

**2010– 2013 Business Plan  
Appendices**



**Opportunity Peterborough**  
urban regeneration company

**2010– 2013 Business Plan  
Appendices**

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## **APPENDICES**

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**APPENDIX 1  
SWOT Analysis**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Ambition and priority area for increasing levels of housing and employment growth</li> <li>• Choice of land available for a range of uses</li> <li>• Well-defined sub-regional catchment area in areas such as employment and retail</li> <li>• URC to drive forward growth</li> <li>• Strong cluster of environmental technologies, goods and services (EnviroCluster)</li> <li>• Strong manufacturing base, particularly engineering</li> <li>• Important service provision sector, particularly finance sector</li> <li>• Strategic location in relation to transport network, well connected to the national road and rail network in all directions</li> <li>• Significant food and drink sector</li> <li>• Established media, publishing and printing sector</li> <li>• Recent increase in start up rates for new businesses</li> <li>• Beacon Council for improving accessibility to services (via public transport)</li> <li>• Good record of major transport scheme and project delivery</li> <li>• Green Wheel Infrastructure</li> <li>• Geographical location in relation to London, eastern ports and wider UK</li> <li>• Growing educational sector with the potential to develop an HE presence</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• New Higher Education Facility</li> <li>• Sector development, particularly that of environment and health</li> <li>• Growing banking, finance &amp; insurance sectors</li> <li>• Environmental technologies cluster and developing climate change agenda</li> <li>• Exploiting the city centre in terms of under used assets</li> <li>• Potential to develop city-centre evening and cultural activities</li> <li>• Potential to build on average level of research and development (R&amp;D) knowledge-based industries</li> <li>• Ideal location for Distribution industry (ideal for logistics in sending recovered materials for recycling)</li> <li>• Proximity to Cambridge as a tourism and high tech investment centre</li> <li>• Identified as an engine for growth in RES 2008-2031</li> <li>• Low average property prices relative to the rest of the Greater South East</li> <li>• Opportunities for more efficient land use in urban area</li> <li>• Raise the flow of inward investment from foreign-owned companies</li> <li>•</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Poor brand and image</li> <li>• High incidence of low growth and low skilled sectors</li> <li>• Lower than national average educational attainment</li> <li>• Lack of investment in cultural, sport and entertainment amenities</li> <li>• Limited high tech sectors</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Future levels of Public Sector Investment</li> <li>• Pace of technological changes</li> <li>• Economic restructuring with regards to manufacturing and resulting threats of globalisation in key supply chains</li> <li>• Low aspirations and expectations</li> <li>• High level of people not in education, employment or training (NEETs)</li> </ul>

<ul style="list-style-type: none"><li>• Low level of high end jobs</li><li>• Lack of growth in net capital expenditure</li><li>• Limited effective business engagement</li><li>• Low development values makes new schemes difficult to deliver</li></ul>	<ul style="list-style-type: none"><li>• Low education attainment</li><li>• Impact of credit crunch and national/global recession on the development and house building sectors</li><li>• Low skills, low wages</li><li>• Falling house prices leading to reduced gross development values which compromise delivery viability and anticipated planning gain</li><li>• Increase in deprivation</li><li>• Higher crime</li></ul>
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**APPENDIX 2  
INTERVENTIONS/KEY TASKS SCHEDULES**

Marketing Programme – Draft and in Development								
Task	Methodology	Lead	Partners	Milestones	Outcome	Performance Measures	Risk	Mitigation
<b>City Corporate Marketing</b>	1. Website 2. Corporate Materials 3. Events	OP	EEDA/HCA/PCC/CLG/Local Key stakeholders and influences	<b>Quarter One:</b> 1. Deliver new city marketing website 2. HTML and new media comms developed 3. Marketing Collateral developed 4. Corporate brochure delivered 5. Creation of “experts panel”  <b>Ongoing:</b> Identification of key events for sponsorship and engagement	1. Increased website registration 2. Increased dissemination of marketing activity 3. Wider support for the city at a local, regional, national and international level 4. Creates one stop portal for information about investment in the city 5. Provides cost effective and immediate communications to “opted” in subscribers and potential investors	Number of unique hits 10,000 for new website in year one  Registrations for enews: 500: Q1 1000: Q2 1500: Q3 2000: Q4  By end of year at least 2000 active subscribers  Full development of marketing collateral by Quarter One  Obtain at least 5 key note speaker opportunities	Launch of new website will take time to embed with search engines  Provision of correct information from across the city  Sourcing and identifying appropriate speaker opportunities	Develop launch strategy and engage search engine optimisation for website launch  Utilise and engage experts panel to provide detailed information for city propositions

Task	Methodology	Lead	Partners	Milestones	Outcome	Performance Measures	Risk	Mitigation
<b>Investment Marketing</b>	<ol style="list-style-type: none"> <li>1. Events</li> <li>2. Promotional and Proposition Development</li> <li>3. City Bondholder scheme</li> <li>4. Business Intelligence</li> <li>5. Public and Media Relations</li> <li>6. Customer Relationship Management</li> </ol>	OP	EEDA/HCA/PCC/CLG/Local Key stakeholders and influences	<p><b>Quarter One</b></p> <ol style="list-style-type: none"> <li>1. Briefing packs on all key sectors</li> <li>2. Universally adopted marketing narrative for the city marketing</li> <li>3. Promotional literature for key propositions</li> <li>4. City Bondholder Scheme</li> <li>5. Regular "sold" in press releases</li> <li>6. Developed and implemented CRM Database</li> </ol>	<p><b>Ongoing</b></p> <p><b>Events</b> – city marketing events will centre on a series of small but highly targeted events where key stakeholders and decision makers are identified.</p> <p><b>Ongoing</b></p> <p><b>Promotional Literature</b> – City marketing will develop a series of high profile, quality publications that will promote and communicate Peterborough's economic and destination to key targets.</p> <p><b>Ongoing</b></p> <p>Provision of financial support through the bondholder scheme for developing city marketing</p>	<p>Sponsored activity engages with key events including:</p> <p>Business Awards Green Festival Ambassador Dinner Networking Events Targeted Events</p> <p>Achieved customer retention rate for the bondholder scheme of 95% over year one</p> <p>Customer satisfaction levels of over 60% for quarter one and 80% for remaining year for bondholders</p> <p>Implement and</p>	<p>Clear identification of correct stakeholders</p> <p>Slow uptake of bondholder scheme and reduction in subscriptions</p>	<p>Developed and implemented key account management with all bond holders</p> <p>Developing new and improved services over the forthcoming year</p>

Task	Methodology	Lead	Partners	Milestones	Outcome	Performance Measures	Risk	Mitigation
<b>Advocacy and Stakeholder Programme</b>	<ol style="list-style-type: none"> <li>1. Leverage favourable levels of funding and private investment</li> <li>2. Influence the policy positions of partners to enable delivery of Opportunity Peterborough's corporate objectives</li> <li>3. Influence the position of specific delivery partners on individual projects</li> <li>4. Improve the perception of Opportunity Peterborough and the city</li> </ol>	OP	EEDA/HCA/PCC/CLG/Local Key stakeholders and influences	<b>Quarter One:</b> <ol style="list-style-type: none"> <li>1. Key stakeholder and influence database developed</li> <li>2. Quarterly e-briefing issued</li> <li>3. Offline corporate presentations</li> <li>4. Developed city marketing ambassadors programme</li> </ol>	campaigns and increasing marketing budget  Closer working relationships with key stakeholders  Raised profile of Peterborough  High level support for Peterborough's economic interventions	run annual perceptions survey  Quarterly Newsletters  Monthly ad hoc and project specific communications  Annual stakeholder research and perceptions audit on OP performance	Non engagement of stakeholders	Stakeholders are engaged at some level but to mitigate the advocacy programme will embrace 'Managing Successful Programmes'  Who: Identification of key stakeholders  What: Create an analyse stakeholder profiles  How: Regular defining of



								<p>engagement strategies</p> <p>When: Planning and implementation of initiatives</p> <p>Do: Engaging the senior stakeholders</p> <p>Results: Measuring success</p>
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TASK	METHODOLOGY	LEAD	PARTNERS	MILESTONES	OUTCOME	PERFORMANCE MEASURES	RISK	MITIGATION MEASURES
<b>SKILLS DEVELOPMENT</b>								
i) Intelligence	Collate, maintain & review data on business skills requirements	OP	Chamber of Commerce; PCC; Growth Partnership; Sector Forums.	<b>Bi-annual:</b> review questionnaire	Up-to-date data available on current and business growth requirements for skills.	Bi-annual survey.	Low business participation.	Utilise recognised agents / media for survey.
ii) University	Support the development of long-term HE provision in the city, through a	OP / GDF	PCC; HEIs; HEFCE; EEDA; UCP	<b>On-going:</b> business intelligence collation <b>Sept 2010:</b> First	New HE-hub in 2012 – 4,000 students by 2016/17	Level 4 skills improvements in line with LAA targets	Lack of funding to supports Additional Student Numbers	Explore innovative funding routes through PDP.

	multi-versity model, with beacon courses orientated to and supported by businesses			stage HE framework principles agreed with partner HEIs; Design for HE-hub agreed; In principle funding agreements. <b>Mar 2011:</b> HEI framework in place; Contract for HE-hub let. <b>Sep 2012:</b> HE-hub open.			(ASNs) / capital build programme.  Lack of interest from partner HEIs.	Close partnership working & benefit demonstration.
iii) FE prospectus development	Support design of FE course prospectus geared to addressing local business needs, utilising intelligence gathered.	OP	PRC; PCC; Skills Funding Agency; Sector Skills Council; PCEA	<b>Sept 2010:</b> New courses available aligned to business requirements.	Enhanced skills base for business network	Skills level achievements in line with LAA targets; Monitoring against intelligence gathering (business survey satisfaction rating).	Lack local take-up of courses.	Promotional work and integration of businesses in 'marketing'.
iv) Sector skills	Identify and develop skills programmes around key sectoral clusters	OP	PRC; PCC; EEDA; Skills Funding Agency; Sector Skills Council.	<b>Sep 2010:</b> Environment sector focused training available <b>Mar/Sep 2011 (&amp;on-going):</b> roll-out for wider sectoral growth	Development, growth and increase of local recruitment for key sectors	Courses available for sectors in accordance with milestones.	Low take-up levels locally.	Promotion of courses and integration with sector businesses.

v) Apprentices & diplomas	Support the programme of apprenticeships & diplomas; up-skilling through in-job training in key sectors; utilising business intelligence & engagement measures.	OP-PCC	PCC; Local businesses; EEDA	Sep 2010: Achieve 6* company apprentice schemes Mar 2011: Achieve further 8* company apprentice schemes [* tbc through partner engagement]	Up-skilled local workforce; business growth	Monitor business take-up on quarterly basis with partners.	Low levels of business interest.  Low levels of apprentice/ diploma interest.	Close business engagement & co-ordinated partner activity.  Promoting scheme through schools & other establishments and media.
vi) Heritage Skills development	To provide NEETS and others with a range of heritage construction skills; develop & deliver Skills for the Future (SftF) programme	OP – PCC (CBU)	PRC; HLF; EH; PCC; Local heritage groups & organization	<b>May 2010:</b> Pilot heritage skills project. <b>Sep 2010 (&amp;on-going):</b> Skills for the Future programme initiated.	Wider range of skills available & diversified work force; identity enhancement for Peterborough	8 NEETS through pilot scheme; 6 people through SftF scheme (year 1).	Low interest from potential trainees.  Quality of training providers.	Promotional & engagement work to outline benefits.  Quality assurance through trainer selection.
<b>CITY VIBRANCY</b>								
i) Deliver full occupancy of vacant units	Co-ordinate city approach focusing around commercial, cultural & community activities; devise investment strategy; marketing / target company approaches.	OP	PCC; EEDA; Arts Council East (ACE); Community Groups; Meanwhile Project.	<b>April 2010:</b> Investment Strategy agreed; Commercial agent appt'd. <b>Sep 2010:</b> 2 net vacant units occ'd <b>Mar 2011:</b> 4 net vacant units occ'd	Number of vacant units will be reduced year on year, providing activity and vibrancy throughout day and evening	In line with LAA targets – to achieve vacancy reductions of 20% pa.	Double-dip recession / too slow recovery.  Lack of public sector funding to pump-prime.	Aggressive marketing of city opportunities over competitors.  Develop funding cocktails to reduce individual burdens (with CFU).
ii) Enhance	Diversify offer by	OP	PCC;	<b>April 2010:</b>	Step change in	Seek to attract 6	Lack of	Close work with

evening economy	attracting wider range of restaurant, retail, cultural activity (eg Local Food Hall; creative industries enhancement)		Local businesses; ACE; EEDA; EEI; Local entrepreneurs.	Demand/ feasibility study <b>Sept 2010:</b> Poetry Café (or similar) est'd; Food Hall viability completed. <b>Mar 2011:</b> Food Hall est'd	evening economy and city centre user-satisfaction results	new businesses/ activities by March 2011 reflecting diverse offer; 5% improvement in survey results (eg Place Survey)	infrastructural support to encourage diversification	partners to facilitate (eg planning).
iii) Cultural Growth/ Heritage Initiatives	Enhance cultural offer through enhanced use of existing assets [eg St John's Church as performance venue]; Guildhall re-habilitation; business case for Conservation Area enhancement scheme for Cowgate-Priestgate; Arts Development Centre.	OP-PCC	St John's Church; Cathedral; EH; HLF; ACE; RSA; Local social entrepreneurs.	<b>Nov 2010:</b> Venue creation; Next step Arts Hub est'd. <b>Mar 2011:</b> Arts development centre identified & tested; Business Case for Area Grant Scheme; Guildhall rehabilitation underway. <b>2011-13:</b> Complete arts dev. centre; Deliver area grant scheme.	Peterborough identified as cultural destination point (locally and regionally); Destination performance venue at St John's & Cathedral; environment enhancements Cowgate-Priestgate (2011-13); arts development hub in rehabilitated building.	Pride in Peterborough / Place Survey results	Lack of supporting funding.  Lack of interest from partner organisations.	Cocktail funding to spread burden.  Develop robust benefit-based business cases. Close partnership working.
iv) Living Over The Shop	Encourage rehabilitation of upper storeys for residential use.	OP	PCC; Landowners; EH/HLF (Area grant scheme)	<b>April 2010:</b> Feasibility Study completed <b>July 2010:</b>	Increased housing numbers; greater number of people in city	2 properties converted pa.	Low interest levels in scheme (financial viability).	Incentives through partner working.  Financial support

				<p>Programme marketing in place</p> <p><b>Sept 2010:</b> Landowners engaged;</p> <p><b>Mar 2010:</b> 2 properties converted.</p>	to support evening economy.			for alternative approaches (eg building repair) on condition of residential conversion.
v) Public Realm Initiatives	Identify enhancements for the public realm and enable their delivery	OP-PCC	PCC; Local businesses (BID);	<p><b>June 2010:</b> Identify scheme for Bridge Street</p> <p><b>Nov 2010:</b> Identify scheme for Cowgate/ Priestgate</p> <p><b>2011-13:</b> Implement as part of area grant scheme.</p>	Enhanced public realm as attractor to inward investors, support to local businesses, and visitor attraction.	PERS score monitoring (ref. CABE 'Paved With Gold').	<p>Lack of funding for designs &amp; delivery.</p> <p>Lack of local business investment/ interest.</p>	<p>Develop cocktail of funding.</p> <p>Demonstrate benefits of investment (liaison with business forum).</p>

Business Support								
Task	Methodology	Lead	Partners	Milestones	Outcome	Performance Measures	Risk (H, M, L)	Mitigation
<b>Targeted Business Support</b>	Provide wider more bespoke provision for businesses through specific programmes, creating the added-value to existing e.g. EP and BLE delivery.	OP	EEDA, PCC, BLE, Chambers of Commerce, FSB, IOD, Business Partners, City-wide private/public sector delivery partnerships	<p><b>Quarter One:</b></p> <ol style="list-style-type: none"> <li>1. Development of Partner agreements/ protocols</li> <li>2. Signed MOU's</li> <li>3. Engage Partner Management plan</li> <li>4. Establish alignment to Economic &amp; Business Intelligence Hub</li> </ol> <p><b>Quarter Two:</b></p> <ol style="list-style-type: none"> <li>1. Report to Partners on Q1 activities via 'live' Forum</li> <li>2. Implement any change methodologies from forum</li> <li>3. Link forum outcomes to Intelligence Hub (Virtual Network)</li> </ol> <p><b>Quarter Three:</b></p> <ol style="list-style-type: none"> <li>1. Report to Partners on Q2 activities via 'live' Forum</li> <li>2. Implement any change methodologies from forum</li> <li>3. Engage/Implement new developments</li> <li>4. Link forum outcomes to Intelligence Hub (virtual Network)</li> </ol> <p><b>Quarter Four:</b></p> <ol style="list-style-type: none"> <li>1. All parties Major Event (reporting lessons learned; success stories;</li> </ol>	Enhanced business engagement with local & regional 'high growth' business leaders/ influencers – Promote opportunities for key stakeholders and EEDA-led direct engagement with businesses. Support for increasing birth and decreasing death rates of business; levels of VAT registration and business start-up and retention. Raise local awareness of local/regional business support programmes	Q1 - Partner Management Plan (Live); 10 – Live and agreed Business activities to deliver in Q2 Q2 – 5 'Bespoke' (demand-led) Business activities up and running Q3 – 5 New (demand-led) Business Interventions Q4 – 10 Successful business interventions achieved	M	Development of formal agreements with delivery partners, private sector and stakeholders; Implement appropriate knowledge management tools for successful access to businesses; manage partner engagement strategies, to avoid duplication and overlap; Access 'live' information to provide appropriate 'bespoke' interventions; make full use of marketing & communication.

				future look for 2011/12) 2. Presentation of end of year report 3. Implement New / Enhanced actions / forward look for year ahead 4. Feed into Intelligence Hub (Virtual Networks)				
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Business Engagement								
Task	Methodology	Lead	Partners	Milestones	Outcome	Performance Measures	Risk (H, M, L)	Mitigation
<b>BUSINESS ENGAGEMENT FRAMEWORK</b>	Development of an agreed methodology for engaging with businesses through implementation of the Peterborough Business Engagement Framework	OP	EEDA, PCC, BLE, GPP, GP Board, Chambers of Commerce, FSB, IOD, Business Partners, City-wide private/public sector delivery partnerships	<b>Quarter One:</b> 1. Establish agreement with private & public sector partners on format 2. Gain sign off to funding for additional resource (EEDA) 3. Present 'Framework' to partners <b>Quarter Two:</b> 1. Launch Framework and Virtual Network portal <b>Quarter Three:</b> 1. Report updates via Virtual network, <b>Quarter Four:</b> 1. Presentation of end of year report via 'Live' Forum – successes,	Visible action plan/ strategy that can be used as a 'road-map'/ tool for engaging with businesses. Creation of a recognised Economic Forum for business intermediaries, stakeholders and partnership working for an on behalf of e.g. business, enterprise, innovation and skills agendas	Q1 – Framework agreed  Q2 – Launch of Framework and new 'road-map' and access methodology Q3 – link directly to Economic Intelligence Hub Q4 – Review impact of Framework	H	Gain agreement with partners as to methodology, and 'workable' implementation tool; Early stage engagement of business community in 'lateral' use of the technology; Engage existing networks in collaborative working i.e. joint access

				lessons learned, new developments for 2011/12				points for uses – so no wrong door); Set in place ‘user-friendly’ route map for successful outcomes.
<b>Business Development &amp; Inward Investment</b>	Promote a wider range of engagement activities, with clarity of vision, to facilitate a better experience for new or existing businesses, through an enhanced business engagement programme	OP	EEDA, PCC, BLE, Chambers of Commerce, FSB, IOD, Business Partners, City-wide private/public sector delivery partnerships	<p><b>Quarter One:</b></p> <ol style="list-style-type: none"> <li>1. Refresh Business Partner Programme</li> <li>2. Develop Formal link to Marketing &amp; Comm’s for provision of enhanced offering to business e.g. Bondholder Scheme</li> <li>3. Develop clear and workable links to e.g. PCC ‘client facing’ departments e.g. Planning, Recognitions Centre, Neighborhoods, City Centre Office etc</li> </ol> <p><b>Quarter Two:</b></p> <ol style="list-style-type: none"> <li>1. Report to ‘live’ Business Forum the ‘Business offer’ (inc virtual networks etc);</li> <li>2. Launch co-branded ‘Business Pack’</li> </ol> <p><b>Quarter Three:</b></p> <ol style="list-style-type: none"> <li>1. Report updates via Virtual network and ‘live’ forum</li> </ol>	Facilitate issues resolution (e.g. planning applications, recruitment, training, & supply chain introductions); Provide rapid response in partnership with other public sector organisations to economic issues, such as downsizing, outward relocations, closures /redundancies.	Q1 – Refreshed ‘Business Development & Inward Investment Plan’; Partnership MOU – signed and agreed; 20 – ‘Live’ Business Enquiries End of Q1 report to partners/ stakeholders; Q2 - 1 Major stakeholder event – 50 ‘Live’ Business Enquiries generated - 30 Businesses outcomes from enquiries Q3 – 20 Business change processes (i.e.	M	Promotion of good news stories and clear evidence of stakeholder engagement.



				<p>2. Present progress report to 'live' forum – GP Board</p> <p><b>Quarter Four:</b></p> <ol style="list-style-type: none"> <li>1. Report ongoing progress</li> <li>2. Present end of year report via 'Live' Forum – successes, lessons learned, new developments for 2011/12</li> </ol>		<p>relocation/ redevelopment initiatives</p> <ul style="list-style-type: none"> <li>- Progress report via 'live' forum Q4 – (continuation of Q3 target)</li> <li>- Report via 'Live' event including all interest groups</li> </ul>		
<b>Cluster/ Forum management &amp; development programme</b>	To develop a programme of focused cluster support and network stimulation in order to support the growth ambitions for the city	OP	EEDA, PCC, BLE, Chambers of Commerce, FSB, IOD, Business Partners, City-wide private/ public sector delivery partnerships	<p><b>Quarter One:</b></p> <ol style="list-style-type: none"> <li>1. Develop Action to address key growth sectors</li> <li>2. Develop Formal links with SSC's, New/existing</li> <li>3. Present Action to key Partners/Stakeholders</li> </ol> <p><b>Quarter Two:</b></p> <ol style="list-style-type: none"> <li>1. Create interface with Launch co-branded of 'Business Pack'</li> </ol> <p><b>Quarter Three:</b></p> <ol style="list-style-type: none"> <li>1. Report updates via Virtual network and 'live' forum</li> <li>2. Present progress report to 'live' forum – GP Board</li> </ol> <p><b>Quarter Four:</b></p> <ol style="list-style-type: none"> <li>1. Report ongoing progress</li> </ol>	Businesses have a greater understanding of clusters, forums, support networks and access to appropriate real-time advice, support and resources. Visible evidence of a knowledge-driven local economy, greater partnership alignment and increased take up of investment by businesses via e.g. SFIE/ Access to finance and other funding portals. Also evidence of greater levels of Enterprise and Entrepreneurship	<p>Q1 – Growth Sector Plan roll-out</p> <ul style="list-style-type: none"> <li>- Action 'Live'</li> <li>- Presentation of forward look for Year ahead Q2 – Q4</li> <li>- Delivery to Planned activities</li> <li>- Up to 50 new Businesses Engaged in funding opportunities</li> <li>- 3 key initiatives linked to partner event calendar</li> <li>- Clear links to Marketing &amp; Communication portals across 'virtual' and live</li> </ul>	M	Set up and management of regular informal and formal communication portals – virtual and in person, with clear TOR's MOU, underpinned by clear 'Task and Finish' objectives.

				2. Present end of year report via 'Live' Forum – successes, lessons learned, new developments for 2011/12		networks		
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Business & Economic Intelligence								
Task	Methodology	Lead	Partners	Milestones	Outcome	Performance Measures	Risk (H, M, L)	Mitigation
<b>Economic / Business Intelligence Management</b>	Grow and further develop business / partner communications, through provision of clear access point to data, regional/local economic information, policy/research, events and investment or relocation opportunities; The 'Intelligence Hub' is to support and under-pin all other areas of the Economic Development portfolio of activities.	OP	EEDA, PCC, BLE, Chambers of Commerce, FSB, IOD, Business Partners, City-wide private/public sector delivery partnerships; ONS; Insight East; Jobcentre Plus; BIS, DIUS etc	<b>Quarter One:</b> <ol style="list-style-type: none"> <li>1. Refresh current 'Intelligence' infrastructure (hardware/software)</li> <li>2. Report methodology for access portals, to partners/stakeholders;</li> <li>3. Formal alignment to Marketing &amp; Comm's</li> <li>4. Develop clear and workable links to e.g. PCC and EEDA 'client facing' departments e.g. Planning, ICT, Recognitions Centre, Neighborhoods, City Centre Office/Marketing/Comm's etc</li> </ol>	Visible evidence of a Local Economic Intelligence Hub with – information & intelligence, data management portal, with ease of access to up to date and real-time data, related to e.g. skills, enterprise/ business etc. Direct link to Business Engagement Framework and evidence of change in private/ public view through regular 'customer' dialogue, surveys and direct engagement.	Q1 – Clean data /implementation of new/ existing software updates Data sharing protocols/ Data management; - Develop partner plan for information sharing/ management (inc clear project management methodology; - Clear links established to all (local/ regional) internal and external networks - Establish up to 20 new links to	M	Development and management of regular, timely data and intelligence, best practice/ knowledge sharing with partners/ stakeholders/ interested parties to support the growth agenda for Peterborough

				<p>5. Report 'year ahead' at 'live' and virtual networks</p> <p><b>Quarter Two:</b></p> <ol style="list-style-type: none"> <li>1. Report to 'live' Business Forum the 'Intelligence Hub – offer'</li> <li>2. Engage with Launch of co-branded 'Business Pack'</li> <li>3. Report updates via Virtual network and 'live' forum</li> </ol> <p><b>Quarter Three:</b></p> <ol style="list-style-type: none"> <li>1. Report updates via Virtual network and 'live' forum</li> <li>2. Present progress report to 'live' forum – GP Board</li> </ol> <p><b>Quarter Four:</b></p> <ol style="list-style-type: none"> <li>6. Report ongoing progress</li> <li>7. Present end of year report via 'Live' Forum – successes, lessons learned, new developments for 2011/12</li> </ol>		<p>National networks</p> <ul style="list-style-type: none"> <li>- End of quarter report</li> <li>Q2 – Systems to go 'Live';</li> <li>- RBSIS data protocol Pilot implemented;</li> <li>(Inc migration of cleansed existing Data;</li> <li>- 1500 new users</li> <li>- Lead on 'Virtual' Business Road Map' Launch;</li> <li>- Report up 30 key successes for businesses through direct engagement in Hub activities</li> <li>- End of Quarter report</li> <li>Q3 – Report up 50 key successes for businesses through direct engagement in Hub activities</li> <li>- Manage 'Virtual Road Map'</li> <li>- Refresh user</li> </ul>		
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						<p>experience, to report up to 40 new user successes;</p> <ul style="list-style-type: none"> <li>- End of Quarter report</li> </ul> <p>Q4 - Report up 30 key successes for businesses through direct engagement in Hub activities</p> <ul style="list-style-type: none"> <li>- Manage 'Virtual Road Map'</li> <li>- Refresh user experience, to report up to 20 new user successes;</li> <li>- Present end of year report via 'Live' Forum</li> </ul>		
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Innovation								
Task	Methodology	Lead	Partners	Milestones	Outcome	Performance Measures	Risk (H, M, L)	Mitigation
<b>Supporting the development of R&amp;D clusters, leading work with key sectors particularly the emerging environmental</b>	To increase demand and areas of investment to grow the local economy, and foster sectors where there is	UKCEED/OP	UKCEED - Eco Innovation Centre; PREL; EEDA (Innovation); Envirowise; PECT;	Jobs created/safeguarded  Business Assisted	Concept Creative – develop closer working relations with a wider range of partners to support clear and joined up delivery of opportunities for	Business Support Activities  2010-11 - 18 breakfast meetings - 6 site tours	M/L	Strong infrastructure already place, and therefore medium-low risk to this project. 2010/11 activities will build on successes of 08/09. Mitigation of any future risk to businesses

<b>cluster</b>	opportunity for growth under a changed economic and Physical climate				businesses to innovate, develop and grow. Engage with local & regional 'high growth' business leaders/ influencers. Encourage the application of research capabilities to develop environmental Solutions for businesses.	- 4 seminars - 9 free professional consultations - 4 Business funding clinics - Eco Innovate 2010 - 4 Joint partner initiatives UK/ 4 Europe - 130 Company visits		within the sector will need to be addressed through future income generation to support sustainability of the programme.

Cambridge Business Services Ltd Programme								
Task	Methodology	Lead	Partners	Milestones	Outcome	Performance Measures	Risk (H, M, L)	Mitigation
<b>Sustainable procurement for SME's</b>	Providing specific and intensive one-to-one training sessions covering skills, knowledge and confidence to companies, social enterprises and voluntary organisations seeking to	OP	BLE, Chambers of Commerce, Business Partners, City-wide private/ public sector delivery partnerships	<p><b>Quarter One</b> Consultant appointed to engage with SME's and begin delivering the training requirements of the programme</p> <p><b>Ongoing</b> Delivery of training requirements to identified SME's</p>	Enhanced capacity within SME's in the city and sub region to respond effectively to public contract tendering processes with improved chances of success to win such contracts and drive job creation and business growth.	Up to 100 businesses supported per annum. Up to 20 jobs safeguarded or created per annum.	L	OP has shadowed the appointment of a consultant to perform a similar function for Greater Cambridgeshire Partnership and has clear understanding of potential suppliers and the task brief.

<p><b>Cambridgeshire and Peterborough Growth Fund</b></p>	<p>secure public sector contracts.</p> <p>Providing grant funding to enable ambitious businesses and social enterprises (of all sizes) with sound business concepts to proceed with their plans by removing some of the current issues holding back growth, such as the credit crunch or the adverse affects of changing market conditions.</p>	<p>OP</p>	<p>BLE</p>	<p><b>Ongoing</b> Continuous supply of suitable applicants via contracted service agreement with BLE for OP approval against agreed eligibility criteria</p>	<p>Barriers to growth removed for successful applicants enabling job creation and business growth.</p>	<p>Up to 40 businesses supported per annum. Up to 80 jobs safeguarded or created per annum.</p>	<p>L</p>	<p>BLE already appointed and experience of 2009/10 programme has fine tuned the types of businesses approached to secure best value for money from the programme</p>
<p><b>High Growth Company Support Programme</b></p>	<p>Providing a support service for new hi-tech firms with significant growth potential, in the key local clusters (especially the environmental</p>	<p>OP</p>	<p>UKCEED</p>	<p><b>Quarter One</b> Complete mapping of Environmental Goods and</p>	<p>Essential advice, support and guidance given to high growth</p>	<p>Up to 90 businesses a year can be assisted to improve performance with up to 50 jobs created or safeguarded per annum.</p>	<p>L</p>	<p>Good progress made in</p>

	goods and services cluster),			<p>Services (EGS) Cluster including a skills audit</p> <p><b>Ongoing</b>          Deliver business support services to high growth businesses, especially in EGS cluster to include an information service, needs diagnosis, individual consultation and tailored action plan for appropriate firms, signposting for further assistance and guidance on sources of finance.</p>	<p>businesses, especially in the EGS Cluster to overcome issues of business survival and enhance job creation and business growth</p>			<p>2009/10 in providing business support via business breakfasts, seminars, workshops, out reach programme etc</p>
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## APPENDIX 3 OP ACHIEVEMENTS 2009/10

As well as initiating and delivering key physical improvements, like the environmental enhancements in Cathedral Square, in this last year OP has completed the vital underpinning strategies and studies that will enable Peterborough's growth and regeneration aspirations to be achieved, and reinforced the local economy to support that growth.

The **Consultants' Recommended Option (CRO)** for the City Centre Area Action Plan was completed in May 2009, providing a coherent and validated strategic approach for the growth of the city centre. This was supported later in the year by the **Implementation Strategy** which provides a broad outline of funding and delivery issues.

Completion of the Energy and Water Cycle Studies empowers those driving the city's growth to fully understand its implications for key infrastructure. The **Energy Study** provides invaluable data on current and future energy requirements, and maps out methodologies for security of supply through, inter alia, Energy Action Zones.

The **Water Cycle Study** demonstrates the implications and requirements for water management to secure the growth and long term sustainability of the city. It has led to more detailed work around SFRA2 (Strategic Flood Risk Assessment Level 2) and development of a Surface Water Management Plan (SWMP).

Following completion of the **South Bank Masterplan**, OP completed detailed financial viability assessments to measure the funding gaps and indicate alternative measures to seek to address, or vary, those shortfalls. A clear way forward in terms of further work required (e.g. land contamination studies, archaeological assessment and building feasibility work) was also mapped out, which should prove invaluable to the new Peterborough Delivery Partnership structures going forward.

Close partnership working, co-ordinated by OP, progressed the **Carbon Challenge** zero carbon homes initiative on the South Bank, to the point where a formal planning application is imminent.

Detailed assessment work has been carried out around the **Station Quarter**, most notably with detailed work on the potential provision of an East ↔ West bridge. Delivery of the **Green Gateway** moved closer with both potential (albeit early stage) pre-let and developer interest, but there is still some way to go before this strategically imperative landmark scheme can proceed.

Work on **Cathedral Square** experienced challenges with below ground utilities issues, but was driven well by OP with tight budget and programme management. With the commencement of the **Corn Exchange demolition** contract, the opportunity was taken to rationalise the project delivery teams, with OP taking an advising role and PCC Strategic Property & Transport/Engineering teams the lead responsibilities. Feedback from the public, businesses and other stakeholders has been extremely positive in reaction to the improved square and clearance of the Corn Exchange building, validating OP's early work on both sites.

Project staff have also supported the regeneration of the **city centre** through their work on a wayfinding design scheme for navigating around and beyond Cathedral



Square, with associated interpretation material, co-ordinating and driving approaches to occupying vacant shops, delivering design concepts for enhancing St Peter's Arcade and supporting the work of key city centre assets such as St John's Church.

OP has adopted a stronger role in transforming the city's economy, collating comprehensive data on economic performance and devising an **intelligence hub** to keep information live and up-to-date.

**Business engagement**, supporting growth and retention has continued apace, with more than 200 visits and engagement meetings over the last year with key companies to retain their investment in the city and secure their continued growth. With the global economic downturn it was inevitable that Peterborough would experience job losses and business closures; OP has provided rapid reaction support to those businesses facing redundancies, including Perkins and Freemans and co-ordinated the local and regional response team's input to those situations to ensure displaced workers were supported wherever possible into new employment opportunities.

It has not been all doom and gloom, however, and there have been significant **Inward Investment** enquiries. Out of 60 tracked enquiries to relocate to Peterborough so far in 09/10, 12 of those have been directly assisted by OP in coming to Peterborough. Other good news stories of growth, expansion or investment tracked through our engagement team include the doubling of staff at the White Concierge company, with growth at AB Agri, BGL, Coloplast, Dresser Rand, Tesam Distribution and Thomas Cook totalling around 1000 new jobs. The Garden Park Investments development will open shortly creating up to 150 new jobs. OP has also worked hard to address vacant units in the city centre, including the occupancy by artists at the Old Still, and positive negotiations on the occupancy of the former Woolworths building.

The figures above do not include those companies that have invested in the city because of indirect intervention by OP, for example through the marketing campaigns, transformation of the city centre, or vision demonstration through underpinning study work.

OP facilitated and supported the business engagement trip to China, which developed growing contacts between the city and the Chinese provinces. There is clearly huge potential in this relationship not only from an economic growth perspective, but also in terms of support for other key priorities, such as the university development.

Although the city was unsuccessful in attracting 'New University Challenge' funding from HEFCE, long-term business planning for HE provision in the city means that we now have a clear and deliverable route map for securing a **University** in the city. There is more still to do, and OP will continue to work PCC and other partners to ensure that this primary priority becomes a reality.

Having launched the **City Brand** at the Ambassador's Dinner in February 2009, OP led the roll-out of the marketing campaign with taxi-wraps to promote the 'Future Is You' brand, development of a bondholder scheme, promotional material at airports and shopping centres, and city promotion through hosting the City Tour cycle race. The brand itself has been well-received by partners and businesses but we need to capitalise on that through our concerted marketing campaigns.

The **Eco-Innovation Centre**, launched in April 2008, has continued to prosper and is almost at capacity. Other sectors have either experienced growth or have attracted serious enquiries which are still under negotiation. For example only, the relocation and growth of Master Roast to Eastern Industry and a serious inward location enquiry for 300 jobs in the Financial Services Sector.

With the secondment of the Director for Environment Capital to the OP team, appropriate focus has been given to drive the **environment capital** agenda. Successes have included the engagement of Jonathon Porritt with Council members, developing international links and initiating and leading on the 'Sustainable Cities' model.

## **APPENDIX 4 COMMUNICATIONS STRATEGY**

### **Marketing & Advocacy Overview**

The marketing strategy of the company has two main objectives:

- To promote the roles, aims, objectives and services of Opportunity Peterborough and the city marketing brand
- To promote Peterborough as an investment location

The overarching marketing objective is to provide leadership for the city's marketing brand and deliver marketing activity that will raise the regional, national and international profile and perceptions of Peterborough as a vibrant and dynamic city. The city brand will support the delivery of visible economic development building prosperity and creating an environment where people can flourish.

A new marketing and advocacy programme will pull together the key stakeholders to drive forward the city marketing and economic activity and will focus on key priorities for the company including corporate brand, website development, re-development of the company customer relationship database management (CRM) system, creating a comprehensive corporate events calendar, creating a stakeholder and advocacy programme and city brand development.

The marketing programme will be to promote the city marketing marquee and economic activity to the local, regional, national and international business community, public and private sector partners, local community and other key stakeholders. The over-riding focus of will be to;

**Inform** - Provide information to build awareness amongst various audiences and stakeholders, improving knowledge of Peterborough and an understanding of our vision and priorities.

**Persuade** - Create a positive attitude, stressing the enhanced benefits of economic development, business support and city branding. Therefore, creating support and acceptance of Opportunity Peterborough's corporate activities and priority projects and ensuring investment in the city

**Re-inforce.** Consolidating what has already been achieved within Peterborough and what Opportunity Peterborough has been responsible for and creating a positive climate for future activity.

### **Marketing and Communications Activities – Draft and in Development**

The corporate marketing programme will consist of;

#### **1. City Marketing and Investment Website**

The current Opportunity Peterborough website will be upgraded and re-launched under the city marketing brand and will promote the economic development and inward investment activity of Peterborough. The website will be remodelled to improve navigation, presentation of information, improve reciprocal linking and provide a central hub for city bondholder members. Registrations to the website will be monitored and analysed and a new HTML newsletter introduced as a main communications tool for those that have expressed an interest in Peterborough. The

website and new media will become central and core to all Opportunity Peterborough and City Marketing activity.

## **2. City Corporate Marketing Materials**

Opportunity Peterborough will produce and distribute printed marketing collateral around the core clusters identified in Peterborough including environmental goods/services, media, print, publishing, financial services, precision engineering and food and drink. A Corporate brochure will be created for Opportunity Peterborough together with specific City Prospectuses to increase awareness, demonstrate progress and promote the opportunities within Peterborough.

## **3. Events**

Opportunity Peterborough will seek to run, promote or sponsor a series of events including dinners, networking events, seminars, breakfasts and exhibitions together with sponsorship opportunities where identified. Events will actively promote Peterborough and the opportunities for investment within the city and engage the local community and businesses. Dependant on cost and partnering opportunities Opportunity Peterborough will seek to engage at international and national inward investment events to promote Peterborough. Keynote speaking opportunities will be obtained and a reputation as an “expert” in the economic development and city marketing arenas will be developed. An events section will also be added to the new city marketing website to promote Opportunity Peterborough and key stakeholder events across the city.

## **4. Marketing Group**

An “expert’s panel” will be created who can be used in a variety of media channels as experts on the wider city marketing and opens the opportunity to place Peterborough in the media. This will also include attendance at marketing groups and providing marketing advice and support to develop the city marketing strategy.

## **5. City Marketing (Investment)**

Opportunity Peterborough will be the lead on developing and implementing the city marketing for Peterborough. This activity will reflect the core clusters and strengths ensuring that Peterborough is recognised as the UK Environment Capital and destination for inward investment. Opportunity Peterborough will lead the creation of universally adopted “narrative” for Peterborough that can be utilised by its key partners. The key objectives will be:

- To increase the profile, image and perception of Peterborough at a local, regional, national and international level
- To increase investor interest and inward investment into Peterborough and promote the UK Environment Capital aspirations

**5.1 Events** – City marketing events will centre on a series of small but highly targeted events where key stakeholders are identified.

**5.2 Promotional Literature** – City marketing will develop a series of high profile, quality publications that will promote and communicate Peterborough’s economic development and destination to key targets. This literature will include briefings, key propositions and reviews.

**5.3 City Bondholder Scheme and Investor Toolkits** – Opportunity Peterborough will launch a bond holder scheme that will encourage local business, organisations and individuals to become more involved in the economic and social life of the city and help to promote Peterborough as a great place to live, work and play. Bondholders will gain recognition for their support for bringing the city marketing brand to life and will become ambassadors for the city and be able to use the marketing and investors toolkits in their own marketing activities. Bondholders will also be able to engage with business through the series of networking opportunities and gain access and resources from reciprocal activity with other bondholders.

**5.4 Business Intelligence** – City marketing will work closely with the new Business Intelligence function to identify and deliver targeted marketing activity to isolate and engage businesses with intentions to relocate or invest in Peterborough. This close relationship with intelligence will inform marketing activity and enable Opportunity Peterborough to refine its marketing activity cost effectively.

**5.5 Public and Media Relations** – Opportunity Peterborough will reposition its Public Relations activity to support key city marketing brand messages. A corporate theme and narrative will underpin all PR activity to support understanding of OP priorities. OP will secure regular and positive city marketing coverage. OP will establish a “rapid response” capacity with key partners to enhance the reputation of the city as proactive and media friendly. Media activity will support key messages and promote the perceptions of Peterborough.

**5.6 Customer Relationship Management (CRM)** – Opportunity Peterborough has invested significantly in a CRM database to create a single and valuable database of customers/investment enquiries. During the business plan period this database will be leveraged and developed. This will ensure effective reporting and interrogation to drive direct marketing activity:

City Direct Marketing – OP will develop its direct marketing activity to communicate directly with customers and inward investment opportunities. We will undertake to:

- a) Develop the corporate database of existing customers and prospects
- b) Develop systems to interrogate and segment the database
- c) Develop and ensure robust data capture and customer contact points
- d) Develop response measuring and KPI's to ensure effectiveness of investment

This will enable Opportunity Peterborough to deliver personalised city marketing communications and develop retention programmes.

## **6. Advocacy and Stakeholder Programme**

The scale and change of the economic development within Peterborough to fulfil its potential is significant. Opportunity Peterborough's ambition for economic development is significant and requires sound leadership and programmed support from its key partners in order to ensure delivery. Targeting resources to the areas that will achieve maximum impact will continue to be a major challenge for Opportunity Peterborough over this business plan period but will be critical to maintain its overall effectiveness.

Ultimately the success of the marketing programme will be dependent on developing and implementing close working relationships with our key partners and influencers. The key objectives for the advocacy programme are to raise the profile of

Peterborough, its stakeholders and the economic development work being undertaken within the city.

Advocacy will support the themes of Opportunity Peterborough and will seek to:

- Leverage favourable levels of funding and private investment
- Influence the policy positions of partners to enable delivery of Opportunity Peterborough's corporate objectives
- Influence the position of specific delivery partners on individual projects
- Improve the perception of Opportunity Peterborough and the city

Opportunity Peterborough stakeholders are already engaged at some level. However, there is currently a blurred boundary between each of these strands of activity. Whilst each strand of communications may meet target stakeholders, there are some clear priorities. The stakeholder engagement within Opportunity Peterborough will embrace the 'Managing Successful Programmes' approach.

1:	Who?	Identification of senior stakeholders
2:	What?	Create and analyse stakeholder profiles
3:	How?	Defining the stakeholder engagement strategy
4:	When?	Planning and implementation of initiatives
5:	Do	Engaging the senior stakeholders
6:	Results	Measuring effectiveness

Advocacy and stakeholder activities will take place at local, regional, national and at international levels and will offer the opportunity to reach targeted and high/key influencers across the range of OP's stakeholders.

### **6.1 Advocacy Channels:**

To effectively engage with our key stakeholders OP will deliver clear and consistent communications. OP will leverage the re-launched website as a virtual portal to key information and will be essential in targeting influencers. Supporting the website we will launch a series of online and e-news briefings for stakeholders and utilise the CRM database. Offline and corporate presentations will be created and distributed for partner usage and one-to-one meetings.

## **APPENDIX 5**

### **FINANCIAL OVERVIEW 2009/10 AND ASSUMPTIONS 2010-13**

#### **Overview of 2009/10**

The retained surplus brought forward into 2009/10 was £469k significantly higher than the previous year reflecting lower project spend than funding received.

The total planned funding (core and non-core) for the year was set at £2.7m per the business plan but the eventual funding will be much less at around £2.2m. On the expenditure side project expense will be correspondingly much less than plan with little or no spend on Fletton Quays and the district centre master-plans. Core funding and expense for the year will be close to plan.

At the end of 2008/09 we received £450k of cash from Cambridgeshire Business Ltd the disbursement of which OP will manage over 2 years in conjunction with Business Link East. This will be to support sustainable procurement, business growth and high growth company support in and around Peterborough. This activity has already made a positive start and it is likely that by 31<sup>st</sup> March 2010 ten to twelve grants will have been made to local companies to support increased employment opportunities.

In late 2009 the OP board and PCC agreed to transfer project activity to PCC to enable PCC to concentrate on promoting economic development in Peterborough as well as marketing the city both nationally and internationally. The transfer of projects will necessitate OP working closely with PCC on related financial adjustments.

Accounting processes continue to be centred around the SAGE software which has now been in operation for almost two and a half years. It gives us a high degree of control and enables us to close the monthly accounts promptly and present quarterly accounts to the board. There have been no abnormal trends or issues that have arisen during the year to date.

During the year we have installed SAGE Coretime software to assist in project management through time recording of project officers and managers. In addition this software has aided claims on EEDA for core grant which increasingly has had to be capital rather than revenue based.

The audit committee meets 3 or 4 times a year to consider, amongst other things, governance issues, systems and processes. An internal audit plan is established annually and is implemented by the finance department. Findings are reviewed by the audit committee where appropriate.

#### **Budget Projections 2010/13**

The following assumptions have been used to generate the financial projections for 2010/11 and beyond:

- Staff structure of 11 core heads, 1 seconded in (Skills Development) and 2 non-core (Heritage Regeneration Officer and City Marketing Officer). 14 heads in total plus chairman.
- Office rent at Stuart House agreed at £35k p.a.
- Seconded out staff are "cost neutral" i.e. any payroll/pension admin and IT charges are passed back to PCC.
- Seconded out staff do not return to OP
- There will be carried forward from 2009/10 a capital spend on City Marketing of £145.3k.

- Salary costs based on 2009/10 levels.
- EEDA's Growth Area Partnership funding is to be reduced by 15% to £68k for 2010/11- which is split £50k into core funding to cover staff costs and £18k for programme/project work.
- PCC funding includes an additional payment of £65k towards OP undertaking the Local Economic Assessment for the city.
- OP will contract with PCC to deliver the physical growth outputs contained within this plan subject to a payment of £364k (£304k from OP Core Funding and £60k Programme Funding)

### Funding Requirements by Partner (£'000's) 2010/11

Funder	Core Funding	Programme Funding					Total
		Physical Growth	Economic Development	City Marketing		City Vibrancy	
				PR/Comms	Marketing		
Homes & Communities Agency	£294						£294
East of England Development Agency	£300		£18				£318
Peterborough City Council	£250		£65	£25	£25	£10	£375
Communities & Local Government	£170	£60	£55	£25	£25	£15	£350
LPSA Capital					£234.2		£234.2
LPSA Revenue			£50		£33.5		£83.5
Cambs Business Services Ltd Grants	22.5		202.5				£225
English Heritage/Other						£45	£45
<b>Total</b>	<b>£1036.5</b>	<b>£60</b>	<b>£390.5</b>	<b>£50</b>	<b>£317.7</b>	<b>£70</b>	<b>£1925</b>

### Variable Funding Profiles

It is clearly recognised that these are very uncertain times in terms of funding therefore OP must be alive to the need to potentially scale back activity to meet potential cuts in funding during the plan period, and particularly in 2010/11.

The plan has been developed as a series of Key Activity areas each comprising a range of tasks needed to deliver the overall targets set out within this plan. This structuring of the work does give OP the flexibility to review individual task areas to respond to potential changes in funding and other resource availability.

EEDA has requested some commentary on the impact of a 10% and 20% cut to their contribution to Core Grant during 2010/11. Essentially a cut of 10% would reduce the overall core budget by £25k and a 20% cut by £50k. The impact this would have on delivery is that OP would need to cut back on either its core costs by reducing staff numbers or by reducing its range of programmed activity. The table below sets out the key options for absorbing such cuts.



<b>%age Cut</b>	<b>Core Fund Impact</b>	<b>Mitigation Measure Options</b>	<b>Impact on Delivery</b>
10%	£25,000	Cut City Marketing Officer Post	Reduction in delivery of city marketing programmed activities with consequent impact on roll out timetable for relationship building, advocacy, stakeholder management etc
		Cut one junior post in Economic Development Team	Reduction in delivery of economic development programmed activities with consequent impact on roll out timetable for economic intelligence hub, business engagement framework, cluster development work and the consequent risk of not achieving the targets set for these activities.
		Potential to reduce the breadth of activity in terms of Targeted Business Support, Cluster Development	Reduction in impact on assisting targeted business but maintaining general business engagement and lower level of resource to drive cluster development work.
20%	£50,000	Cut City Marketing Officer and one junior Economic Development Team posts	Reduction in delivery of city marketing programmed activities with consequent impact on roll out timetable for relationship building, advocacy, stakeholder management etc. Also reduction in delivery of economic development programmed activities with consequent impact on roll out timetable for economic intelligence hub, business engagement framework, cluster development work and the consequent risk of not achieving the targets set for these activities.
		Cut a senior economic Development Team post	Significant reduction in delivery of key programmed economic development activities such as targeted business support, cluster development, skills development and business engagement
		Potential to significantly reduce the breadth of activity in terms of Targeted Business Support, Business Engagement, Skills Development , Cluster Development	Reduction in impact on assisting targeted businesses and business engagement generally with a consequent impact on the intelligence hub together with a lower level of resource to drive cluster development work and develop the skills agenda work with the consequent risk of not achieving the targets set for these activities.

In addition to the above measures OP's economic development team will be incentivised during 2010/11 to pursue additional or alternative means of income generation e.g. bidding for match funding, ongoing work with PCC's Central Bidding Unit to identify/explore potential funding sources; EEDA European funding, greater value from OP's Business Partner and the Bondholder Scheme's which currently generate c£25,000 pa.

In addition as stated above, OP needs to explore potential alternative funding sources beyond the lifetime of current known funding as part of the succession planning for OP in the first half of 2010/11

## **APPENDIX 6 BOARD COMPOSITION AND EXECUTIVE STRUCTURE**

### **The Board**

The OP chairman, John Bridge has been in post since November 2008. John has been CEO of the Cambridgeshire Chambers of Commerce since January 2004 and a director of OP since December 2006.

In addition to the chairman there are 9 Board members:

Dr. Clive Morton - vice chairman  
Cllr Piers Croft\* - PCC  
Steve Collins\* - Head of Area East of England (west), HCA  
Cllr Marco Cereste\* - Board member, EEDA  
Dr. Angus Kennedy – Chief Executive, Community Regeneration Partnership  
Colleen Gostick- Chairman Greater Peterborough Partnership  
Paul Tate – Partner, Roythornes LLP, solicitors  
Tony Barker – Partner, Barker Storey Matthews  
Vacancy  
\*Ex officio

The Government Office for the East of England (Go-East) has observer status on the Board.

The management of OP is subject to the:

- Members' Agreement of 1st April 2005
- Revenue Funding Agreement of 1st April 2005

There are 10 full Board meetings per annum supported by the following committees:

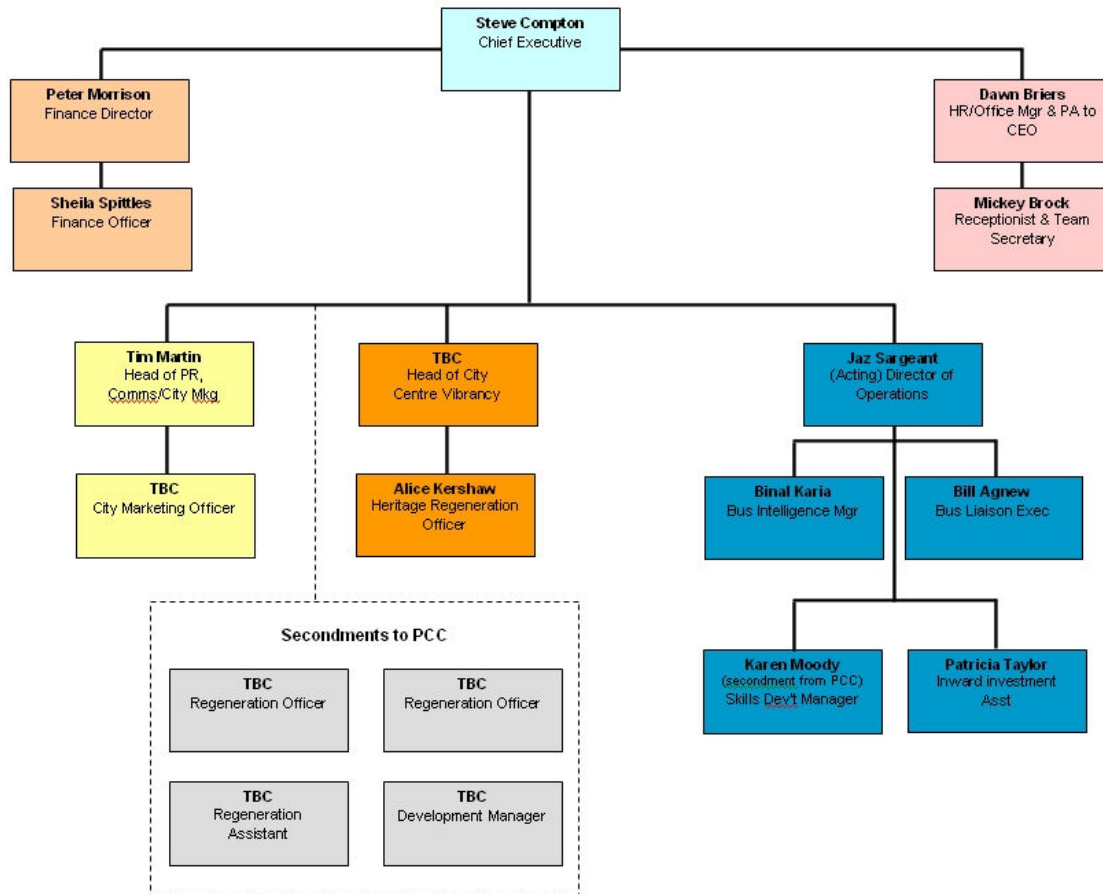
- Audit – chaired by Angus Kennedy
- Remuneration/Personnel – chaired by Clive Morton
- Search – chaired by John Bridge

### **The Executive**

The executive team has been led by Steve Compton since July 2007. During 2009/10 the team has been slimmed down and re-focussed with elements of the technical project team being seconded to Peterborough City Council in order to support delivery of key projects as part of the new Growth Delivery function within the City Council. The remainder of the team will focus on driving forward economic development, business support and marketing/advocacy for the city to secure a strong and diverse economy for the city to underpin the wider growth aspirations for Peterborough.

- **Chief Executive** – responsible for overall direction, management and stakeholder relationships for the URC.
- **Director of Operations** – responsible for management of the economic development team responsible for business engagement and support, economic intelligence, innovation, enterprise and skills.

- **Finance Director** – responsible for financial control, reporting and cash management.
- **Head of PR, Communications and Marketing.** (Tim Martin) – responsible for marketing, promotion and communications.
- **Head of City Vibrancy** - responsible for delivering a better quality and range of offer in the city and district centres in terms of retail, leisure and cultural uses in to vacant shops, living above the shop and night time economy.



## APPENDIX 7 RISK REGISTER AND ACTION PLAN

### Risk Management (note: impact & probability are after mitigation)

Key risk	Impact H, M or L	Probability H, M or L	Proposed Risk Management Measures 2010/11
Lack of Revenue Funding to provide sufficient staff resource to achieve objectives	H	H	Completion and approval of a clear and robust Business Plan which matches revenue requirements against specific outputs followed by regular update meetings with funding partners to track progress.
Lack of Revenue or Capital Funding to provide sufficient resource to achieve planned interventions & initiatives	H	H	OP Economic Development Team to be incentivised to secure additional 3 <sup>rd</sup> Party Funding to facilitate delivery of key interventions and objectives.
Availability of skilled staff resource	H	H	Economic downturn provides a potentially larger pool of talent available to fill key posts within Economic Development Team
OP reputation & PR risk.	H	H	A proactive PR, Comms and Marketing strategy will both communicate OP's role and objectives but also manage stakeholder expectations from the resource available within OP
Partner support for OP initiatives reduces.	H	H	OP's recent restructure and re-focus of priority has been strongly supported by the partners. A strong and robust Business Plan will focus that support on key OP initiatives.
Macro-economy downturn which may impact on achievement of targets for economic growth.	H	H	Business Plan prepared during economic downturn identifies measures needed to address and mitigate effect on local/sub regional economy and associated aspirational but realistic performance targets.
Property market downturn which may impact on the delivery of housing.	M	H	Growth Delivery Function within PCC will monitor market activity and developer appetite for delivery as part of physical growth delivery.
Delivery may be affected by factors beyond OP control.	M	M	Through a process of ongoing engagement with partners and stakeholders OP will monitor the political, economic, social and environmental agendas for changes which would adversely affect OP delivery
Failure of internal controls	M	L	The continual review of OP Governance, processes and procedures is undertaken to ensure robust controls are in place and operating effectively.
Failure of key suppliers	M	L	Credit checks on key suppliers undertaken as part of selection and appointment process.

## **APPENDIX 8 EQUALITY AND DIVERSITY**

### **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.

### **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 economic and physical growth projects in the city.

To date Opportunity Peterborough has used the Inspire East Excellence Framework to assist project development across the whole range of sustainable communities issues including equality e.g. during development of the Public Realm Strategy and action plan.

In undertaking the City Centre Area Action Plan OP did widely advertise its consultation events, offered to have material presented in various languages and also held consultation events in key community centres across the city such as The Fleet and Allama Iqbal Family Centre.

Equality Impact Assessments (EQIAs) will be looked at as part of future project development work by OP to ensure all partners meet their obligations in terms of the promotion of equality and community relations and the contribution to the elimination of discrimination.

## **Local Policy Framework**

As the main lead for economic growth and a partner in the delivery of physical growth in the city, Opportunity Peterborough is fully signed up to the Sustainable Community Strategy – Growing the Right Way for a Bigger and Better Peterborough 2008-11. 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 City & District Centre Vibrancy and Economic Prosperity 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 Opportunity Peterborough has an Employee Handbook and Governance Manual, which includes the company’s range of policies on equal opportunities which includes:

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

## APPENDIX 9 SUSTAINABLE DEVELOPMENT

Achieving sustainable development 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.

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 economic initiatives and physical developments address the key components that combine to make and support a sustainable community (shown below). The GDF seconded staff will seek to integrate these principles when applying their technical skills to the delivery of growth and regeneration projects.
- **Economic Impact** – work with partners and stakeholders to assess the economic impact of projects being brought forward across the city to ensure a positive and balanced contribution to the city and sub regional economy is secured from the physical developments.
- **Fit With Economic Strategy** – work with partners and stakeholders to assess the fit of proposed development to the local, sub regional and regional economic strategy. This includes the range, quality and mix of uses, accommodation and services secured by development, especially on the major growth development sites across the city and in city and district centre developments.
- **Economic Sustainability** – work with partners and stakeholders to ensure that Peterborough, as an Engine of Growth for the region develops its economy by supporting businesses in existing and developing key sectors to become diverse, vibrant and capable of realising their full growth potential. Key initiatives led by OP around up skilling of the workforce to meet increased demand, strong and effective business engagement, support for business and supply chain development, creating a real time economic intelligence hub, marketing and advocacy for the city etc will all support delivery of a sustainable economy in Peterborough.

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 have developed an Environment Management System to identify and produce effective company procedures that ensure our environmental commitment is translated into all operational and project activities.

Inspire East Excellence Framework toolkit:





**APPENDIX 10**  
**PETERBOROUGH GROWTH DELIVERY FUNCTION**  
**Including**  
**PETERBOROUGH DELIVERY PARTNERSHIP**

**INDICATIVE WORKPLAN**

**2010/11**

**1) The Future Direction for Growth**

The environment for Growth has changed immeasurably over the last three years. Funding mechanisms for development and growth that were traditionally available are no longer there and it is extremely unlikely that they will be in the foreseeable future.

Recognising this, Peterborough City Council have worked with their partners to develop an alternative way of delivering growth. This will focus on using external expertise to take forward development and bring in the required funding to allow sustainable growth within the PCC area of influence.

This is a much wider and innovative approach to development than previously seen. The traditional approach has been to prepare projects for delivery and bring them to the market for private sector development interest. However, the recent credit crunch that started in 2007 has eroded the foundations that previously supported these developments. The impact for Peterborough has been that the appetite to invest in the area has all but disappeared. However, it should be noted that the Financial Times reported in July 2009 that \$150bn of funds were available for investment in viable schemes but that these schemes were no longer available.

The outcome of this is that PCC and their partners now need to put in place a mechanism by which development within the City Area is both achievable and sustainable. Furthermore that PCC and their partners need to 'tap into' the funds that are available and provide development returns that are attractive to the investor.

**2) Future Arrangements**

As a Council we recognise that we do not have the full remit of skills 'in-house' and capacity to deliver the necessary outcomes. However, the new arrangements will involve the recasting of both ourselves and Opportunity Peterborough (OP).

This should be seen as 'evolution' rather than 'revolution'. We intend to take forward the work and successes that OP and ourselves have delivered but also to tailor delivery to the next phase of Peterborough's growth. In particular it must be remembered that when OP was originally established the current economic climate was not even on the horizon. We lived in a world where it was not a question of whether development would occur but rather the size of that development.

Given this it is envisaged that the following roles will be undertaken by PCC and OP:

- Opportunity Peterborough

OP will be responsible for the 'Concept Creation' and this will consist of three distinct areas:

- Economic Development – Collate evidence of economic risks, strengths, opportunities and threats and organise interventions in the local economy that sought to strengthen its diversity and resilience. It would work closely with the Council's own bidding unit to support these interventions
  - Business Engagement and Support – This is a 'one-stop' shop for businesses. This will provide a wide range of services that will encourage the establishment and development of businesses within the Peterborough area. It will link with the Customer Relationship function within the Council to ensure that investors and businesses are dealt with coherently and professionally.
  - City Marketing – Will build on the work that has already taken place in building the brand for Peterborough. This will include embedding the brand in the various offerings of Peterborough.
- Growth Delivery Function

This Council function will be responsible for 'Concept Development' and will consist of:

- Policy and Strategy – Contains the existing planning policy and housing strategy functions and a new environmental strategy function. They will set the context within which the aspirations for the City will be delivered. In particular they will work with the private sector to ensure that they are deliverable.
  - Project Assurance – They will ensure that projects are delivered in accordance with processes and procedures of both our partners and ourselves. In particular they will ensure that a rigorous process of project management is adhered to ensuring that projects run smoothly with all risks costed, exposed and managed.
  - Relationship Management – This team will be responsible for pulling together the project aims and objectives and working with both internal and external clients to smooth the process ensuring that Peterborough is seen as a place that can deliver. In practice they will work closely with the Peterborough Delivery Partnership in the development of projects.
- Peterborough Delivery Partnership (PDP)

The new delivery partnership will be mandated by the Council to deliver schemes that have been validated and approved by its Growth Delivery Function. It will:

- Receive mandates for PCC and its partners to deliver specific geographically-bounded regeneration and growth schemes.

- Transform these mandates into coherent, practicable, financially viable, fundable and deliverable development programmes.

The team will be led by the Head of Peterborough Delivery Partnership, a new post, which will be responsible to the Chief Executive. Working closely with the Head of Delivery it will be a key role to ensure that the delivery mechanisms adopted demonstrates Value for Money for PCC and Partners.

This structure will be flexible and able to adapt to meet the needs of the authority in delivering the necessary outcomes. Initially the PDP will focus on the following five project areas.

1. South Bank
2. City Centre Development
3. New homes delivery partnership with Cross Keys
4. Multiversity: Assert financing and delivery plan
5. Infrastructure finance and delivery: design and establishment of long-term arrangements.

Further details are provided as part of the PDP Initial Work Programme document which is contained within Appendix A of this report. Although, it should be noted that the programme is indicative at the moment and gives a broad outline of outputs. However further work will be required before it is possible to produce a detailed programme.

It should be noted that the PDP involvement will not be limited to those projects outlined above. It is anticipated that they will be used as and when required to address issues as they arise. This of course will be outside the framework identified in the report.

### **3) Integrated Working**

PCC have already adopted this integrated approach across the Council areas. Close working between Council departments and our partners, based on a cooperative arrangement rather than adversarial, have allowed us to bring significant benefits. This approach has allowed us to bring significant development forward that will be of benefit to area. More importantly it will bring forward development that will be difficult in the current economic climate.

Given the speed of redevelopment many of these initiatives will deliver in future years. However the important factor is that there is a presumption in favour of development. Key activities to date include:

- Pushing forward speedily, yet soundly, growth orientated planning policy, especially in relation to finalising the Core Strategy and publishing our preferred development sites (the Site Allocations Document). This firmed up policy and clear Council direction as to development opportunities and land availability will enable developers to invest with confidence in the whole city area.

- Developers will be able to move forward with clarity and confidence of the Councils ambition with regard to Growth. In particular it will assist developers in moving forward with proposals such as Gazeley with their ambitious Regional Freight Terminal.
- Working in partnership with EEDA / HCA / Morris Homes to submit a 350 home carbon challenge scheme planning application. Equally important is ensuring that the development on the South Bank is comprehensive and integrated bringing a number of significant community benefits.
- Working with the Hospital Trust to prepare Supplementary Planning Document to enable delivery of a 250-500 home redevelopment scheme of the Hospital Site. This approach will ensure that a suitable gateway is provided for the City, drawing people into the Centre.
- Determining the Great Haddon planning application, currently with 5,350 homes and 65 hectares of employment land.
- Paston Reserve – direct contact with the landowners to help them implement their planning permission (1,200 homes) already in place.
- Stanground - direct contact with the landowners to help them implement their planning permission (1,500 homes) already in place.
- Take a proactive and pragmatic approach to identify and capitalise on potential development proposals, and work with developers to overcome planning and infrastructure obstacles to delivery.
- Release of access rights for Alwalton Hill that will enable the development of 40 hectares employment land and an alternative access into Great Haddon.

These are sites that have been developed without the full input of the PDP. This is quite simply because the approaches adopted within the Council and OP are now bringing development forward.

As outlined in the report covering the PDP, growth is an upward spiral. As we start to demonstrate that we can deliver, developers will have more confidence which in turn will encourage a further investment. Eventually the momentum will be such that the level of intervention from the Growth Function will either reduce or be redirected to meet other requirements.

#### **4) Delivery**

As outlined above the approach to Growth is expected to gain momentum but during FY10/11 it is anticipated that the following housing units will be delivered:

Area	Total Housing:	Of which are affordable housing:
City Centre	90	155
District Centres	134	
Urban Area	286	
Hampton	438	92
Paston Reserve	20	16
Stanground South	40	40

Great Haddon	0	0
Key Services (Eye / Thorney)	137	137
Limited Growth Villages	12	0
Small Villages	23	
Countryside	4	
<b>TOTAL</b>	<b>1078</b>	<b>440</b>

Furthermore the approaches outlined will also ensure that developers will see Peterborough as a place where they will be welcomed and that they can do business. This attitude from the Private Sector is essential in ensuring that the employment opportunities that previously went elsewhere now return and thereby contribute to the economic development of the City.

### **5) Financial Resources**

**Funding for the Growth Delivery Function will be provided as set out in the table below**

<b><u>Funding Source</u></b>	<b><u>2010/11</u></b>	<b><u>Comments</u></b>
<b><u>OP Core Funding</u></b>	<b><u>£264,000</u></b>	<b><u>A mix of funding from OP core funders PCC/HCA/EEDA/CLG</u></b>
<b><u>Local Authority Business Growth Incentives</u></b>	<b><u>£500,000</u></b>	<b><u>Towards general costs and overheads of GDF</u></b>
<b><u>Peterborough City Council</u></b>	<b><u>£150,000</u></b>	<b><u>Multiversity project team</u></b>
<b><u>Peterborough City Council</u></b>	<b><u>£150,000</u></b>	<b><u>Towards general costs and overheads of GDF</u></b>
<b><u>Growth Area Funding III Programme of Development</u></b>	<b><u>£3,200,000</u></b>	<b><u>Project specific spend</u></b>
<b><u>Total</u></b>	<b><u>£4,264,000</u></b>	

### **Note**

**The funding contribution identified from Opportunity Peterborough of £364,000 is drawn from the general core funding of OP and as such will include contributions from all OP's main funders, namely Peterborough City Council, East of England Development Agency, Homes and Communities Agency and Communities and Local Government. Consequently the outputs derived from the project work funded by these various contributions will likewise be allocated between the 4 funders.**

### **6) Summary**

The approach outlined above demonstrates the way in which we as a city are committed to Growth. It is only by our actions and adopting innovative approaches that we will be able to increase businesses within the City. It is essential that Businesses move into the area to generate the prosperity through employment which will ensure that the City grows in a sustainable manner.

## APPENDIX A

### Peterborough Delivery Partnership

#### Initial Work Programme

#### **Peterborough Delivery Partnership: initial work programme**

##### **The council's expectations**

The council has established the PDP in the light of unfavourable market conditions, recognising that a fresh approach is now needed to drive investment in major growth infrastructure. It is mandating the PDP to find solutions to the financial and other challenges impeding the implementation of key projects, and to progress these projects to the stage at which a scheme can be presented to the investment and development marketplaces for implementation.

It has deliberately not wrapped the PDP in any particular organisational framework at inception, recognising that form needs to follow function and that once successful approaches have been established they can be embedded in appropriate legal and organisational forms, should it prove appropriate to do so.

##### **What will be different about the PDP?**

Much of the work on the city's growth that has been carried out over the last few years used market assumptions that lost their validity when the credit crunch commenced. Consultants' reports on schemes and sites reflect these assumptions, and the sad fact is that many of the ideas and concepts have no prospect of proceeding as they have no anchor in economic reality.

Looking at the body of work overall, the pattern is that, apart from the delivery activity in Cathedral Square, some useful thinking has been done on a large number of topics, but in a marketplace in which it is tough to get schemes to stack, there are no schemes ready to take to market, or even near-ready. This reflects an overall (reasonable up to late 2007) strategic assumption of investor and developer buoyancy: it was reasonable to take the approach that a degree of facilitation and preparation across a large number of sites would provide a coherent framework in each case for investors and developers to seize opportunities and bring schemes to fruition.

The PDP has been brought into being because the market conditions now require pretty much precisely the opposite approach. Firstly, a tight and intense focus on a more limited number of opportunities is needed so that *something* actually happens on the ground as soon as is practicable. When this breakthrough is achieved, investor and developer confidence will grow and subsequent achievements will take less effort. Secondly, the nature of the work needed to bring schemes to a stage at which investors will take them seriously is now very different, and will require more financial expertise at much earlier stages than was necessary in the bull market. Thirdly, the approach by which a publicly-funded body commissions consultants to produce ideas about what might be built on a site and gets a concept scheme worked up cannot work in this market. Commercial discussions with actual investors, developers and prospective end-users have to be the beginning, middle and end of the work. The PDP has been designed to address these specific requirements, and its principals have been brought together specifically because their track records and skillsets have strong credibility in the marketplace and sectors the council needs to become effective within.

## **The council's client: accountability arrangements**

The council is appointing to the new post of Head of Peterborough Delivery Partnership. This officer will co-ordinate the PDP's work, reporting directly to the Chief Executive, and act as the council's client officer within the PDP, monitoring the delivery of outcomes from the specialists to be engaged. Arrangements for a wider steering group will be brought forward during the initial phases of work as the boundaries between the PDP, the council's own growth team and Opportunity Peterborough are clarified.

## **Other growth activity within the council**

This paper sets out the PDP's initial work programme. It does not include the work on delivering new homes and infrastructure that will be undertaken by core council teams, such as the council's contribution towards the Carbon Challenge new homes, the new homes at Great Haddon and Stanground, and numerous other projects.

## **The work**

### **Initial project segmentation**

Our proposal to the council is to organise the first phase of work into the following projects:

- South Bank
- City centre developments - refresh of delivery plans and assembly of fresh projects
- New homes delivery partnership with Cross Keys Homes
- Multiversity: assets financing and delivery plan
- Infrastructure finance and delivery: design and establishment of long-term arrangements

### **Project details: scope, outputs, outcomes, milestones, timelines**

Five high level project outlines are appended to this proposal setting out our summary based on our knowledge of the work that has been done of the status of the project; our current best forecasts of what can be delivered during 2010/11 given the level of resourcing available; and estimates of delivery quarters for all project outputs.

It is important to understand that there is some due diligence still to be completed on the preparatory work that the PDP inherits and the full extent of the challenges is not yet known. That is why the first step in most cases is the development of a new project plan, which will benefit from the detailed knowledge in the files and in the minds of people who have participated in discussions over the last few years. These project plans will contain the usual level of detail required by funding partners. We are aware that ideally they would be available now for consideration within the city's

business plan set out by Opportunity Peterborough, but the timing of the establishment of the new growth delivery arrangements, to which all funding partners have been party and which all have supported, has not enabled that to happen.

### **Collaboration with the council's team**

The council intends the PDP to work closely with its own Growth capabilities, namely the Planning Policy, Development Control and Growth teams. We understand that the council's own leadership arrangements will be changed to provide a fresh, focused approach that facilitates the PDP's work and integrates its accountability into the council's overall strategic and project management framework.

### **Progress to date**

Grisham's principals led the recent acquisition of the football stadium site, thus completing the public sector land assembly job; protecting the local football club from eviction and probable extinction in three years' time; easing a range of legal and access issues for the Carbon Challenge housing scheme; and enabling the development of a new community stadium with a mixture of community, learning, residential, leisure, health and commercial uses. This was a deal many observers said could not be done given the complexities of the club's history and the difficult relationships that obtained; we built the relationships that made it possible on the back of the council's unsuccessful bid at auction for the Great Northern Hotel, which, again due to our intervention, has been refurbished at a cost of millions of pounds and now provides a high quality facility that the city can be proud of.

Working with the Chief Executive, the council Leader, the Growth portfolio holder and senior officers, our principals designed Peterborough's new growth arrangements and steered them through the various stakeholder decision processes. We were instrumental in the establishment of significant revenue funding for the University project – universally acknowledged to be the most important of all the growth schemes – and have a track record of delivering innovative and successful higher education assets in other parts of the UK.

Cross Keys Homes has insisted on the personal involvement of our principals as a condition for its own revenue contributions to elements of the joint venture between it and the council (the **New homes delivery partnership with Cross Keys Homes** project, which we introduced to the council and have already commenced ) and on the basis of our engagement will provide its own resourcing into the PDP.

Finally, we are already engaged productively in discussions with large developers, landowners and investors concerning the South Bank, the city West zone, the University, and the whole of the triangular area from the Key Theatre through to the railway station, bordered by the shops at the bottom of Bridge Street.

Our high level vision for the city's development, which will be articulated and tested through the **City centre developments** project has been met with great interest and taken very seriously by some of the country's largest investors and developers. We bring credibility to these discussions through our collective track records, and have built credible relationships on the council's behalf over the last year, setting out clear environmental and business principles that we know the council will wish to see embedded in the city's growth.



## ***Project outline: South Bank***

### **Scope**

Area within the red line on the attached map (to be completed)

### ***Current status***

The South Bank in Peterborough has come to symbolise the city's next stage of growth: under discussion for many years, but actual progress having been painfully slow. Undoubtedly the city's prime development site because of the opportunities presented by its riverside setting, having missed the biggest bull market in world history we now have to devise an approach to its development that stacks financially in an unforgiving marketplace.

We have completed the public sector land assembly through the council's recent acquisition of the football stadium site, and the legal agreements to trigger the Carbon Challenge new homes development should be signed during February. There is an existing Masterplan, which we consider to be capable of improvement. In conception and detail, the Carbon Challenge scheme could in our view be pragmatically enhanced by agreement with other stakeholders, and if this proves acceptable, a better overall solution for the South Bank can be brought about.

Various consultants' studies and reports are available to us as we commence work on bringing this site to the market. What has not taken place yet is a straightforwardly commercial appraisal of options for the site and a round of discussions to follow this that establishes the feasibility of the council's preferences, which are summarised below.

### ***Outcomes***

Compose a viable, fundable, development proposal that is soft-market tested for the area which aligns with council policy (defined as the Local Development Framework, growth policy framework and the emerging refreshed city centre delivery plan) and if viable includes:

- University accommodation consistent with the emerging Multiversity programme plan
- An attractive mix of residential, commercial, community, cultural, retail and leisure facilities
- Clear, simple, sustainable connectivity across the site and to and from adjacent areas
- A high quality foot and cycle bridge across the river
- The Carbon Challenge homes
- A viable community stadium providing a home for Peterborough United FC
- An improved frontage to London Road

	<b><i>Outputs</i></b>	<b><i>Forecast quarter for completion</i></b>
1	Site programme plan	Q2 year 1
2	Masterplan options paper	Q1 year 1
3	Financial appraisal of options	Q3 year 1
4	Consultation on Masterplan options	Q3 year 1
5	Refreshed site Masterplan for the council sign-off	Q3 year 1
6	Draft site prospectus for soft market testing	Q4 year 1
7	SPV design – proposal to the council	Q1 year 2
8	Publish site prospectus	Q2 year 2
9	Assemble delivery SPV	Q1 year 3
10	Commence on site	Q3 year 3

**Project outline: City centre developments - refresh of delivery plans and assembly of fresh projects**

**Scope**

Area within the red line on the attached map (to be completed)

**Current status**

A considerable amount of effort and cash has been expended on scheme concepts for the city centre – for the North Westgate retail extension, for example; the “green gateway” near the railway station; and the thinking set out in consultants’ recommended options for the council to consider adopting in a City Centre Area Action Plan (CCAAP).

It is evident that a fresh approach is needed if schemes are to be devised that are anchored in economic reality and therefore have some prospect of being built out. We have evolved through discussions with the council’s leadership, landowners, potential investors and developers a very broad conceptual framework for this area that has been universally well-received. We will evolve and test this through a series of discussions over the next few months, and work closely with the council’s planning policy team to ensure that our thinking is policy-compliant and that the CCAAP in turn is embedded in financial reality.

It is important to understand that the city centre’s development has to reflect a demand curve that evolves over time as population grows and (if we all succeed) changes in character over the next couple of decades. The difficult bit of bringing development about is matching investor appetite for risk and return with the creation of frameworks for the sustainable generation of demand (rental income streams). Investor appetite is impaired by the market conditions, and making the sums stack may require a much longer timeframe for the generation of returns than has traditionally been deployed in work of this nature. There will also, without doubt, need to be some public sector commitment in order to attract private investors’ cash.

**Outcomes**

Review all the plans, briefs, frameworks, scheme concepts and extant proposals for the city centre; manage a series of discussions with (public and private sector) investors, developers and local communities and stakeholders; and building on the information and ideas these exercises provide, propose a number of scheme concepts with pragmatic boundaries all of which separately and taken together align with council policy and one another, have been broadly tested for financial viability, and can then be brought forward to the market as individual projects using the methodology set out for the South Bank

	<b>Outputs</b>	<b>Forecast quarter for completion</b>
1	Project plan	Q2 year 1
2	Proposal for projects segmentation/sites demarcation	Q2 year 1
3	Site-specific options papers	Q3 year 1

	<b>Outputs</b>	<b>Forecast quarter for completion</b>
4	Financial appraisals of options	Q4 year 1
5	Consultation on site options	Q1 year 2
6	Site Masterplans for the council sign-off	Q2 year 2
7	Draft site prospectuses for soft market testing	Q3 year 2
8	SPVs design – proposals to the council	Q3 year 2
9	Publish site prospectuses and assemble delivery SPV(s)	Q4 year 2
10	Commence on sites	Project specific

## **Project outline: New homes delivery partnership with Cross Keys Homes**

### **Scope**

Citywide residential development across all ownership and tenancy categories

### **Current status**

We commenced discussions with Cross Keys Homes on the council's behalf before the Xmas break. Cross Keys has the appetite and cash to take on development risk, and a mandate to build homes. The council has capital for affordable housing and significant land and property assets that can be combined with Cross Keys' assets to strengthen the proposition. Both parties recognise the need to achieve some decent quick wins if any Homes and Communities Agency (HCA) grant is to be achieved before the funding runs out as public debt begins to be paid down.

We have provisionally agreed with Cross Keys Homes that it will have a senior presence inside the PDP to contribute to this work and to ensure that other projects benefit from its strategic presence and plans (for example, we intend if feasible to provide some residential units within the envelope of the community stadium development).

### **Outcomes**

A collaboration between the council and an RSL involving third-party (public or private) investors if appropriate, which may establish a fresh joint venture company, whose objective is to use the land, property, cash and credit facilities available to the two organisations to build new homes in the city

	<b>Outputs</b>	<b>Forecast quarter for completion</b>
1	Project plan	Q1 year 1
2	Draft heads of terms agreed	Q1 year 1
3	Draft business plan	Q1 year 1
4	Establish the partnership	Q2 year 1
5	Commence delivery	Q4 year 1

## ***Project outline: Multiversity: assets financing and delivery plan***

### **Scope**

The financial architecture for and delivery of the buildings required to deliver Peterborough University's emerging business plan

### **Current status**

The University project itself is about to commence its second phase of operation, with some core council revenue funding which we were central to bringing about.

There is widespread support for the concept of a "multiversity" for Peterborough – a university made up of the parts of several other universities – and the council is organising a project that will pursue this concept with the higher education sector, businesses and other stakeholders.

We should be enabled to influence this project's thinking about how it configures its offer, because there will be viability considerations that affect the way its built assets are conceived. Our key role, though, will be to understand the business plan for the development of the university in terms of what courses are to be offered to which sorts of students in what numbers over which period of time, and to construct an investment prospectus from this that can raise the funds to deliver the assets required at the right time.

### **Outcomes**

A financially viable asset delivery plan for the city's Multiversity that dovetails into the university project and business plans and aligns with council policy; effective delivery arrangements for that asset delivery plan; and integration of the plan and delivery vehicle into other project and wider growth delivery arrangements

	<b><i>Outputs</i></b>	<b><i>Forecast quarter for completion</i></b>
1	Project plan	Q2 year 1
2	Management and governance arrangements established to assure effective flow from wider Multiversity project	Q1 year 1
3	Requirements and timescales options paper	Q2 year 1
4	Site options paper	Q3 year 1
5	University assets financing and delivery prospectus published	Q4 year 1
6	Commence delivery	To be determined by Uni project board

**Project outline: Infrastructure finance and delivery: design and establishment of long-term arrangements**

**Scope**

The establishment of sustainable architecture for growth delivery in Peterborough, building on the PDP's successes, and most importantly providing adequate and reasonably stable revenue funding to enable projects to continue to be brought to the market

**Current status**

This project will flow from learning that takes place as we go about our work.

**Outcomes**

	<b>Outputs</b>	<b>Forecast quarter for completion</b>
1	Project plan	Q2 year 1
2	Explicit, shared, learning activities based on what proves to work	Q4 year 1
3	Design options and consultation	Q4 year 1
4	Establish and iterate sustainable arrangements	Q3 year 2

PDP year 1 cost estimates

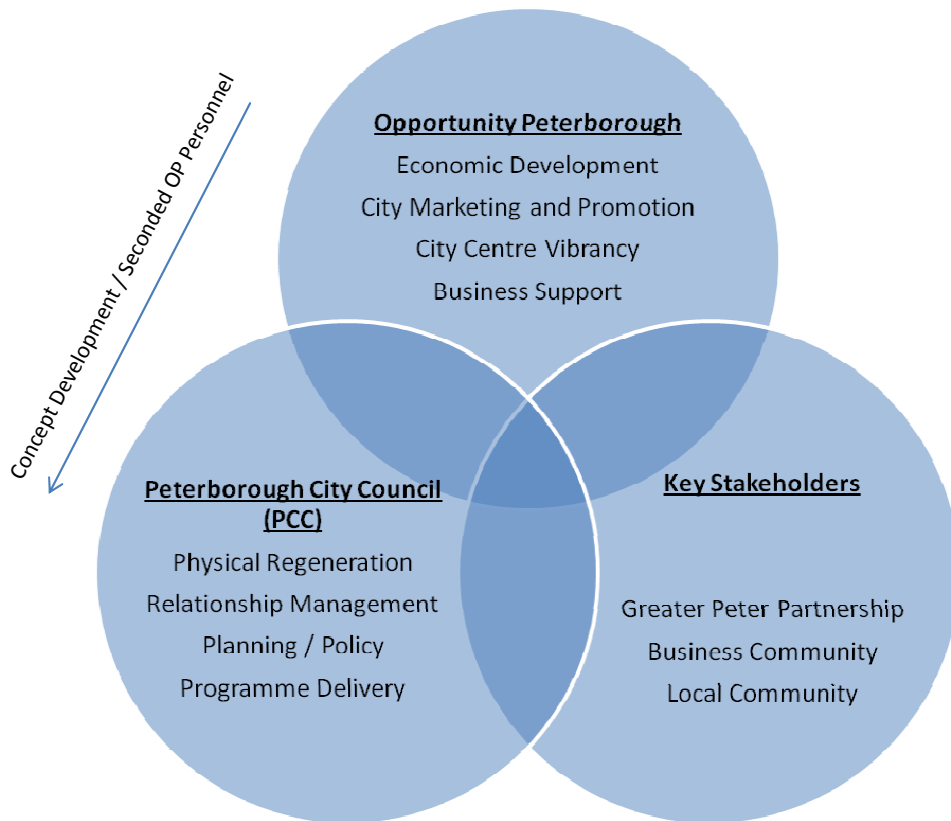
South Bank	Forecast quarter for completion	Year 1
<b>Outputs</b>		
1 Site programme plan	Q2 year 1	
2 Masterplan options paper	Q1 year 1	
3 Financial appraisal of options	Q3 year 1	
4 Consultation on Masterplan options	Q3 year 1	
5 Refreshed site Masterplan for PCC sign-off	Q3 year 1	
6 Draft site prospectus for soft market testing	Q4 year 1	
7 SPV design – proposal to PCC	Q1 year 2	
8 Publish site prospectus	Q2 year 2	
9 Assemble delivery SPV	Q1 year 3	
10 Commence on site	Q3 year 3	
		<u>200,000</u>
 <b>City centre developments</b>		
<b>Outputs</b>		
1 Project plan	Q2 year 1	
2 Proposal for projects segmentation/sites demarcation	Q2 year 1	
3 Site-specific options papers	Q3 year 1	
4 Financial appraisals of options	Q4 year 1	
5 Consultation on site options	Q1 year 2	
6 Site Masterplans for PCC sign-off	Q2 year 2	
7 Draft site prospectuses for soft market testing	Q3 year 2	
8 SPVs design – proposals to PCC	Q3 year 2	
9 Publish site prospectuses and assemble delivery SPV(s)	Q4 year 2	
10 Commence on sites	Project specific	
		<u>125,000</u>
 <b>New homes delivery partnership with Cross Keys Homes</b>		
<b>Outputs</b>		
1 Project plan	Q1 year 1	
2 Draft heads of terms agreed	Q1 year 1	
3 Draft business plan	Q1 year 1	
4 Establish the partnership	Q2 year 1	
5 Commence delivery	Q4 year 1	
		<u>60,000</u>
 <b>Multiversity: assets financing and delivery plan</b>		
<b>Outputs</b>		
Project plan	Q2 year 1	
Management and governance arrangements established to assure effective flow from wider Multiversity project	Q1 year 1	
Requirements and timescales options paper	Q2 year 1	
Site options paper	Q3 year 1	
5 University assets financing and delivery prospectus published	Q4 year 1	
	To be determined by Uni project board	
6 Commence delivery		
		<u>40,000</u>
 <b>Infrastructure finance and delivery: design and establishment of long-term arrangements</b>		
<b>Outputs</b>		
1 Project plan	Q2 year 1	
2 Explicit, shared, learning activities based on what proves to work	Q4 year 1	
3 Design options and consultation	Q4 year 1	
4 Establish and iterate sustainable arrangements	Q3 year 2	
		<u>20,000</u>
		<u>445,000</u>



**APPENDIX 11**  
**GROWTH DELIVERY FUNCTION**  
**CONTRACT**

## APPENDIX 12

### GROWTH DELIVERY ARRANGEMENTS



## APPENDIX 13

### REPORTING STRUCTURE

#### MONTHLY

On a monthly basis, OP will distribute an e-bulletin to all its business partners/bondholders which will be primarily aimed at keeping local businesses informed of development and the economic climate. The e-bulletin will also be forwarded to key partners (such as our founding partners) and as such will be a key mechanism for all to monitor the state of the economy. Some details around businesses may be commercially sensitive and will have to be excluded.

e-bulletin to include:

- Local good news stories
- State of the economy: national – local (where information on business performance or situation is not commercially sensitive)
- Notification of events, consultations etc
- New initiatives (national – local)
- The potential for an 'EEDA slot' if that is desired by the RDA

#### QUARTERLY

OP Performance

Quarterly reports will be provided to founding partners and Board members on performance against OP's Business Plan outputs and outcomes: precise reporting model to be confirmed following Board Away Day.

#### Local Economic Commentary

This will reflect the local evidence provided to EEDA under the current reporting systems, but excluding data provided from national and other sources, which EEDA already received direct.

The commentary will include:

- Report of the commercial and residential market: company movements; changes in values, prices, office rents; new development; creation/uptake of incubation space; issues such as vacant shops
- Employment update: redundancies; recruitment opportunities and job creation; sample case studies of employment issues
- Business engagement: major stories; numbers of jobs safeguarded
- Inward investment: major new enquiries and conversions, identified against key sectors.
- The impact of government or local initiatives to support economic growth

The quarterly commentary will be informed by in-house monthly intelligence templates which the Business Intelligence Officer will compile and collate. This reduces the need for full monthly reporting, thus reducing workload, while ensuring that robust information is maintained and trends monitored.

## APPENDIX 14

### LINKS TO PARTNERS GOALS (DRAFT)

RES Goal	OP Contribution
<p><b>RES Vision:</b> An ideas region, that is internationally competitive, harnesses the talent of all and is at the forefront of the low carbon economy.</p> <p>Headline targets: Prosperity and productivity – raise the annual growth in GVA per capital and GVA per employee</p>	
Enterprise & Economic Participation	<p>Inward investment – providing positive responses, introductions and conversions of businesses that are interested in investing in Peterborough.</p> <p>Targeted Business support – providing direct intervention and support to Peterborough businesses through specific programmes</p> <p>Business Engagement Framework – Development and implementation of Peterborough Business Engagement Framework</p> <p>Cluster Development – Developing the growth of key sectors and stimulation to support the growth of the city</p> <p>Intelligence Management – Grow and develop business intelligence</p> <p>Tasks: 1, Sustainable procurement 2. Cambridgeshire and Peterborough High Growth Fund 3. High Growth Company Support 4. Local Economic Assessment</p>
Innovation & Skills Productivity	<p><b>Skills</b></p> <p>Intelligence – Collate, maintain and review data on business skills requirements for the city</p> <p>University – Support the development of long term HE provision in the city</p> <p>FE prospectus – Support design of FE course prospectus to address local business needs</p> <p>Sector Skills – Identify and develop skills programmes around key clusters</p> <p>Apprenticeships and Diplomas – Support the programme and development of apprenticeships and diplomas</p>
Digital Economy	<p>City Vibrancy/Digital Connectivity – To provide digital connectivity across the city centre to promote, foster and enable growth of businesses across the city centre</p>
Resource Efficiency	<p>Adapting to climate change – working with partners to develop the enviro clusters and in turn support and advise businesses on reducing the carbon. Building upon the cluster strengths, environmental track record to achieve aspirations of Environmental Capital</p>

RSS Objectives	OP Contribution
<b>Communities and Local Government's Vision:</b> is of prosperous and cohesive communities, offering a safe, healthy and sustainable environment for all...	
<b>GO-East Vision:</b> Transforming Lives, Transforming Places – Creating Sustainable Communities.	
<b>East of England Plan – Overall Spatial Vision:</b>  By 2021 the East of England will be realising its economic potential and providing a high quality of life for its people, including by meeting their housing needs in sustainable and inclusive communities. At the same time it will reduce its impact on climate change and the environment, including through savings in energy and water use and by strengthening its stock of environmental assets.	
To reduce the region's impact on and exposure to, the effects of climate change	Adapting to climate change – working with partners to develop the enviro clusters and in turn support and advise businesses on reducing the carbon. Building upon the cluster strengths, environmental track record to achieve aspirations of Environmental Capital
To increase housing opportunities for people in the region	Opportunity Peterborough through its economic development work and driving inward investment will work closely with the City Council and other partners such as the HCA to seek the required numbers of affordable housing for Peterborough
To realise the economic potential of the region and its people	Business engagement team, including Inward Investment, business support, and business engagement  City Marketing – Using the new Peterborough brand to promote and increase the awareness of the city  Development of key clusters
To improve and conserve the region's environment by;	Adapting to climate change – working with partners to develop the enviro clusters and in turn support and advise businesses on reducing the carbon. Building upon the cluster strengths, environmental track record to achieve aspirations of Environmental Capital

LAA Goal	OP Contribution
<b>Sustainable Community Strategy Vision:</b> A bigger and better Peterborough that grows the right way  That through truly sustainable development and growth: <ul style="list-style-type: none"> <li>• Improves the quality of life of all its people and communities and ensures that all communities benefit from growth and the opportunities it brings</li> <li>• Creates a truly sustainable Peterborough, the urban centre of a thriving sub-regional community of villages and market towns, a healthy, safe and exciting place to live, work and visit, famous as the environment capital of the UK</li> </ul>	
Creating Opportunities - Tackling inequalities	Business Engagement – work with and encourage businesses to grow and engage in community development projects to enable enhanced employment prospects.

	Through business support, engagement and intelligence ensure that employment rates, average earnings and average earnings of local residents are improved
Creating strong and supportive communities	Through the skills agenda ensure that skills levels 3-4 and 2 are improved and ensuring that companies are able to offer apprenticeship schemes
Creating the UK's environment capital	Adapting to climate change – working with partners to develop the enviro clusters and in turn support and advise businesses on reducing the carbon. Building upon the cluster strengths, environmental track record to achieve aspirations of Environmental Capital  Utilising the city marketing brand to support the aspiration of becoming Environmental Capital
Delivering substantial and truly sustainable growth	Inward investment – providing through business engagement, cluster development, intelligence management to ensure inward investment into Peterborough  Business Support – through direct intervention and support, identify business needs and requirements to ensure sustainable business and economic growth in the city  Opportunity Peterborough will continue to work with the City Council through the Growth Delivery Function to seek further and sustainable development/growth of Peterborough

<b>PCC Priorities</b>	<b>OP Contribution</b>
<b>Peterborough City Council:</b> shares the Sustainable Community Strategy vision:  “A bigger and better Peterborough, the centre of a thriving community of villages and market towns. “A city that grows substantially and is sustainable, building on its heritage and environment city status. “A city that is acknowledged internationally as a model of how to deliver truly sustainable growth in order to improve the overall quality of life of its people, communities and environment.”	
Plan and deliver a safe, attractive and environmentally friendly city	Adapting to climate change – working with partners to develop the enviro clusters and in turn support and advise businesses on reducing the carbon. Building upon the cluster strengths, environmental track record to achieve aspirations of Environmental Capital
Achieve the best possible health and well-being	OP will continue to work with partners to assist with moving projects forward. OP will input into LAA Board and Exec Group and other partners where required
Make Peterborough a better place in which to live and work	City Marketing – using the brand to make Peterborough a better place to live, work and flourish and improve perceptions of the city  Economic Development – through business engagement, targeted business support and cluster development seek to create and safeguard jobs within Peterborough  City Centre Vibrancy – Diversify the offering of the city, developing and evening economy and ensuring that the cultural and heritage growth of the city continues to flourish

Provide high quality opportunities for learning and ensure children are healthy and safe	Through skills development Opportunity Peterborough will be seeking to support and co-ordinate a programme of skills development aligned to, and supporting the business needs of the city, including further and higher education
Being accessible, effective and efficient	The city marketing programme will actively promote, together with partners the city brand and raise awareness of Peterborough and initiatives being run

<b>HCA Priorities</b>	<b>OP Contribution</b>
<p>HCA's vision is aspirational and highly motivational. It is to create opportunities for people and places:</p> <p>For people, our ambition is bold: we believe that our activities can help people's lives by improving their access to high quality accommodation across tenures, by transforming the physical fabric of communities and by helping to build the basis for economic prosperity across regions and localities</p> <p>For places, we recognise that housing is not sufficient to create a sustainable community, whether in a new development or an existing settlement. We believe that the HCA can deliver quality places and increased supply: a key role for the Agency will be to help bridge national targets and local ambitions. In other words, we are a national Agency that works locally.</p>	
Renewal – To support and accelerate the regeneration of underperforming areas in line with the governments regeneration framework and the renewal of deteriorating estates	
Sustainability – To maintain high and value for money standards of design in buildings, public spaces and places; and to embed sustainability – economic, social and environmental - across	<p>City Marketing – using the brand to make Peterborough a better place to live, work and flourish and improve perceptions of the city</p> <p>Economic Development – through business engagement, targeted business support and cluster development seek to create and safeguard jobs within Peterborough</p> <p>City Centre Vibrancy – Diversify the offering of the city, developing and evening economy and ensuring that the cultural and heritage growth of the city continues to flourish</p>

## APPENDIX 15

### ECONOMIC COMMENTARY

Peterborough's economy has faced challenges over the last year as the UK has been adversely affected by the economic downturn. Peterborough whilst having a number of economic strengths, now faces an economic outlook not unlike many cities and is similarly feeling the effects of the economic downturn. In the most recent economic evidence reported for Peterborough, unemployment and job losses were notably higher than the East of England and National Average. The number of claimants of unemployment related benefits has significantly increased by over the 12 months to now totalling over 5,577 claimants. Peterborough has experienced a number of large-scale redundancies. Jobs notified at risk of redundancy over the past 12 months include Indesit (423), Pearl Insurance (180), Peterborough City Council (400), Grattans/Freemans (500) and Perkins Engines (450).

The credit crunch has led to less credit being made available for lending, and often on stricter and more costly terms. Changes to the Bank of England base rates and reductions in the interbank offer rate have not been passed on to businesses and consumers. However, although interest rates remain higher than base rates, but they are still low by historic standards. The withdrawal of credit insurance in 2008 from many companies created cash flow problems, as these companies now typically have to pay for supplies up front in lieu of sales. Due to the credit crunch and recession, financial companies nationally have experienced declining profitability and have had to operate more efficiently by reducing their workforces.

This unprecedented decline has affected many sectors. For Peterborough it has been the traditional sectors such as construction, food, financial services and engineering that have been particularly affected. The Sub Regional Economic Strategy (SRES) pin-points enterprise and innovation as the number one priority if Peterborough is to realise its ambitions to achieve 'substantial and sustainable growth' over the next 20 years. To achieve this vision, the Peterborough sub-regional economy must continue to increase its prosperity (as proxied by Gross Value Added (GVA) per capita) by raising the productivity of its firms, public sector and other organisations and the employment rate and prospects of its residents. A primary objective is to recognise the importance of innovation as a key driver of productivity and competitiveness, and of creating an environment that supports creativity and enterprise.

Innovation is of fundamental importance for promoting productivity growth and the competitiveness of firms in the Peterborough sub-region. However, unlike many competitor cities and sub regional economies, Peterborough does not have the benefit of a strong research base. R&D infrastructure and connections between industry and the research base in other parts of the UK and overseas are not as strong as they could be. In part, this reflects the structure of industry in the Peterborough sub-region with its relatively low share of high-technology industry and lack of large firms with R&D functions. It also reflects the limited research and technology infrastructure in the sub-region capable of engaging with Peterborough firms.

However the newly established University Centre in Peterborough established by partners Peterborough Regional College and Anglia Ruskin University, have agreed that they will work in partnership in delivering the new university offering to develop



this area further, creating dedicated links to business and enterprise, and encouraging innovative thinking and ideas development through its future student programmes.

The Enviro-Cluster initiative focuses on the significant low carbon and environmental goods and services Low Carbon Environmental Goods & Services sector cluster in the Greater Peterborough Growth Area; the largest of its type in the UK. The city's 380 organisations in this sector employ around 5,000 people and account for 5% of Peterborough's GDP.

In addition to innovation, a second drive for Peterborough is to recognise the accelerating pace of change and the requirement in a dynamic economy to be flexible, adaptable and agile in its response to changing economic and social circumstances. Critical in this respect is the capacity of the sub-region to improve its skills base and education infrastructure to meet the changing skill needs of business and the public sector (discussed later). The third and fourth objectives, is that of the need for the sub-region to recognise the strategic importance of specialisation, and the need to focus on sectors and clusters where Peterborough is perceived to enjoy a competitive advantage.

The skills levels within Peterborough are captured in terms of levels of attainment (by qualifications) and more generically across employment activity. Historically Peterborough has suffered from low achievement levels in terms of qualifications, and this has been deemed to create the knock on effect in terms of the take-up of high-level employment opportunities (by local residents) and the subsequent low wage levels of employees. A key requirement in meeting the need for a flexible and adaptive economy is a skills base responsive to the rapidly changing needs of business as the pattern of demand changes and as technology changes production and distribution processes for manufacturing and services. Major shifts in the skills demanded by industry and the public sector will be required to support future growth of the Peterborough economy, and changes in its industrial structure. Moreover, if Peterborough is to succeed in restructuring its economy towards more high value-added activities the demand for skills at the intermediate and higher level will increase significantly. The upgrading of skills of those in the workforce and the integration of the unemployed and other groups of non-employed with the potential to find employment will be essential if skill and labour supply constraints are not to limit the growth of the sub-regional economy and/or give rise to unacceptable net inward commuting.

Opportunity Peterborough has a vital role to play in providing the conduit / broker role between businesses and policy makers at a local, regional and national level. Our planned work activities over the coming and future years, reflects both a clear understanding of the challenges and the required response to them. The challenge over the coming year is to ensure that the economic vitality of Peterborough is maintained, making the city one of the most attractive places to invest, live and work. Through our forecasted activities we aim to support the drive (working with partners), against the growing swell of economic deprivation felt by many as a result of the economic downturn, that of poor job opportunities, low skills and income levels, and declining business investment in the city. OP are committed to offering bespoke and unique provision, based on its strengths in delivery of business facing and inward investment opportunities for local, national and international groups of employers or businesses alike. Based on the evidence outlined above, working in partnership with Business Link (as the Gateway), Job Centre Plus, Adults Skills Network, EEBG; Growth Partnership, GPP, Chambers of Commerce and others - the target groups

are that of Skills, Innovation/ Entrepreneurship and 'added-value' bespoke support for businesses.

## **Wider Challenges**

Further key challenges to the Peterborough economy were recently summarised as part of the Integrated Development Programme (draft) SWOT analysis (see Appendix 1), which sets the context for some of the wider challenges within which OP will operate over the forthcoming and potentially future years. Key facts recently reported on Peterborough, create a wider understanding of the local economic challenges, notably:

- Peterborough has relatively high levels of deprivation compared with many areas and is ranked amongst the third of English local authorities with the greatest levels of deprivation
- Levels of income deprivation are higher than the England average. One child in four lives in a household dependent on means tested benefits
- The rate of reported crime is higher than the England average
- Overall examination results are lower than the England average
- In April 2007 the unemployment rate was higher in Peterborough at 3.5% than the national, regional or Cambridgeshire rates
- Peterborough is a designated dispersal area and home to a significant number of asylum seeking children and families
- Life expectancy in Peterborough is significantly below the national average for both men and women.

We include these here, in order to provide immediate reference to analysis that gives a broad but succinct insight into the evidence upon which we have defined our goals and priorities. Further challenges are outlined below:

## **Delivery Challenges**

### **Stakeholder engagement**

Fundamental to success is bringing together the relevant agencies, partners and stakeholders to ensure effective delivery of Opportunity Peterborough priorities. OP recognise that the resource intensive activities that are pivotal to this area of work, given the wide range of interest groups, political influencers, business and interests and requirements that will create the level of demand is not currently matched by existing resources. It is our aim to bring about a clearer understanding of the benefits of future investment to enable OP to implement and manage the appropriate level of communication tools with which to meet the needs and demands of all parties concerned.

### **Reputational risk**

Over the previous year's operation, both OP and partners have come to understand the sometimes complicated and diverse needs of the city. These have been reported to be key concerns regarding the delivery of OP to the economic agenda, (a role previously held by PREP). These concerns have been taken on board, with programmes and resources developed to create a number of initiatives where they are evident and impacting. OP is now better placed to respond and deliver on the economic objectives, given the in-depth learning and connectivity that has been developed over the course of 09/10.

## **Key Organisational Challenges**

The key organisational challenges for the OP are likely to be:

- Delivery of our key priorities in the light of further reduction in funding and the impact that will be felt in responding to the needs of the city and its partners;
- Providing an enhanced level of economic development to reflect the level of needs (particularly business') in a post-recessionary period;
- Ensuring high quality, high-level resources are in place for successful delivery of the goals and objectives;
- Meeting the requirements and priorities demanded by stakeholders/ partners, in raising the level of economic prosperity and deepening engagement and delivery to the sub-regions;
- Ensuring clear communication with partners including the wider business
- Communication of the role and purpose of OP as the landscape for delivering
- Economic development services changes.

## **APPENDIX 16**

### **EVIDENCE BASE FOR PRIORITIES**

The priorities set out in this plan have been determined by robust study and consultation, carried out by OP and its partners. The Integrated Growth Study, for example, addressed sustainability for both housing and economic growth. A keystone of the study was a scenario-based economic study which identified the appropriate focus for intervention (cluster development, particularly around the environment sector) to deliver transformation from a low end to a high end economy: crucial for driving an improvement in average earnings, skills development, investment attraction and the Peterborough profile. The City Centre Area Action Plan work carried a sound evidence base, which used a wide range of data, including a strong section on socio-economic needs, to derive its recommendations for the physical form and mix of the city centre. The outcomes of these documents have driven key strategic documents such as the IDP (Integrated Development Programme) and Draft Core Strategy, the physical growth agenda outlined in this Business Plan (defined as the GDPF role and some of the city vibrancy initiatives), and crucially its economic development initiatives.

Our economic development proposals have also been strongly driven by recent work such as the Sub-Regional Economic Strategy. This, and preceding work, highlighted some of the gaps in the city's skills and economic base, but the intelligence work now proposed in this Business Plan will refine that further so that prioritisation through the plan period can be based on sound, 'live' information.

Consultation with local businesses, through the OP Business Partner scheme, Business Breakfasts, sector forum, partnership boards (GPP) and direct business engagement, has directed OP's focus and priorities.

Having undertaken the majority of the work outlined above, OP has a thorough and sound understanding of the needs of the local businesses and Peterborough itself. Those needs can be addressed through the delivery themes and activities identified in this Business Plan.