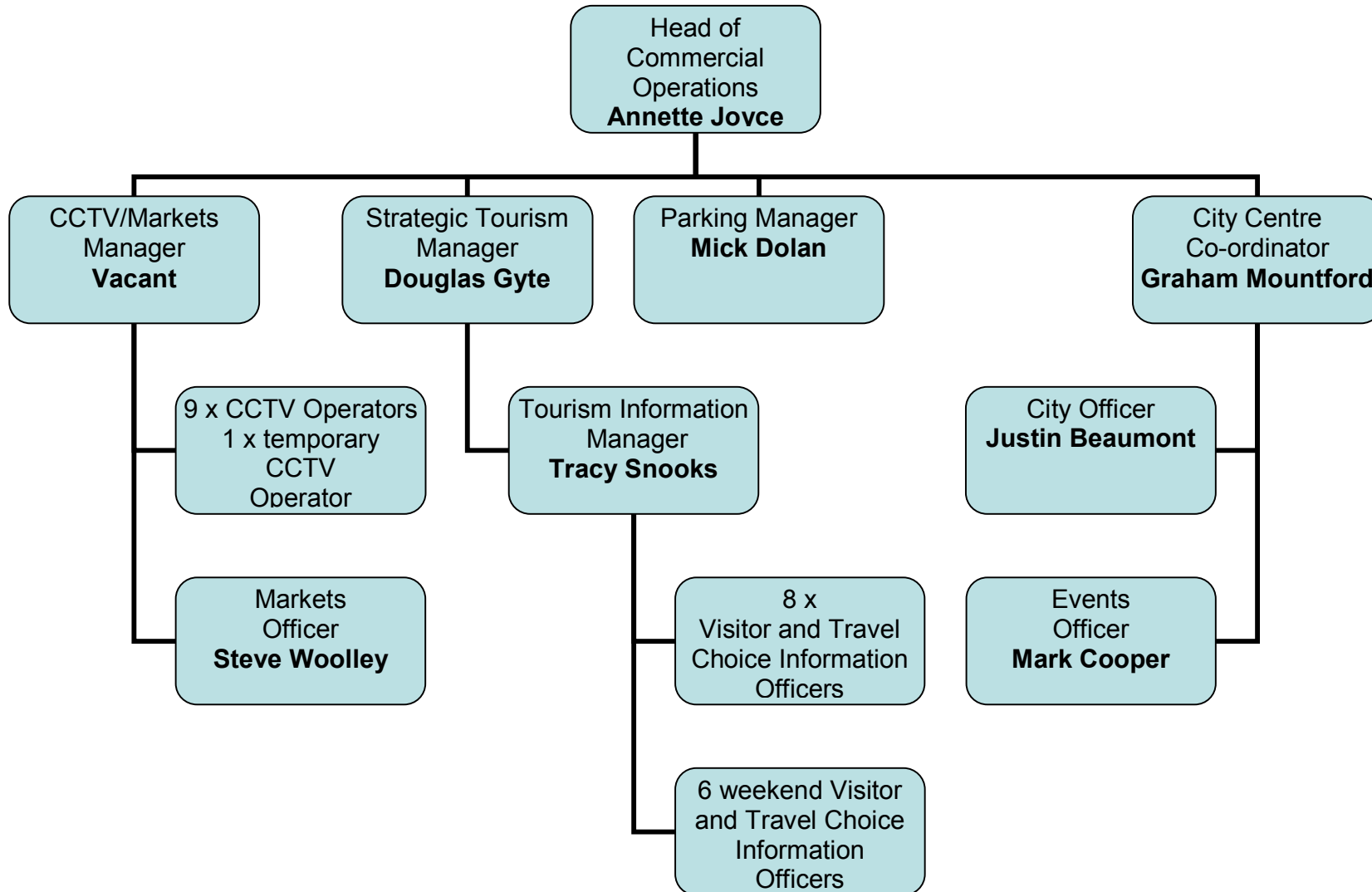
Peterborough's economy is extremely diverse, with almost every industry sector represented, and with particular strengths in a wide range of trades from manufacturing, food and environmental companies through to finance and media. There are new and exciting opportunities for business development in and around the city centre set out in the Council's emerging city centre plan. This new vision includes maximising the potential of land on both of the banks of the River Nene, increased housing, leisure, retail and office provision, and regeneration of the station quarter and its links to the city core.

Commercial Operations Department

Commercial Operations department was established 2006. Part of the department is responsible for providing a framework to co ordinate the day to day operations of the City Centre and to focus strategic efforts to enhance the City Centre in the longer term, as well as managing the city centre the department is also responsible for;

- Tourism and the Visitor economy
- CCTV and Out of hours calls
- Travel Centre (bus station)
- Parking
- Markets
- The Embankment
- Perkins Great Eastern Run
- Supporting the mayors office for their Civic events

Commercial Operations Staffing Structure



Summary Commercial Ops Budgets 13/14 - as per email request

REVENUE BUDGETS	13/14 budget £'s	
<u>COMM OPS STAFFING</u>		
Visitor Centre/Travel Kiosk	140,735	
General Market	73,711	
CCTV	250,825	
City Centre, Parking,	285,153	
TOTAL	750,424	
<u>EVENTS</u>		
Willow Festival	40,000	
Other events	25,000	Italian Festival, Christmas Lights, Diwiali, Jazz on the Square
TOTAL	65,000	
<u>TOURISM</u>		
Expenditure	521,094	includes staffing shown above
Income	-446,221	tickets, passes, merchandise.
Net TOTAL	74,873	
<u>MARKETS</u>		
Expenditure	322,155	includes staffing shown above
Income	-426,000	General Market, Embankment bookings.
Net TOTAL	-103,845	
<u>CCTV</u>		
Expenditure	458,634	includes staffing shown above
Income	-167,258	Internal + external income
Net TOTAL	291,376	
<u>CITY CENTRE/PED AREA</u>		
Expenditure	290,436	includes cleaning and fountains
Income	-212,690	Street Traders and merchandisers'
Net TOTAL	77,746	
<u>CHRISTMAS LIGHTS</u>		
Expenditure	116,950	
Income	0	
Net TOTAL	116,950	
<u>PARKING - excludes Neighborhoods Parking Budgets</u>		
Expenditure	898,333	
Income	-3,012,288	Fees, season tickets, residents, staff parking, rent, etc
Net TOTAL	-2,113,955	
<u>MANAGEMENT TEAM</u>		
Expenditure	307,848	includes staffing shown above

Income	0
Net TOTAL	<u>307,848</u>

ENTERPRISE CENTRE - Residual Budget

Expenditure	16,563
Income	0
Net TOTAL	<u>16,563</u>

TOTAL COMM OPS REVENUE BUDGET 13-14	
Expenditure	2,957,013
Income	-4,264,457
Net TOTAL	<u>-1,307,444</u>

CAPITAL BUDGETS	13/14 budget £'s
Parking structural works	354,981
Parking meter replacements	125,453
St Peter's Arcade	333,021
Replace CCTV Cameras	45,000
Wirrina Car Park works	27,669
Market Improvements	50,000
Net TOTAL	<u>936,124</u>

Strategic Objectives.

Objective 1 – Events, culture and tourism.

Champion the role of the central area of the city as being the main focus for arts, culture, entertainment, information and leisure activities. These can range from the local community using the city centre as a platform to show what they do, to highly organised and professional small and large scale events.

Objective 2 – Environment

To maintain and improve the street environment, in terms of cleanliness, building design, the protection of heritage assets, appearance, street activities and comfort. This includes controlling the space and the standards in the city centre through city centre ambassadors.

Objective 3 – Marketing and Communications.

Market and promote the city centre as a shopping, leisure, tourist, residential and commercial destination. Maximise the amount of potential sponsorship by identifying what sponsors wish to invest in and matching them to our city centre objectives.

Objective 4 – Safety.

Take steps to ensure that the city centre is safe and perceived to be safe for everyone 24 hours of the day, seven days a week.

Objective 5 – Access.

Make access to the city centre easier and more comfortable for those who use it, by whatever form of transport they choose to use, whenever they choose to use it and particularly for those with disabilities.

Objective 6 – Partnership Working.

To work in successful partnership with the city centre stakeholders, to drive vitality and develop Peterborough as a vibrant destination.

Objective 7 – Peterborough Market.

To improve the ambience, vitality and economic viability of markets in the city centre. Markets generally in the UK are declining as the generation of their traditional customer base declines. They need to change so that they attract new younger customers and businesses. Traditionally markets have provided an outlet for new businesses to establish themselves; we need to ensure that Peterborough Market is a viable option for these new businesses to thrive.

Objective 8 – Evening Economy.

Encourage the sustainable development of the Evening Economy in Peterborough with the aim of achieving Purple flag status. Purple flag is a national award judged by the Association of Town Centre Management (ATCM). This ensures that standards for the evening economy are met in a similar manner to the way in which blue flags are awarded for beaches. Purple flag includes coordinating the efforts of stakeholders and operators, to ensure that visitors to the evening economy have an enjoyable and safe time. The areas to be tackled include communication between operators and other stakeholders, organisation of transport at the end of the evening and identification of other 'hot spots' and their control, identification and implementation of safe and best practices, encouraging variety in the evening economy, using purple flag as a positive marketing tool.

Objective 1 –Events, culture and tourism.

‘Events champion the role of the central area of the city, being the main focus for arts, entertainment, information and leisure activities’

Project	Action	Target date	Lead Partners / Organisations
Visitor Economy Strategy	Develop a Tourism/Visitor economy strategy for the City	2013	City Council
Develop and improve type and number of events.	Maximise opportunities for new events / progress successful events	2013 ongoing	City Council.
Develop the Embankment as a venue.	Explore & action opportunities for attracting events from further afield.	2014	City Council.
Exploit opportunities for additional venues / times	Enable other operators to use identified sites for smaller events. Look for opportunities to extend events to link with evening economy.	2013	City Council.
Sponsorship	Identify more sponsorship opportunities for city centre events, perhaps through a dedicated officer.	2014	City Council.

Objective 2 – Environment.

‘To improve the street environment in terms of cleanliness, building design, appearance street activities and comfort’

Project	Action	Target Date	Lead Partners / Organisations
Public realm maintenance standards	Ensure standards are in keeping with improved public realm.	Ongoing	Enterprise City Council.
Public Realm Strategy	Implementation of remaining Strategy projects	Ongoing	City Council
Way finding	Introduction of coordinated signage throughout the city centre.	2013	Enterprise City Council
Empty Shop Strategy	Develop a strategy to manage the issue of empty shops and exploit opportunities.	2013	City Council Landowners / Leaseholders
Tackling anti-social behaviour	Improve intelligence and communication between partners.	2014	Safer Peterborough Partnership. City Council Police
City Centre Ambassadors	Introduction of ambassadors to help members of the public and improve lines of reporting / communication.	2014	City Council

Objective 3 – Marketing, Promotions and Communications.

‘Market and promote the City Centre as a shopping, leisure, tourist, residential and commercial destination’

Project	Action	Target Date	Lead Partners / Organisations
City Centre Events	Continue to market events and explore / coordinate new methods of communication	Ongoing	City Council Queensgate shopping centre. Vivacity.
Communication and engagement with stakeholders	Partnership meeting groups with daytime and night time economies. To meet to maximise operational and marketing opportunities.	2013	City Council
Market Research	a) To understand the needs and aspirations of our existing & potential customers. b) To address issues in peoples perceptions of the city generating civic pride.	From 2013	Opportunity Peterborough. Queensgate Shopping Centre
Marketing Strategy	Work with in house marketing department to create a marketing strategy for the department	2013	City Council.

Objective 4 – Safety

'Take steps to ensure that the city centre is safe and is perceived to be safe by everyone'

Project	Action	Target Date	Lead Partner / Organisations
Tackling Crime	Establish the existing Business Against Crime initiative and work towards achieving national accreditation.	2014	P:BAC City Council. Police. Night time economy stakeholders.
Tackling Perceptions of crime	Identifying negative perceptions and action and promote responses.	2015	P:BAC City Council. Police Night time economy stakeholders
Cycling and vehicles on pedestrian areas.	Coordinate efforts to educate and enforce.	2013	City Council. Police. Neighbourhood officers.
Introduction of City Centre Ambassadors	Argue for / identify funding opportunities, recruit and implement high profile 'friendly' ambassadors.	2014	City Council.

Objective 5 – Access

'Make access to the City Centre easier and more comfortable for all those who use it by whatever form of transport they choose to use, whenever they choose to use it' particularly by those with disabilities.

Project	Action	Target Date	Lead Partners / Organisations
Improve methods of payment to be more customer friendly.	Identify areas of improvement required and action	2016	City Council Queensgate shopping centre. Other major stakeholders.
Investigate parking and sustainable transport options as a promotional tool	Experiment to find out what works.	2015	Queensgate Shopping Centre. City Council.
City Centre Cycling Strategy	Clarify areas where allowed. Raise profile of cycling. Improve cycle storage / parking.	2013	City Council Police.
Public Transport Satisfaction.	Research to identify successes, failures and opportunities.	2014	City Council
Signage scheme for city centre	Implementation of way finding signage scheme.	2013	City Council
Identify areas for improvement in public information.	Areas for improvement in real time information for car parks & passenger transport. Areas for improvement in traffic information	2015	City Council Queensgate shopping centre. Media.
Improve accessibility for people with disabilities.	Disability access audit.	2014	City Council Disability Forum

Objective 6 – Partnership working

‘To work in successful partnership with City Centre stakeholders, to drive vitality and develop Peterborough as a vibrant destination’

Project	Action	Target Date	Lead Partners / Organisations
Create new partnerships.	Coordinate interested stakeholders to resolve issues.	Ongoing	City Council
Coordinate existing partnerships.	Identify and ensure focus of current partnerships is maximising effectiveness.	2013	City Council City Centre Stakeholders
Sharing of information.	Identify information that can be shared to coordinate into KPI's	2013 onwards	City Council City Centre Stakeholders.
Rates issues for businesses.	Investigate and implement any advantages that may be gained for businesses (especially start ups)	2013	City Council Rates Office City Centre Businesses.
Key Performance Indicators	Develop meaningful key performance indicators to monitor the performance of the city centre to include; Footfall figures Parking Figures Crime Statistics Tourism facts and figures	Quarterly report 2013	City Council.

Objective 7- Peterborough Markets.

'To improve the Ambience, vitality and economic viability of Peterborough Market'

Project	Action	Target Date	Lead Partners / Organisations.
Attract new traders (Particularly in reference to expanding the offer)	Using trade press and local organisations to promote start ups and new businesses	2013	City Council NWES Chamber of Commerce
Management	Employ new Market Manager	2013	City Council
Market improvement strategy	Devise Market Improvement strategy in association with Commercial operations team,	2013	City Council
Marketing and promotion of Market.	Implement initial strategy to raise profile of existing market and its offer	2013	City Council
Short term physical Improvements of the fixed market.	Raising standards through cleaning, repairs, maintenance and management.	2014	City Council

Objective 8. – Evening Economy

‘Encourage the sustainable development of the Evening Economy in Peterborough’

Project	Action	Target Date	Lead Partners / Organisations
Purple Flag	Meet criteria for success and gain the award.	2014	Commercial Operations. Peterborough Evening Partnership Peterborough City Council
Trading Mix	Encourage more evening economy activities attractive to wider age groups	2016	City Council. Opportunity Peterborough.
Link with the Daytime Economy	Extend the daytime economy, through extended shopping hours and events to link with the evening economy.	2014	City Council Vivacity. Queensgate Shopping Centre.
Promote the Evening Economy	Promote positive messages about the evening economy with particular emphasis on wider age group activities.	2015	City Council. Opportunity Peterborough.
Communication	Improve communication with and between evening economy operators.	2013 – Host an Evening Economy Conference 31 st July.	City Council. Evening Partnership Police. Transport providers.

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