



Opportunity Peterborough
urban regeneration company

2009 – 2012 Business Plan Summary

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Chief Executives Introduction

Opportunity Peterborough has had a hectic but successful 2008/9, during which key strategy documents such as the Integrated Growth Study, City Centre Area Action Plan and Public Realm Strategy were completed and launched. In addition key supporting studies on water and energy provision for growth were also concluded. Together these documents provide a comprehensive vision for the city with sustainability at its heart and form a sound basis upon which key transformational projects to deliver that vision are prioritised and initiated as the company moves very much in to the delivery phase.

Indeed 2008/9 saw the successful launch of the Eco Innovation Centre in Peterscourt, the selection of a preferred developer for the Carbon Challenge scheme (344 zero carbon Homes) on South Bank and a start on site with the multi million pound transformation of the city centre's public realm centred on Cathedral Square.

Following on from the IGS was the preparation of the Integrated Development Programme (IDP), a pilot initiative developed with the East of England Development Agency, which clearly sets out the main investment requirements for the delivery off the key hard and soft infrastructure needed to create the conditions to allow the planned growth to proceed and as a critical guide to future investment decisions.

OP has also had considerable success in securing £21.4 million of Growth Area Funding Round Three (GAF III) through the preparation of a detailed, comprehensive, robust and deliverable Programme of Development (POD). The GAF III POD provides essential funding to allow key projects, studies and initiatives to proceed which underpin the growth aspirations for the city

This Business Plan for the period 2009/10 to 2011/12 has, however, been prepared in a climate of great economic uncertainty with the on-set of recession, severe contraction in the housing market, poor availability of credit, challenging business conditions for the local economy and also pressure on public sector funding.

The timing of the recession has unfortunately arrived at the same time as OP steps into the delivery phase for the transformation of Peterborough and creates a number of major challenges in driving forward the growth agenda and maintaining the momentum of delivery. In view of the bleak economic outlook this plan has had to look hard at those projects that can be realistically delivered within the next three years whilst maintaining the long term vision and aspiration for the city.

With this lack of private sector developer participation and the associated constraints on public funding, the OP Executive has been working closely with senior Peterborough City Council officers and Members to explore new and innovative ways of engaging with the wealth of private sector infrastructure and investment finance which is undoubtedly still seeking medium to long investment opportunities.

Potential structures for more formal joint working between OP and PCC are being explored to tap into these financial resources and provide the much needed upfront investment in key infrastructure to build confidence in the city with developers, partners, suppliers and customers and create the conditions to enable the growth of the city to proceed.

The priorities set out within this plan are therefore reflective of these economic and market challenges but also of the potential opportunities that this may bring in new ways of working and securing key strategic sites for early delivery.

During 2008/9 OP had a strong involvement in developing the city's Sustainable Community Strategy and the new Local Area Agreement (LAA) and in particular with OP taking lead responsibility for LAA Priority 4 "Substantial and Truly Sustainable Growth".

One of the great benefits of the more formal structure of the LAA is that it enables OP to work on a cross cutting basis with Peterborough City Council (PCC) and other public, private and voluntary sector agencies and bodies to ensure delivery of sustainable communities that can prosper and develop; a place where people choose to live, work and play and help to shape cohesive communities that can grow and prosper and which have equal access to jobs, education and the natural environment.

On the economic theme OP has been in detailed discussions with partners over taking lead responsibility for the city's economic growth and development. This follows the recommendations of the Sub National Review which seeks to devolve responsibility for economic development to local level and in some cases to local delivery vehicles such as OP. Clearly the creation of a dedicated economic development team and the level of activity OP undertakes in its economic development role will be determined by the funding made available for this work by the partners.

OP has also during the course of 2008 been tasked by the Greater Peterborough Partnership with leading and delivering a new brand proposition for the city to enable a concerted effort by public and private sector partners to position Peterborough firmly in the market place with a strong positive image, clear message about what the city has to offer and high lighting opportunities for external partners, funds, business etc to engage and invest in our city. This exciting work is reaching its climax with a launch of the new brand planned for February 2009.

Without doubt the next 2-3 years will be a very challenging time for Peterborough however the OP Executive team believes that the combination of a clear, robust and comprehensive vision, supporting strategy documents and potential new ways of engaging with private sector funds and investors will enable the city to weather the storm better than other cities and maintain the momentum of delivery whilst others stand still or fall backwards.

Executive Summary

Opportunity Peterborough (OP) is one of 19 Urban Regeneration Companies (URC's) established across the country to drive forward regeneration in areas of market failure. Like all URC's, OP is a not for profit company limited by guarantee with no planning powers nor the ability to own land, funded by the public sector but driven forward by a private sector board.

Unlike other URC's however, OP's activities are not restricted to the city centre nor specific areas of deprivation within the city but instead has a citywide remit covering the entirety of Peterborough City Council's Unitary Authority area to deliver regeneration and growth. Indeed, established in April 2005, OP was the UK's first "growth" URC and is charged with delivering the Regional Spatial Strategy target of a minimum 25,000 new homes and 20,000 net new jobs by 2021.

Targets such as this are not new to Peterborough which has already had a significant period of growth between the late 1960's and the early 1980's under the New Towns Programme which saw c.26,000 new homes and 25,000 new jobs created. Since this time however the city has failed to maintain a momentum of growth and the anticipated development of the city centre, local and district centres and broadening economy has not been realised.

Opportunity Peterborough therefore faces many challenges in delivering the growth targets having inherited a legacy of issues facing the city today including: a city centre that punches significantly below its weight in terms of commercial, specialist retail, residential, leisure and cultural offer; a low wage/low skill economy relative to the remainder of the region and nationally; and an economy that lacks strong representation from the hi-tech, high value added businesses sectors represented elsewhere across the region.

These challenges have now been exasperated by the recent effects of the credit crunch and market downturn which is now manifesting itself as a longer term period of economic recession with consequent reduction in private sector participation and increased pressure on reducing public funding.

The failure to maintain the momentum of growth has been due mainly to the lack of a robust and coherent vision for accommodating and delivering the required growth in a planned and sustainable way across the unitary area and addressing this has been a high priority for Opportunity Peterborough over the first years of its life.

The result has been the launch of the Integrated Growth Study in February 2008, a robust and comprehensive study which set out a recommended sustainable pattern of growth for the city which has helped inform the draft Core Strategy for the city now going through its statutory process.

In Spring 2009 OP launches its consultants recommended option for the City Centre Area Action Plan which sets out a comprehensive plan for the growth and regeneration of the city centre which seeks to address the issues raised above about the attraction, vibrancy, quality and range of offer in the city centre as the living heart of a bigger and better Peterborough.

Opportunity Peterborough's responsibility for the physical and economic regeneration and growth across Peterborough's unitary area requires that its work will also create the conditions for wider social and community regeneration and ensure that key cross-cutting themes, such as cultural activity and environmental sustainability, are enhanced through the delivery of its programme.

OP, through its role as lead in Priority 4, Substantial and Truly Sustainable Growth, of the LAA, is a key player in the partnership network in the city. By correlating its activity with those other partners in the LAA, it ensures that roles and functions are not duplicated across the span of the LAA.

Key strategies, such as the Integrated Growth Study (IGS) and the City Centre Area Action Plan (CCAAP) are intended to create a holistic framework for the city as a whole, to be used not only by OP and its partners in bringing forward physical development, but by all strands of local government and the local strategic partnership in their various spheres of activity. In understanding the extent, scale, nature and location of growth and development, partner organisations can not only plan services accordingly but also identify opportunities for enhancement and other benefits for their own initiatives.

OP has already worked closely with key partners and other organisations in non-core activity to ensure that opportunities are maximised. Models for how this engagement, rather than lead role can add benefit and value would include the emerging community plan for the Inner Central Ward, the cultural discussions around Perceptions Peterborough, and community regeneration advice for the Dogsthorpe area.

In moving forward, this years plan has been prepared against a backdrop of declining economic fortunes, not just in the region but nationally and internationally which has placed considerable financial pressure on all our partners in one form or another.

The private sector development partners, so critical to delivery and generally eager to participate in a rising market are now extremely concerned about their own exposure to risk and consequently no longer interested in participating in the growth and regeneration schemes being brought forward. Clearly this lack of appetite for participation is linked to the wider declining market conditions and will in time recover to a more normal position. The issue this raises however is the brake this puts on the momentum of delivery of the planned growth at a time when the long awaited comprehensive and robust strategies, policies and delivery frameworks are now in place to facilitate such growth and development.

In times of such market failure, the natural response would be to turn to the public sector partners to help under pin key strategic schemes through gap funding or grant investment and in so doing remove sufficient risk to enable projects to proceed. The situation however is that the public sector partners themselves are likewise suffering the adverse effects of the economic downturn in terms of capital receipts from the sale of sites, top slicing of funding allocations by central government and a high level of commitment to existing schemes from the funding that is available.

During 2008/9 OP has been in detailed discussion over the delivery of an economic development function for the city on behalf of EEDA and Peterborough City Council. However again the level of finance that will be available for such activity has been severely squeezed and will need to be reflected in the level of service OP is able to provide and also to manage expectations amongst the city's business community at a time when the need for a strong economic lead and associated business support is at its height. In any event the OP Board has decided not to convert the company into an

Economic Development Company but intends to add the economic development function to the existing role of the URC.

In terms of successes, over the last 18 months OP has produced key underpinning strategies essential for the informed and sustainable growth of Peterborough. The IGS has received acknowledgement from central government as a model for setting out clear growth aspirations and understanding the environmental implications of that. This has been further enhanced through the Energy and Water Cycle studies which will not only inform how we take growth forward, but also identify key implementation initiatives.

The Public Realm Strategy, leading to the procurement of the first phase of enhancement to the city centre streets and spaces has been acknowledged by regional organisations as a model of best practice in bringing forward schemes of this nature. Alongside this, the CCAAP, with its slightly unorthodox approach, supported by GO-East, of preparing an initial consultants' recommendation, along with a supporting Implementation Strategy, paints a clear and readily understood picture of the future vision for the city centre.

Essential though they are, it is not all about strategies. The Eco-Innovation Centre, established at Peterscourt through the advocacy and leadership of OP, has seen tremendous occupation rates ahead of business plan projections. This has provided opportunities for businesses in the environment cluster to both grow and share experience.

Leading on the comprehensive approach to the Carbon Challenge site has resulted in a developer selection for 344 zero-carbon homes, the largest scheme of its kind in the country; a planning application for this is expected later in 2009. In preparing a robust plan for the Green Gateway site near the city's railway station, OP has already attracted keen interest from parties for an exemplary environmental office development – making its development a brighter and more certain prospect.

OP has been instrumental in attracting, and having confirmed, over £21m for the city from CLG under the Growth Area Fund. Some of this, along with an additional £1.8m secured from EEDA, will help to deliver the improvements to the city's public spaces. Phase 1 of this work is already underway in Cathedral Square. This will not only make the heart of the city more attractive and vibrant, but investment of this kind has also been demonstrated to be a key economic driver – improving rental values in surrounding properties to make them more attractive to commercial and private investors. It is a catalyst to a regeneration cycle which should see new businesses and jobs created, a boost to the evening economy and an improved sense of safety in the city centre through greater activity.

In delivering these schemes, satisfaction of the cross-cutting aspirations and themes has been critical. For example, ensuring a zero-waste space initiative for the Cathedral Square project, or developing a public art scheme through the same project. In both the Carbon Challenge scheme and the Green Gateway, initiatives are being explored to ensure that opportunities from sustainable energy provision are maximised for the schemes and the wider locale.

OP's Business Engagement Team has been very active this year. Through its liaison, advocacy and encouragement, 317 jobs have been created in the city through new inward investment, and 90 major companies have been supported and encouraged to remain and grow in the city, realising approximately 1500 growth in job numbers. The series of business breakfasts have been extremely well supported, providing valuable opportunities for companies to network and engage in the regeneration and economic development of the city.

The coming 3 years will see further significant milestones and achievements in fulfilment of our growth and regeneration plans. The first phase of the public realm works in Cathedral Square and St Johns Square will be completed by late 2009 and early 2010 respectively. The resultant high quality open spaces will stimulate the local economy by attracting more people to visit and spend their disposable wealth in Peterborough. This, in turn, will benefit existing retailers and other leisure-related businesses and attract more such businesses to open new premises in Peterborough. As a result, property values and rental income will gradually rise and new employment opportunities will be created, as has been witnessed in other cities.

The Carbon Challenge will progress through planning in late 2009 with start on site by mid 2010. This flagship zero carbon development will contribute to Peterborough's Environment Capital ambition and ensure we maintain a national profile. In addition, both the South Bank riverside and Northern Embankment development areas will move forward to planning applications in 2010; with plans to start development on Fletton Quays by 2011.

Key to this project will be the provision of a renewable energy centre that will provide zero carbon energy to not only the Carbon Challenge site but also the rest of the South Bank development area. This key piece of infrastructure will be the first in a series of decentralized energy centres across the city that will fulfil the ambition of our Energy Strategy to "... become a leader in renewable and low carbon energy delivered at a local scale ..."

With the launch of the new Peterborough brand "the future is you" we are set to market Peterborough actively and comprehensively for the first time in several years. This will promote our inward investment and business engagement work directly as well as ensure that a consistent message is presented across the range of activities that the city will be bringing forward; including the university offer, business intelligence research and advocacy.

As previously mentioned, the major risks facing the continued delivery of the physical growth and regeneration is primarily focused around the national and international economic downturn, which has resulted in significantly reduced available finance to both private and business sectors. This has been witnessed particularly within the housing market evidenced through a rapid reduction in house prices/sales value with a knock on to land value resulting in few land transactions and a major slow down in new house building.

However, to ensure that we are able to continue the momentum of development across Peterborough, we are working closely with the City Council to develop a unique delivery mechanism; utilising special purpose vehicles to directly engage with the financial markets and developers to broker land deals and drive forward development. The principle aim of this approach is to develop, assess and model the growth and regeneration projects in the city as potential investment opportunities to the financial institutions seeking returns over the longer term such as pension funds by endeavouring to match project risk/return profile to known investor appetite for risk and return.

In addition, we have developed, and implemented, a new growth delivery framework that enables us to work with our partners in a coordinated approach and which included the setting up of a Strategic Growth Board with key delivery teams around; jobs/prosperity, housing, city centre/district centres and infrastructure. This approach will provide further direction and coherence to the delivery of the growth agenda.

1. Introduction and Context

1.1 Background

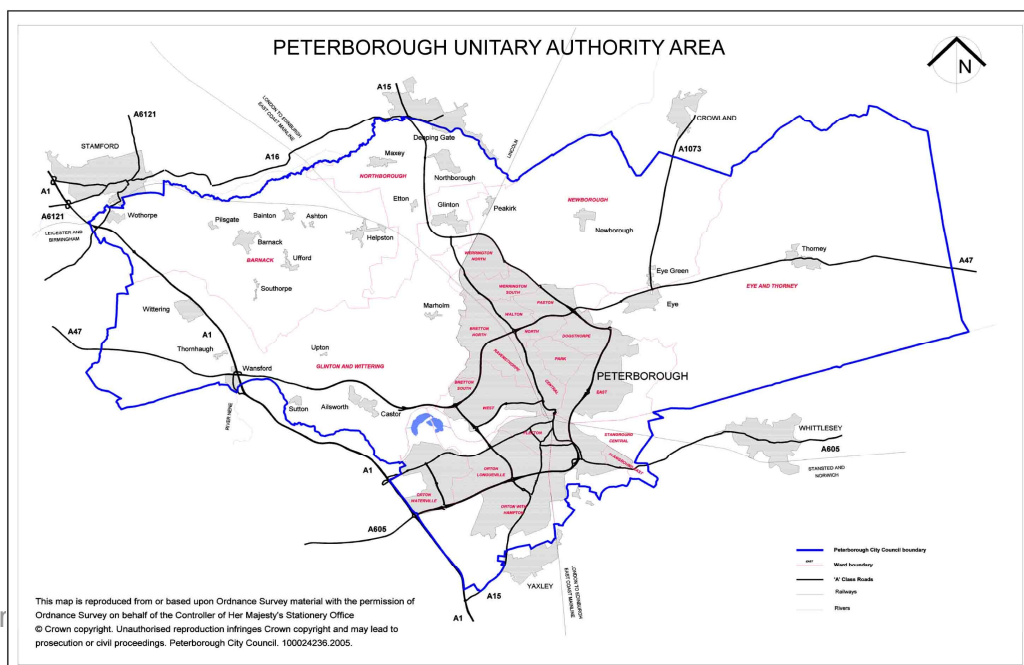
Peterborough has a history of successful growth, starting with the original New Towns Programme between the late 1960's and the 1980's, which resulted in approximately 26,000 new homes built around four townships and 25,000 new jobs being created. More recently, Opportunity Peterborough was established in 2005, as the local delivery vehicle to take forward a new era of growth.

The scale and quantum of the growth now planned is similar to that delivered by the former New Town Development Corporation. Peterborough's growth targets, as set out in the Regional Spatial Strategy, East of England Plan, confirm a minimum of **25,000 new homes** and **20,000 net new jobs** between 2001 and 2021. This has been welcomed by the city. The Sustainable Community Strategy for Peterborough provides an overarching vision and context for this growth, now embedded in the Local Area Agreement, with a long-term goal of a **'bigger and better' Peterborough** (See section 2.1 for more detail.)

This ambitious growth programme is being firmly driven by Opportunity Peterborough on behalf of the partners, in particular Peterborough City Council (PCC), East of England Development Agency (EEDA), Homes and Communities Agency (HCA) and with government support via GO-East, to fulfil Peterborough's role as a major regional centre, engine of growth and regeneration hub.

Peterborough's inclusion in the London Stansted Cambridge Peterborough Growth Area in 2004 has been the key to unlocking this growth agenda. Peterborough's Environment City status and continued commitment to the environment will ensure that this development and growth is undertaken sustainably and allow us to deliver truly sustainable communities and in so doing move the city towards its stated goal of becoming the UK Environment Capital.

This business plan sets out the key vision, objectives and targets, along with key projects and resource implications, which will enable Opportunity Peterborough to continue to lead this sustainable growth agenda.



1.2 Introduction to Opportunity Peterborough

Opportunity Peterborough (OP) was designated by Communities and Local Government (CLG) as an Urban Regeneration Company in 2005, to enable and facilitate sustainable growth, following successful lobbying in 2004 to add Peterborough to the London-Stansted-Cambridge growth area.

The founder members of Opportunity Peterborough are English Partnerships, now part of the Homes and Communities Agency, the East of England Development Agency and Peterborough City Council. The founding members fund the company's operations and provide capital for projects identified by OP. Additional capital and revenue funding is also obtained from CLG under its Growth Area Funding (GAF) programme and through a range of other funding mechanisms via PCC, including the Communities Investment Fund (CIF).

OP is a company limited by guarantee that neither owns property or holds money and is operated on a not-for-profit basis. It conforms to CLG requirements in terms of aims and objectives, Board composition and programmes. The requirement to prepare a rolling three-year business plan is answered by this document.

OP has a Board drawn from the founder members, the Greater Peterborough Partnership (our Local Strategic Partnership) and the private sector. In addition, CLG has taken a supporting role and the Government Office attends Board meetings as an observer.

Peterborough has challenging growth targets, set within the East of England Plan, which translate to:

- City centre regeneration to provide retail, leisure employment and residential space.
- Spatial growth - 25,000 extra dwellings in the period 2001-2021 - to ensure that there is a wide range of housing available in the city, along with quality facilities to make Peterborough an attractive place for people to live.
- Economic growth - 20,000 additional jobs in the period 2001-2021 - through organic growth of new and existing business and by encouraging and aiding businesses to relocate to Peterborough.

2. Strategy

2.1 Developing Our Vision and Objectives

Opportunity Peterborough continues to be a major contributor to the vision of creating thriving, inclusive and sustainable communities for Peterborough. Our vision, objectives and priorities are centred around many of the regional and local strategies and plans which help towards achievement of this vision.

Our key drivers in this respect are:

- The East of England Plan sets out the number of new homes needed in the region up to 2021 (currently under review to 2031);
- The East of East England Development Agency (EEDA) Regional Economic Strategy 2006-2016 (October 2006) which sets out how the East of England aims to deliver sustainable economic prosperity;
- The adopted Local Plan for Peterborough;
- Integrated Growth Study which sets out a sustainable pattern for growth (including housing provision to 2026 in alignment with PPS3);
- The emerging Peterborough Local Development Framework (LDF), particularly the draft Core Strategy, which details the spatial strategy, policies and proposals for the future development of Peterborough and sets the scene for all other documents in the LDF, due for adoption at the end of 2010;
- Emerging City Centre Area Action Plan (CCAAP), Site Allocations Development Plan Document (DPD) and Planning Policies DPD, all of which are contained in the LDF due for adoption during 2011;
- The Peterborough Sustainable Community Strategy 2007 which defines the community's vision for Peterborough and provides action plans to address that vision;
- LAA – OP is taking the lead on Priority 4 – delivering Substantial and Truly Sustainable Growth which contains 4 key outcomes centred around: creating a vibrant and safe city centre and districts; creating better places to live; economic prosperity; and building the infrastructure of the future. OP is also involved in the Pride in Peterborough Outcome under Priority 2 Creating Strong and Supportive Communities and also during the secondment of Trevor Gibson into the OP team, lead responsibility for Priority 3 Creating the UK's Environment Capital.

All of these strategies continue to be updated over time and it is essential we take account of them in our business planning and seek to bring them together so that Peterborough has a joined up vision for the future. The Local Development Scheme (LDS) indicates adoption of its Core Strategy Winter 2010 with its associated DPDs following on from that.

2.2 Our Vision

Opportunity Peterborough has a clear vision that responds directly to the needs of the existing and future residents of the city relative to facilitating sustainable growth, the promotion of a prosperous, inclusive, knowledge based economy and the creation of a vibrant city centre.

This is reflected in our statement of purpose, which simply states:

Opportunity Peterborough will facilitate the successful regeneration of Peterborough through enabling sustainable growth.

2.2.1 Aims & Objectives

OP's objectives are set firmly within the context of facilitating sustainable growth, and are highly focused to guide the delivery of a vibrant city centre, achieve substantial growth and the continued improvement to Peterborough's economic base. Our objects remain:

Objective 1	To create a vibrant and attractive city centre at the heart of a bigger and better Peterborough
Objective 2	The sustainable and integrated growth of Peterborough including the infrastructure to deliver this
Objective 3	A vibrant and diverse business community, supported by an improved skills and knowledge base, fit for the global economy

2.2.2 Overarching Themes

In addition to this vision and objectives, we have 6 over arching themes which reflect our company objectives as well as our obligations under the LAA as follows:

Theme 1	To drive forward Peterborough's environmental sustainability agenda
Theme 2	Demonstrating leadership through delivery, and innovative and integrated thinking
Theme 3	Maximising benefits and opportunities, created through sustainable growth and regeneration, for existing and new communities
Theme 4	Promoting a positive image of Peterborough through the activity of projects to enhance civic identity and encourage inward investment
Theme 5	Building consensus through regular and positive engagement with key partners and stakeholders
Theme 6	Securing Opportunity Peterborough's and partners' credibility for delivery through awareness raising and successful communication

2.2.3 Delivering our Vision

Opportunity Peterborough will deliver this vision, objectives and over arching themes through continued facilitation and support with local partners, stakeholders, the city council and government agencies.

Peterborough's Integrated Growth Study (IGS), launched in February 2008 has mapped out a sustainable and deliverable pattern of growth that identifies priority projects, major infrastructure needs and a growth trajectory to ensure Peterborough can continue to grow sustainably.

The implementation of the findings of this study have now been clearly set out in the Integrated Development Programme (IDP), a pilot programme being coordinated by EEDA, which sets out the key hard and soft infrastructure requirements in priority order to help guide future funding and investment decisions.

OP has lead the preparation of the city's refreshed Programme of Development (POD) as a bidding document under the Growth Area Funding Round Three (GAF III) programme for years 2009/10 and 2010/11 and has been extremely successful in securing £21.4 million, £3.9 million more than originally allocated, to enable OP and its partners to deliver key projects, studies and initiatives which underpin and drive forward the growth aspirations for the city.

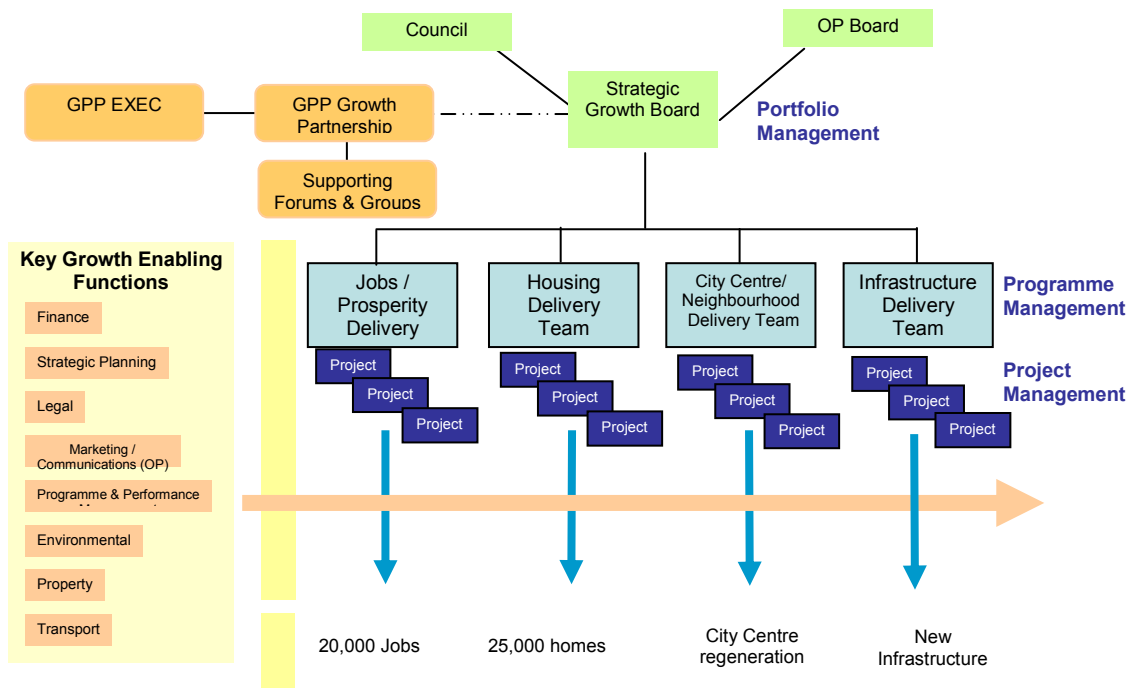
In addition OP has completed the preparation of a Consultants Recommended Option for the City Centre Area Action Plan (CCAAP) together with an associated Implementation Plan, which sets out clear and robust guidance on the development of the city centre over the next 20 years.

We will continue to work closely with PCC in developing its Local Development Framework and in particular the strategy and policy of the draft Core Strategy, Planning Policies DPD (Development Plan Document), Site Allocations DPD and draft City Centre Area Action Plan to enable and achieve sustainable development across the city.

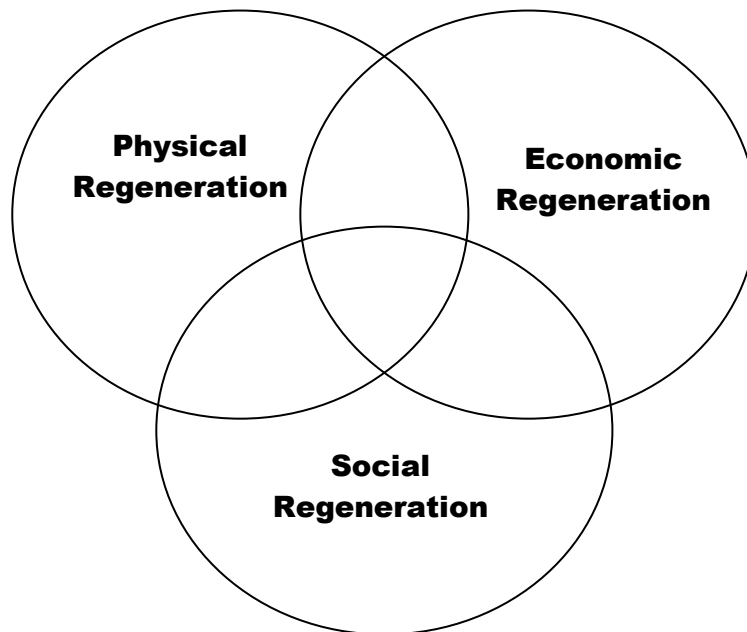
Most particularly, we will facilitate and support joint public - private working to bring forward growth in spatial and economic terms. We will look to the strategic needs of such growth, to ensure infrastructure provision is dealt with through appropriate funding mechanisms that enable the timely delivery of all infrastructure to meet the needs of strategic growth planning and provide confidence to public and private partners (see section 2.3.1 below).

During the course of 2008/9 the OP Executive has worked closely with senior officers from PCC, EEDA, HCA, Peterborough Regional Economic Partnership and Greater Peterborough Partnership to develop the Growth Delivery Framework which sets out an effective delivery structure for the growth agenda in Peterborough.

Growth Delivery Framework for Peterborough



In addition to the new Growth Delivery Framework, consideration must be given to the three key elements of physical, economic and social regeneration activity across the city that, together with the cross-cutting themes of environmental sustainability, cultural enhancement and skills/education improvements, constitute the delivery of truly sustainable growth in Peterborough.



The above diagram illustrates how the key sectors of regeneration relate and integrate. OP clearly takes the lead in physical, and with the support of partners, will be able to take the lead in economic development. The city as a whole, through the LAA networks and partner organisations responsibilities will ensure that social regeneration benefits are realised.

OP will create the environment and conditions, through growth, physical regeneration and economic development, which will underpin social regeneration. OP's engagement with the LAA will assist in partner organisations realising and responding to opportunities for community regeneration.

Furthermore, Opportunity Peterborough will continue to provide a positive environment to support inward investment through the effective marketing and promotion of the city. A single vision of the values we shall focus this promotion on has been identified in the development of a Peterborough Brand and these will now be used to clearly communicate the city's potential to both current and future citizens, visitors and investors.

This work will continue to be supported by ongoing engagement with key stakeholders and the local community, with particular attention being paid to those in hard to reach groups, including ethnic minorities, the elderly and the young.

Challenges in communicating with local communities will be addressed through the use of traditional and new media technologies and the maximization of face-to-face and 'word of mouth' communications.

2.3 Challenges

Not since it's designation as a New Town in 1967 has Peterborough been expected to achieve such rapid and exciting growth. However, with such growth come challenges. This section highlights some of the key challenges that Peterborough faces and identifies how Opportunity Peterborough will seek to overcome them.

Clearly the biggest challenge that has arisen since the writing of last year's business plan has been the steep economic downturn with associated problems of availability of credit to both the development industry and home purchasers with the result that almost all residential development activity across the city has significantly slowed, and in many cases come to a stop.

There has been a lag in seeing the knock on effects of this economic down turn in the city economy but towards the end of 2008 the effects were becoming more apparent with a number of major companies shedding significant numbers of staff which is symptomatic of what is happening within many small businesses which make up a large proportion of the city's economy.

Retail spend and footfall is also falling with the consequent impact on the "High Street" in terms of large and small retailers going into receivership which creates issues for city centre vibrancy and attraction with blank retail facades and reduced consumer choice.

Consequently, this business plan is prepared in a climate of great economic uncertainty, declining markets, hardening economic conditions for many local companies and a general lack of confidence in developers, manufacturers, suppliers and customers. Trying to maintain the momentum of growth and delivery in this environment will indeed be a

challenge for OP and its partners over the next few years and in particular during this business plan period.

2.3.1 Funding Growth

It is here that OP has been working very closely with senior officers and members within PCC to develop new formal joint working relations that provide a vehicle for the “city” which can engage with the private sector finance market on equal terms.

Despite the “credit crunch” there is still a significant pool of finance looking for investment opportunities, including for example pension companies who still have long term obligations to policy holders and need to invest their funds in medium to long opportunities, but who since the financial market turmoil no longer have access to the standard routes for identifying such investments because the supply chain has gone or there is a fundamental issue of confidence.

As a result of the work OP and its partners have undertaken in putting clear, robust and comprehensive growth and development strategies in place for the city, such as IGS, IDP, CCAAP etc, these funds can have confidence in engaging with a new “city” company (made up of OP & PCC via a special purpose vehicle (SPV)) to make investment in the growth and regeneration of Peterborough which is a medium to long term investment and development programme. This gives the benefits that key infrastructure projects can be forward funded through an SPV in return for longer term payback to the investors when the development this infrastructure releases comes on stream and begins to generate value and income.

Indeed there are investment funds in the market place that are specifically looking for infrastructure financing opportunities, including utilities, and this type of investment is very much what is required to deliver the key infrastructure needed to drive forward the growth agenda of Peterborough and create confidence in the city.

In addition, a major issue for the housing market at the present is not so much a lack of buyer demand but the lack of available mortgage finance. Again, through the “city” company (SPV) approach, work is in hand to explore ways of creating a shared equity mortgage product for the city which will enable its residents to secure mortgage finance across a broad spectrum to facilitate their entry into the property market from a 5% equity stake up to 100% ownership.

Clearly the use of an SPV mechanism for delivery will not suit all growth and regeneration scenarios and will therefore be used in a targeted way alongside public funding and other partner participation to maintain the highest possible level of confidence and delivery in the city.

2.3.2 City Centre challenges

Over and above the market challenges discussed in 2.3 above, the key challenges faced in delivering city centre growth, and so increased vibrancy in the city centre, relate mainly to the poor range and quality of residences, retail offer and cultural and leisure provision, and a perception of crime and safety issues. These aspects coupled with under-utilisation of primary assets all contribute to a poor quality environment and poor perceptions of the city as a place to live, work and relax.

To redress these aspects, OP will:

- Improve the public realm of the city centre, in partnership with the city council, the first elements of which have already begun with the acquisition of the Corn Exchange site, the publication of a Public Realm Strategy for the city centre and the implementation of a first phase of public realm transformation in Cathedral Square.
- Bring forward key city centre regeneration, including the South Bank, North Westgate and the Station Quarter, and the northern Embankment to increase the business, retail, residential and cultural offering of the city centre, thus contributing to increased vibrancy – the Consultants Recommended Option for the City Centre Area Action Plan provides the template and implementation plan for such city centre growth and development in a planned and programmed way.
- Encourage more efficient use of sites or land through ‘Living Over The Shop’ initiatives, for example, and the rationalisation of surface car parks (retaining overall numbers, with parking embedded in development).
- Ensure that key assets are promoted and enhanced, including the Cathedral, the station gateway, the riverfront and retail offering.
- Improve the image of the city centre, through the development of a new brand proposition for the city, clear city image and key messages all supported by a planned and comprehensive but targeted marketing and promotion campaign.

2.3.3 Infrastructure Challenges

To enable the main developments to proceed as envisaged under the IGS and CCAAP etc, there needs to be significant investment in key infrastructure. This includes the usual hard infrastructure such a highway alterations and improvements, car parking, foot bridge (e.g. links to South Bank, etc.) and also soft infrastructure such as schools, health centres and green spaces etc. Key utility infrastructure is also required to meet the anticipated energy demands necessary to sustain the levels of growth being anticipated but in a low carbon and sustainable way. The key challenge is around the funding of these major infrastructure investments in advance of development.

To address this OP will:

- Prepare an implementation plan, based on the finding of the city Energy Study, to deliver low carbon, renewable energy to the city’s new and existing communities.
- Utilise IDP to secure funding for key infrastructure projects needed to unlock key development sites such as South Bank, North Embankment and Station Quarter.
- Identify and bring forward infrastructure needed to ensure resilience and adaption to climate change, such as assessing risks and mitigation from surface water flooding.
- Work with PCC to utilise the new “joint venture” arrangements to secure private sector infrastructure finance for key development sites as part of a wider. implementation package

2.3.4 District Centres

In encouraging a focus upon the city centre and existing urban area to ensure sustainable growth, the IGS identified the potential for the existing districts to accommodate up to 5,000 new homes as part of achieving the growth target through a process of utilising under-used or redundant sites and intensification of existing residential areas.

To identify the full extent of the opportunities the districts present OP will:

- Support master-planning work for Orton and Werrington districts and district centres.
- Work with the consortium progressing Bretton 2010 master-plan to assist and facilitate redevelopment of this area.
- Work with PCC's Neighbourhoods team to progress proposals for the Inner Central Ward (incorporating Millfield district centre).

2.3.5 Urban Extensions

Whilst encouraging a focus on the urban area for sustainable growth, the IGS also recognised that urban extensions may need to be considered to achieve housing and job targets. Over and above the challenges faced by such development in the current economic climate, these areas may face significant challenges in bringing forward key infrastructure to deliver these.

To resolve these challenges, OP will:

- Support developers and PCC teams to identify solutions for the provision of key infrastructure.
- Work with PCC to ensure the most beneficial outputs are achieved through urban extension in an effective and timely manner.
- Assist in delivery of urban extensions to ensure housing and job targets are achieved.

2.3.6 Economic Challenges

In addition to effects of the economic downturn identified in 2.3 above, there are various factors creating barriers to Peterborough's economy, most notably:

- a lack of entrepreneurial / innovative culture
- lack of coordinated business support
- a relative low skills level which has resulted in a polarisation between 'high end', high skilled, higher paid managerial, professional and technical jobs, and 'low end', low skilled and low paid jobs, which are mainly in the service industry
- the lack of a vibrant city centre relative to inward investment and which attracts and retains senior, middle management and graduates.

Additional challenges surround the integration of accession state communities and workers.

To resolve these economic challenges, OP is in negotiations with PCC and EEDA to take on the lead role for economic development in the city and subject to the level of funding available will aim to:

- Draw together existing evidence, and where necessary undertake additional research into the key drivers of the local economy to identify those key interventions and areas of assistance that OP and its partners can engage in to assist economic growth and development.
- Reverse the polarity of low skill/low wage and high skill/high wage by creating suitable conditions for future economic and employment growth within Peterborough, promoting the environment, financial and other key technology clusters.

- Promote and lead on inward investment programmes to generate new jobs with the support of the new city marketing campaigns;
- Work with partners to improve accessibility to / and the learning and skills ability of Peterborough's workforce.
- Continue to work with and facilitate the coordinated delivery of a University offer for Peterborough to stimulate innovation, learning and technology transfer through a close partnership with University Centre Peterborough, Anglia Ruskin University, Peterborough Regional College and PCC.
- Promote further innovation and knowledge transfer through the Eco Innovation Centre launched in Peterscourt in April 2008.
- Improved advocacy of Peterborough's economic opportunity and case at regional, national and international level as appropriate.

2.3.7 Marketing Challenges

The sustainable growth of Peterborough has faced a number of challenges due to the lack of a coordinated marketing programme. Peterborough lacked a positive, clear identity and profile with potential inward investors when they are deciding whether to invest in or relocate and this is reflected by residents who fail to understand what is being planned for the city and how it will immediately benefit them.

The current lack of integration prevents the development of clear consistent messages about the city and prevents a coordinated approach to the dissemination of these messages externally. This results in duplication of activity, and inconsistent and, at times, conflicting messages being used.

To resolve these marketing challenges, OP will:

- Finalise the establishment of city marketing group made up of key public and private stakeholders to co-ordinate the marketing of the city utilising the new city brand proposition being launched in February 2009.
- Finalise the work already started to establish a "city bond" as a mechanism for collating contributions from private sector companies own marketing budgets to match public funding to form a pool of financial resource to support the promotion and marketing of the city.
- Co-ordinate marketing initiatives to promote not only the economy but also the regeneration of the city and provision of sustainable communities.
- Provide a focus for inward investment activity and support the growth of existing businesses
- Work to promote Peterborough as the UK Environment Capital
- Integrate the values of the city brand into the company's communications activity in order to help Peterborough based residents and businesses understand how they will benefit from the growth
- Lobby external agencies for support for city initiatives

All these aspects will contribute to 'place' Peterborough in the regional, national and international market place and thereby support Peterborough's role as a regional "engine of growth", providing a strong destination and employment base for the wider sub-region, and an attractive place for people to live, work and invest in.

2.3.8 Stakeholder Communication

In order to effectively deliver the city's growth and regeneration it is important that a consensus of understanding and support towards plans and changes is developed and reinforced among partners, stakeholders and local communities.

A high level of support for Opportunity Peterborough projects has been secured through ongoing, high-level relationship building and this will continue through a series of activities as detailed in the PR & Communications plan.

However, a significant challenge is a localised failure to recognise and understand the role of Opportunity Peterborough among citizens. This in turn is reinforced by perceived apathy towards the company based upon the historical mismanagement of expectations.

- To overcome this we will: Continue to engage with local communities through regular feedback and consultation events supported by ongoing media and advertising activity
- Focus on developing new mechanisms of engagement through the use of new and traditional media
- Work to create a body of local 'growth ambassadors' who will communicate the company's vision to their local community and feedback reactions
- Actively promote projects and their impact through local media and events
- Actively support local initiatives that complement the company's corporate objectives and vision for the city
- Evolve company communications to include realistic timelines for delivery and how they fit into the wider picture for the city
- Lead and guide all communications of OP led and supported projects to ensure consistent and accurate messaging

2.4 Priorities

The key priorities are driven from our vision and objectives, which together with our overarching themes provide the basis for all work that Opportunity Peterborough undertakes and act as a sieve to select and prioritise the initiatives, projects and developments that we progress.

Clearly the current economic conditions, availability of public funding and private partner's willingness to participate in the growth of Peterborough has been a major factor in determining a realistic and deliverable set of priorities. This takes into account the significant contraction in private sector developer participation, increasing competition for decreasing public funding and the potential new sources of funding that may be "tapped" through the new ways of working between OP and PCC with private sector financiers and investors.

Put simply, the priorities set out below reflect our objectives but are tempered by a realistic view of deliverability in the current economic conditions. Consequently the priority projects (note – these are described more fully in section 2.7) are:

Objective	Task & Priority
City Centre Vibrancy	Public Realm Implementation <ul style="list-style-type: none"> - Cathedral Sq completion - Bridge Street - Cowgate & Long Causeway - Westgate South Bank <ul style="list-style-type: none"> - Carbon Challenge - Fletton Quays - University Eco-Faculty - Eco Innovation Centre II - Railway Sheds/Mill City West <ul style="list-style-type: none"> - Station Quarter East - Green Quarter - Railway Station - North Westgate - Highways Northern Embankment <ul style="list-style-type: none"> - Community Stadium - Arena - Swimming pool & leisure - Community facilities - Education - Residential
Substantial & Sustainable Growth	Infrastructure Delivery <ul style="list-style-type: none"> - ESCo - Adapting to Climate Change - Digital Connectivity - Construction waste minimisation LAA Priority 4 Lead Support to <ul style="list-style-type: none"> - District Centres - Stanground/Magna Park - Urban Extensions - Long-Term Transport Strategy
Economic Prosperity	Business Engagement Economic Research/Intelligence Business Advocacy University 'Campus'
Marketing	Marketing Peterborough <ul style="list-style-type: none"> - City Bond Scheme - City Marketing Group - City Marketing Campaigns
PR & Comms	OP company profile Stakeholder engagement

Through this prioritisation, we will maintain focus on driving through the regeneration and development of the city centre, bringing about sustainable growth and encouraging the development of the economy of Peterborough.

In addition to the physical projects, developments and initiatives that answer these aspects, OP will also focus on the marketing of the city, along with continued engagement with all of our stakeholders, including most importantly the communities and businesses we serve.

3. Progress to Date

3.1 Achievements

3.1.1 2008/9 Progress

Opportunity Peterborough has made significant progress during 2008/9 in completing key strategy documents that provide the fundamental route map for the sustainable spatial and economic growth of Peterborough.

However, as mentioned above, with the bleak economic outlook and market downturn there are significant hurdles yet to cross and there is still much to do. The biggest change over the past year is that there is now a considerable momentum generated as a result of OP's hard work over the past 12 months which is recognised by public and private sector partners and stakeholders and there is a growing sense of belief that the long awaited transformation of the city is about to start.

OP believes that delivery against this expectation is fundamental to generating confidence in the city and will enable OP to secure far greater achievements in the future years, with the continued support from our key partners and stakeholders.

3.1.2 Strategic Framework

In February 2008, OP and PCC completed and published the **Integrated Growth Study**. This seminal piece of work, which sets out a sustainable growth pattern for the district as a whole, and which measured the implications of varying growth approaches, provides a clear framework for the delivery of housing and economic growth. Although not adopted as a formal statutory plan, the IGS has been recognised nationally as a model of best practice in identifying appropriate approaches to growth and has underpinned the City Council's Core Strategy.

The IGS has also formed the bedrock to a range of other key plans, both statutory and non-statutory; within the former, the Planning Policies DPD and Site Allocations DPD. Significantly for OP and its partners, it has also informed the evolution and development of the **City Centre Area Action Plan**. Unusually, a Consultants' Recommended Option (to mitigate against the delay of adoption until 2011 of the formal AAP in line with the Council's LDS) has been produced, along with an **Implementation Strategy** as to how the development, regeneration and growth within the City Centre can be delivered. This work identifies land use across the city centre, urban design guidance, and delivery mechanisms for the city centre to 2021 and beyond. It utilises both emerging plans (eg Core Strategy) and assessment of land availability against development schedules and landowner/stakeholder interests and aspirations.

Alongside the development of the CCAAP and Implementation Strategy, a masterplan for the **South Bank** area has been produced which not only provides a context and rationale for the Carbon Challenge development site, but identifies clear development opportunities, viability and delivery mechanisms for this important area of the city centre. Although it is not intended at this stage that the masterplan will be adopted in a formal capacity, it will undoubtedly inform and underpin planning applications for key sites.

In conjunction with the work on the CCAAP, preliminary, informal, urban design work has been undertaken by the consultants, EDAW, on the area around **Rivergate East** and **North Embankment** to illustrate land capacity issues. A **Cultural Gap Analysis** has also been completed, which although focused on the city centre work provides evidence on the broad issues facing Peterborough in providing a cultural offering fit for a grown city. All of these pieces of work will require further attention and detailing as the city moves forward with development of those physical areas and topic themes.

The **LAA** has an extensive evidence base, utilising information from local, regional and national databases and statistics. It will be used to underpin all LAA Priorities (1-4) but will be of particular relevance to OP's work in terms of Priority 4 'Substantial and Truly Sustainable Growth' (OP lead) and Priority 3 'Creating the UK's environment capital'. Evidence underpinning the LAA will not only be used in developing schemes, but also for measuring OP's performance.

The **Enabling Creative Solutions** ('Perception Peterborough') has utilised common data from the IGS and other Council sources, with the additional benefit of a regional perspective and data pool (sponsored by EEDA and the Arts Council). This report provides a solid basis for identifying major cultural initiatives, with robust underpinning.

In addition during 2008/9 OP has led the preparation of: a city wide **Energy Study** which has examined the provision of sufficient energy to power the city's growth utilising low carbon renewable technology; a **Water Cycle Study** for the entire city including a Strategic Flood Risk Assessment Level II study. Both of these studies provide valuable data and evidence base against which to plan key utility infrastructure needed to support the wider growth agenda and guide future investment decisions.

OP has undertaken all of the above work in an environment of ongoing consultation with stakeholders and the general public using the City Council's **Statement of Community Involvement**, its evidence base, and its integral list of contacts to ensure that this consultation was robust.

Overall, Peterborough now better understands the requirement and implications of the growth agenda for the whole unitary authority area, as well as the opportunities within its core area, and is well-placed to outline key interventions through the Integrated Development Programme and other strategic implementation mechanisms, and to deliver against those.

3.1.3 Integrated Development Programme

This Integrated Development Programme (IDP) provides a single delivery programme for strategic capital-led infrastructure that will unlock and support the phased growth of Peterborough throughout the plan period to 2021 and, indicatively, beyond. As such, the IDP will be used as the implementation plan for the Core Strategy and will identify developments included as part of the Planning Obligations Implementation Scheme 2008.

The IDP identifies key priorities which will enable the delivery of the city's growth targets for both jobs and housing identified in the East of England Plan, relative to spatial growth and economic challenges, mapping out clear physical and infrastructural issues and constraints. A series of investment packages are identified, and within them the projects that are proposed as priorities for funding, which will contribute in an unambiguous manner to enhancing the area's economic performance, accommodating physical growth and provide a basis for prosperous and sustainable communities; these have been aligned to the city's LAA priorities, being:

- **Economic Development** - The people of Peterborough can work locally, benefiting from a strong local economy that is an attractive destination for business investment, particularly in higher skilled sectors
- **Housing** - Providing better places to live for both new and existing communities, ensuring the highest environmental standards of new building. Key objectives include
- **City Centre/District Centres** - Creating a safe, vibrant city centre and sustainable neighbourhood centres where people can have a diverse and improved places to visit and enjoy
- **Infrastructure** - Key infrastructure needed to unlock and enable strategic growth areas across the city, which will allow future planned housing provision and create the conditions for business, service and community prosperity and growth

The IDP is also designed to be a management tool, to aid planning, management, delivery and monitoring of the investment packages identified. The newly formed Strategic Growth Board will be used as the management structure to oversee and be accountable for the continued development and use of the IDP.

3.1.4 Specific Achievements

Key achievements that Opportunity Peterborough has significantly contributed to include:

Project	Outcome
City Centre	
City Centre Area Action Plan & Implementation Strategy (CCAAP)	Completed the Consultants' Recommend Option for the future growth and regeneration of the city centre and the delivery plan to ensure its implementation.
Public Realm Strategy (PRS)	Completion and approval by Council of an over-arching strategy for Peterborough's public realm which sets out how we can improve the city centre's streets, squares and spaces, and which will support PCC's funding strategies to deliver this. The PRS has received regional acknowledgement as best practice initiative in the planning and delivery of public realm improvements.
Public Realm Implementation (PRI) 'Streets, Squares & Spaces'	Completion of the designs and commencement of the construction of improvements to Cathedral Square and 'St John's Square'.
South Bank Masterplan	The completion of a comprehensive masterplan and delivery plan for the South Bank area, including urban design principles, land use, storey heights and character areas.
Carbon Challenge	Developer selection for the 7 ha (344 homes) zero-carbon homes development at South Bank, the development of a design scheme for the area, and wide public engagement on the proposals.

Corn Exchange Building (CEB)	Facilitated the scheme ultimately for demolition of the CEB, through PRS, liaison and relocation negotiation.
Green Gateway	Successful completion of a masterplan for the development of 'green office' provision within the Station Quarter area and preparation of an acquisition and development proposal for this key strategic site and opportunity. Engagement with potential pre-lets.
Substantial & Sustainable Growth and Infrastructure	
Integrated Growth Study (IGS)	Promulgation of the principles of the IGS and development of key recommendations from it (including data collation and monitoring schemes and influencing policy). The IGS has received national recognition from DEFRA as being an exemplary corner stone for growth aspirations.
Water Cycle Study	The instigation and completion of a comprehensive study to establish the future requirements and management of water resource in the city, in line with growth aspirations.
Energy Study	Completion of a study and implementation plan for energy provision within the city to support growth aspirations, including the identification of ESCO opportunities.
Strategic Flood Risk Assessment (SFRA)	Instigation and completion of level 2 SFRA for strategic development across the city which identifies key mitigation measures necessary to enable key sites to come forward.
Growth Area Fund - round 3 (GAF 3)	OP lead production of the GAF3 resubmission which confirmed a total £21.4m award (an increase from the original allocation by some £3.9m).
Integrated Development Programme (IDP)	OP lead the continued development of the IDP that identified and coordinates all strategic infrastructure and growth programmes, providing a central programme to accompany the city's growth and development plans.
Perceptions Peterborough	OP has supported the delivery of a seminal visioning session, incorporating international thinkers and innovative stakeholder engagement. Coupled with the City Centre Cultural Gap Analysis, this has provided a useful foundation for cultural (and wider) understanding in the city.
Flag Fen	Supporting the development of a commercial business plan for this key city asset.
Economic Vibrancy	
Eco-Innovation Centre (EIC) Phase 2	Further development of the long-term Eco-Innovation Centre plans, including site viability assessment, building feasibility and wider strategic alignment opportunities with the University Centre Peterborough (Environment Faculty).
Eco-Innovation Centre Phase 1	The launch in April of and subsequent support to the initial phase of the Eco-innovation Centre to provide a physical hub for the Environmental Goods and Services Cluster and to encourage business success.
University	Support to the development of the initial University Centre (at PRC site) and initiation and delivery of business faculty development at Lynchwood.

Business Engagement	OP has continued to lead business engagement in the city, encouraging growth of existing businesses and facilitating expansion, and when required, supported businesses in the management of redundancies.
Inward Investment	OP has been the forward sign-post in the city for directing investment enquiries and facilitating development of major schemes.
Business Partners	A renewed focus is reinvigorating OP's Business Partners scheme which provides an important channel to engage with and provide support for the local business community.
Marketing	
Marketing the City	OP has led the establishment of the City Marketing campaign, including the appointment of a marketing manager, the completion of a branding exercise and the establishment of a City Marketing Forum.
OP Public Relations & Communications	
Media Activity	The media relations programme has provided a steady stream of positive news stories in support of the URC's projects and initiatives.
Website	OP has created a website to provide a platform to promote the work of the URC and promote the city to potential inward investors
Stakeholder Engagement	Stakeholder engagement on key projects (CCAAP, PRS, PRI) has been positive and well-supported, with key messages heard and acted upon.

3.2 Sustainable Development

Sustainable development is a central element of our vision. We also recognise that the pressure of significant accelerated growth has the potential to erode sustainable development principles. However, this will not be allowed to happen. Opportunity Peterborough, through its leadership, partnering and through example, will ensure that the future regeneration and development of Peterborough will be founded on the principles of sustainability. We will ensure that the developments we create will support the communities of the future; and be the places where people choose to be; to work, live and play.

This is a shared vision and reflected in the Sustainable Community Strategy, which seeks to develop Peterborough environmental and sustainability credentials beyond that of Environment City status, to that of UK Environment Capital, for the benefit of all our communities and businesses alike.

There are challenges to achieving this goal, not least being lack of awareness and historic cultural attitudes, towards for example private transport, but with this shared vision embedded within the Sustainable Community Strategy (refresh) we will over time be able to change these inherent attitudes and help make Peterborough the Environment Capital of the UK.

Specifically, to help achieve this OP will:

- **Building Sustainable Communities** – adopt the Inspire East Excellence Framework model as an overarching decision making and appraisal toolkit that will ensure all future developments address the key components that combine to make and support a sustainable community (shown below).
- **Ensure design quality** – through the provision of a Peterborough companion best practice design guide (planned to be completed by Aug 09) we will ensure urban design, density form and function are appropriate to the unique sustainable challenges that Peterborough faces.
- **Towards carbon neutrality** – we have developed an Energy Strategy for the city to determine the best way forward to achieving significant renewable energy provision and reducing Peterborough’s carbon footprint. This has highlighted energy action zones where specific measure will be investigated to enhance energy efficiency and enable the provision of low carbon energy.
- **Low Carbon Building** – promote environmental building design, from concept to completion throughout all developments. This will be achieved through the development of a new Carbon Toolkit that can be used to identify carbon impact at the development scale planning stage to help guide overall scheme concept, through to use relative design standards such as Code for Sustainable Homes and Building Research Establishment Environmental Assessment Method for individual buildings and schemes.
- **Managing flood risk** – through the production of a Water Cycle Study, which incorporates strategic flood risk assessment, to understand the selection, mitigation and compensation requirements for the strategic growth projects. that guide the correct pattern for growth.
- **Protecting and enhancing green spaces** – through working in partnership with the Peterborough Natural Network Partnership and promoting key green infrastructure projects through GAF3.
- **Environment summit** – support an annual regional environment summit to discuss key topics and showcase Peterborough Environment Cluster businesses. The first event took place in September 08.

Inspire East Excellence Framework toolkit:



Opportunity Peterborough has adopted an Environmental Policy which expresses our commitment to achieve our aims for environmental sustainability within our own organisation. Through managing the impacts of OP we aim also to show strong leadership to partners and the city. Objectives cover reducing our waste at source, our use of carbon-based energy and our resource consumption. In order to deliver this policy OP has made a commitment to continually monitor and improve environmental performance and to provide staff training. As part of this, we shall be developing an Environment Management System to identify and produce effective company procedures that ensure our environmental commitment is translated into all operational and project activities.

In addition, as mentioned above there is a significant cluster of environmental companies within the Greater Peterborough area that we consider central to upgrading our economy and driving forward sustainable technologies, and which we will continue to support and promote.

4. Key Tasks

4.1 Key Tasks

In order to achieve our vision and objectives the following key tasks need to be fulfilled. In most cases these are project/development related but also include a number of key initiatives and programmes. The overall mix of key tasks has been selected to maintain a momentum of delivery of truly sustainable growth of Peterborough.

The key tasks presented here are those that will be accomplished and/or progressed significantly over the course of the next three years. These have been prioritised (see section 2.4) to ensure the focus of resources to secure the greatest possible outcomes.

As may be expected many of these projects and initiatives are intrinsically linked, one providing the stepping stone for the other. As such they are all of crucial importance to enable our overall vision and objectives but will obviously need to be undertaken in the appropriate order and over a realistic and manageable timeframe; especially relative to maintaining the viability of the city centre during such a significant period of change.

In addition, as many of the projects are linked, there will most likely be the requirement to enact compulsory purchase orders, from time to time, to secure key land assets and facilitate delivery. Furthermore, as many areas are currently in very different uses to those proposed, there will again most likely be the need to gap-fund certain infrastructure elements to effect the desired widespread structure change to the city centre and ensure that the various regeneration developments work together to form a cohesive centre.

A very new element in the key tasks this year is Opportunity Peterborough's intention to take on the lead role for economic development across the city to underpin the growth agenda. This is still being discussed with EEDA and PCC over available funding, extent of the planned programme of activity as a result and the anticipated outcomes/outputs to be delivered. Assuming this is resolved satisfactorily over the coming weeks and months, OP will include a detailed economic development section in future business plans as an integrated part of the planned key tasks and activity.

Task	Purpose	By	Lead	Outcome
City Centre				
Public Realm – design and construction	Complete the transformation of key streets at the heart of Peterborough City Centre.	2013	OP – PCC	Enhanced environment driving economic investment and Pride in Peterborough.
Fletton Quays – geo-studies, strategic acquisitions, remediation, infrastructure provision.	Regeneration of key riverside area to provide university, eco-innovation centre, residential, leisure and cultural attractions.	2014	OP	Vibrant City quarter, providing education, employment, and living opportunities.
Carbon Challenge- manage delivery of flagship scheme.	Delivery of 344 eco-homes and lifestyle.	2014	OP	High quality living offer to exemplary environmental standards.

Task	Purpose	By	Lead	Outcome
Station Quarter East – NWG Detailed m/plan, strategic acquisitions, investigations, key infrastructure.	The development of a commercial, retail core around the station.	2016	OP – PCC	100k sq m prime office space; 68k sq m retail; 200 residential units.
Station Quarter West Facilitate development through funding, influence and advice.	Key residential development, with opportunities for university grow-on space.	2016	Private - OP	600 residential units
Northern Embankment – Detailed feasibility study (+ Cathedral Views Study), site investigations, demolition, key infrastructure, design + implementation.	Provision of community stadium, sports village, and community and commercial facilities.	2015	OP – PCC	Stadium, arena, swimming pool, hotel, conference suite, small retail outlets, community and education facility, residential.
Cultural capital works - Funding capital improvements to key assets, liaison to secure enhanced cultural programme.	Development of existing assets within city centre to provide enhanced cultural programme.	2011	OP	Enhanced cultural offer in city centre to act as attractor and increase city centre vibrancy.
Living Over The Shop - Test demand + viability, structure funding programme, promotion, management of scheme.	Funding programme to encourage conversion of upper floors in city centre to residential.	2012	OP	Increased living in city centre to combine with environmental improvements (public realm) and cultural development to enhance city centre vibrancy.
Substantial & Truly Sustainable Growth				
Energy - Detailed feasibility study, ESCo structuring and delivery.	Development of ESCo model and site specific ESCo energy provision.	2012	OP	Sustainable energy provision using exemplary model and procurement to enhance Peterborough Env. Capital credentials.
Digital Connectivity Research and feasibility study.	Exploring enhanced digital connectivity across the city to promote greater economic and cultural vitality.	2010	OP	Implementation options to secure digital connectivity opportunities.
Adapting to climate change study	Integrating climate adaptation measures to ensure sustainable development.	2010 - 2013	OP	Mitigation and adaptation intervention to ensure appropriate future proofing of development relative to climate change.
Stanground/Magna Park - Structure SPV, essential	Development of a major housing and employment scheme through SPV structure at urban fringe.	2016	OP	Potentially 1500 homes (existing planning consent) and 4000 new jobs.

Task	Purpose	By	Lead	Outcome
m/planning, key infrastructure provision.				
Economic Prosperity				
University - Long-term business plan, continue dispersed faculty roll-out, develop new faculties	Provision of higher education offer within the city, building to full university status	2015	OP – PCC	Increased NVQ achievement levels and retention of young people in city.
Business Engagement – Support to existing businesses through liaison, advocacy and facilitation.	Ensure existing businesses are encouraged and enabled to stay and grow in the city.	On-going	OP	Job retention, creation and economic prosperity.
Inward Investment Encouraging external and overseas investment in the city through tractivity and other media	Developing and diversifying city economy.	On-going	OP	Job retention, creation and economic prosperity.
Business Intelligence – Data collection and collation	To ensure full economic picture is understood, to enable appropriate strategic planning, intervention and tie-in with RES priorities.	On-going	OP	Greater understanding of economic influences to inform interventions.
City Marketing				
City Group Establish, facilitate forum for key stakeholders.	Ensure correct focus for city marketing campaign, and maximise opportunities for business engagement.	On-going	OP	Wider support to marketing campaigns and appropriateness of campaigns to city growth and identity.
City Bond Scheme Structure to encourage stakeholder investment in brand.	Key financial support to marketing programme, ensuring longer term sustainability, and increasing 'marketing pot'.	2009	OP	Sustained and maximised campaign.
Campaign Programme Sponsorship of key events, brand promotion, media utilisation.	Promotion of Peterborough offer and identity to encourage investment.	On-going	OP	Increased awareness of Peterborough locally, regionally and nationally, to encourage social and economic investment and advancement.
PR & Comms				
Stakeholder Engagement - Meetings, workshops, website	Ensure, as far as possible, consensus for projects, programmes and initiatives.	On-going	OP	Greater understanding and support for schemes in city.
Media – Interviews, press releases, features, articles.	Ensure that appropriate profile for interventions, and maintain and enhance OP and partner reputation (thus facilitating delivery and future initiatives).	On-going	OP	Greater understanding and appreciation of importance of schemes and their benefits.

5. Equality and Diversity

5.1 Equality and Diversity

5.1.1 Background

Peterborough has a diverse and multi-cultural population. In mid 2007 the population was 163,300. It has a younger profile than the regional average with nearly 24% being under 17 years old. 14% of the population are over 65 years old. The population has been rising since 1991 but at a slower rate than the rest of the region. Substantial growth is planned over the coming decades.

In 2001, 14.3% of Peterborough's population described themselves as non-White British, with only Luton, Cambridge and Bedford exceeding these levels in the East of England. The largest non white ethnic group is the Pakistani community at 4.5% of the population but significant numbers come from minority ethnic groups from areas such as India, Ireland, Italy, Poland and the Caribbean.

By religion, there is also a diverse picture. Almost one quarter did not reply or did not have a religion but over 68% are Christian and almost 6% are Muslim. Information on gender is around the national average with just over half being female but there is very limited data on sexuality.

Regarding health, life limiting illness and disability, the city does have a number of statistics that compare unfavourably both regionally and nationally and are subject to local targets to address them. Life expectancy is lower than the national average and for females is in the worst 20% of local authorities. Coronary heart disease and cancer mortality are high and drug related hospital admissions are higher alongside rates of teenage pregnancy. In 2007, there were 15% of the working age population with a disability and 13% with a work limiting illness. This has contributed to a very high benefit claimant rate in the city.

5.1.2 Equality and Diversity activity

Given the diverse and challenging population data above, the commitment to implementing the equality and diversity policy and the equality impact assessments are and will continue to be central to successful growth projects in the city.

To date Opportunity Peterborough have used the Inspire East Excellence Framework to assist project development across the whole range of sustainable communities issues including equity. This was successfully employed during the Public Realm Strategy and action plan development. The process ensured the project was challenged on ensuring access for all to the new city centre public spaces.

We recognise EEDA's responsibilities in this area and Opportunity Peterborough are aware that Equality Impact Assessments (EQIAs) offer a more complete and robust focus on this agenda and will add considerable value to the work already underway and future projects. This requirement has already been built into the feasibility work proposed for the Peterborough Eco Innovation Centre Phase 2.

We recognise that EQIAs will allow us to identify the positive and negative equality and diversity impacts of our functions in delivering the growth agenda in the city. By doing so, the results will allow us to address any discrimination or negative impact and ensure positive impacts for the community. It will ensure our compliance with the legislation both in terms of the promotion of equality and community relations and the contribution to the elimination of discrimination. To this end, we are committed to reviewing our external facing equality and diversity approach in 2009 and propose building in EQIAs into our project development on all projects over an agreed threshold.

5.1.3 Local Policy Framework

As the growth agenda lead in the city and a wholly public funded body, Opportunity Peterborough is fully signed up to and all programmes deliver on the Sustainable Community Strategy – Growing the Right Way for a Bigger and Better Peterborough 2008-21. The vision includes the aim of “improving the quality of life of all its people and communities and ensures all communities benefit from growth and the opportunities it brings.”

Four areas of work are prioritised to achieve the vision and all influence the work of Opportunity Peterborough, our delivery and work with partners. Equality and diversity and growth are the central agendas within this core document and Peterborough’s activities:

- Creating opportunities – tackling inequalities
- Creating strong and supportive communities
- Creating the UK’s environmental capital
- Delivering substantial and truly sustainable growth

This is carried forward into 16 actions in the Local Area Agreement 2008-11 of which Opportunity Peterborough lead the growth outcomes. The Local Area Agreement has been equality assessed and no negative impacts are anticipated. Positive impacts are identified in the skills development areas for black and minority ethnic community groups who currently show skills levels below the city average and considerably below the regional averages.

Additionally, as part of the 2009 equality and diversity review, Opportunity Peterborough will ensure compliance with Peterborough City Council’s Race Equality Scheme, Gender Equality Scheme and Disability Equality duty.

Staffing

Equality and diversity is an internal as well as an external issue and in 2008 Opportunity Peterborough have worked with an external HR specialist to draft an Employee Handbook and Governance Manual, which includes the equal opportunities policy, and subject to Board approval will be published in early 2009.

The priority given to introducing these documents demonstrates OP’s intent to ensure that Equity and Diversity issues are dealt with in the organisation. The following are a range of policies which are included

- Equal Opportunities
- Environmental Policy
- Inappropriate Behaviour
- Flexible Working
- Maternity/Paternity/Parental
- Whistle Blowing

6. Summary

2009 will be an exciting year for Peterborough as the long awaited transformation of the city truly gets underway. But this transformation begins at a time of great economic uncertainty, not just for Peterborough but for the region, country and the wider global economy which will bring significant challenges to the momentum of delivery and growth.

This business plans aim has been to clearly restate the short, medium and long term goals of Opportunity Peterborough in delivering transformational change and substantial and truly sustainable growth across the city. In so doing this plan has sought to clarify the major challenges to these goals together with some innovative proposals to overcome these challenges and enable the momentum of delivery to be maintained.

It is also recognised that the funding partners of Opportunity Peterborough are themselves under increasing pressure on budgets and demands for funding and therefore this plan has sought to clearly identify the key projects to be progressed over the next three years, how these will be delivered and what the outcomes, outputs and impacts of these will be. This is intended to assist the funding partners in making difficult but informed investment decision for the funding resources available.

The proposal to explore the use of special purpose vehicles to engage with private sector finance and investment resources will enable the public sector funding partners to utilise their funding to leverage significant private sector investment, enable projects to proceed despite the economic conditions and secure the much needed growth and outputs in terms of jobs, infrastructure and housing delivery.

In conclusion this plan has sought to achieve a balance between future aspiration, current economic challenges and new and innovative ways of working. With the high calibre of the Opportunity Peterborough executive team and the support of the Board and partners 2009 will truly be an exciting and interesting year as this blend of issues is put to the delivery test.

As always Opportunity Peterborough welcomes any feedback that you may wish to provide.

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