

NOTICE OF MEETING

MEETING	CABINET
DATE:	MONDAY 29 MARCH 2010
TIME:	10.00 am
VENUE:	BOURGES/VIERSEN ROOM - TOWN HALL
CONTACT:	Carol Tilley, Democratic Services Telephone: 01733 452344 e-mail address carol.tilley@peterborough.gov.uk
Despatch date:	19 March 2010

AGENDA

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Cabinet Members
Scrutiny Committee Members
Directors, Heads of Service
Press

*Any agenda item highlighted in bold and marked with an * is a 'key decision' involving the Council making expenditure or savings of over £500,000 or having a significant effect on two or more wards in Peterborough. These items have been advertised previously on the Council's Forward Plan (except where the issue is urgent in accordance with Section 15 of the Council's Access to Information rules).*



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MINUTES OF CABINET MEETING HELD 8 FEBRUARY 2010

PRESENT

Councillor Cereste - Leader of the Council, Councillor Eley, Councillor Hiller, Councillor Holdich, Councillor Lamb, Councillor Lee, Councillor Scott and Councillor Seaton – Cabinet members

Councillor Benton – Cabinet Adviser

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillors S Dalton and C Day.

2. DECLARATIONS OF INTEREST

1. Councillor Scott declared a personal and prejudicial interest in Agenda Item 5.1, Older People's Accommodation Strategy Implementation by virtue of her position as Chief Executive of the National Care Association and advised that she would leave the room during discussion of the item.
2. Councillor Holdich declared a personal and prejudicial interest in Agenda Item 5.4, Peterborough Local development Framework: Peterborough Site Allocations Document (Preferred Options Stage by virtue of his ownership of land adjoining one of the sites included in the report, and he advised that he would leave the room during discussion of the item.
3. Councillor Cereste declared a prejudicial interest in Agenda Item 5.2, Partnership Agreement – Health and Adult Social Services by virtue of his position as Chairman of Peterborough Primary Care Trust and advised that he would leave the room during discussion of the item.
4. Councillor Cereste declared a personal, non-prejudicial interest in Agenda Item 5.6, Budget 2010/11 and Medium Term Financial Plan to 2014/15.

3. MINUTES

The minutes of the meeting held on 14 December 2009 were agreed and were signed by the Leader as an accurate record.

4. CABINET MEMBER UPDATES

There were no updates reported.

5. CHANGE TO THE ORDER OF THE AGENDA

Cabinet agreed to consider agenda item number 6.1, Annual Audit and Inspection Letter 2008/2009 first.

6. MONITORING ITEM

Note: Monitoring items are listed for information purposes only and are not subject to the Council's call-in mechanism.

6.1 ANNUAL AUDIT AND INSPECTION LETTER 2008/2009

Cabinet received the Annual Audit and Inspection Letter for 2008/2009, prepared jointly by its external auditors PricewaterhouseCoopers (PwC) and the Audit Commission Relationship Manager which reviewed the Council's arrangements and progress in relation to the Audit of the Accounts and the Use of Resources.

Members commented that the Council had taken steps to facilitate work around the impact of the credit crunch and felt that this had not been taken into account within the report. Members asked the representatives of the auditors present what further action the Council could take and were advised that comments within the report referred to the impact of the credit crunch around the country and was not specific to Peterborough City Council. Comments were also made about the impact of the new neighbourhood councils and the auditor's representatives agreed that they were aware of the initiative and that it was important to keep the momentum when working with local partners.

CABINET RESOLVED TO:

Approve the Audit and Inspection Letter 2008/2009.

REASONS

The Council was required to consider the statutory Audit and Inspection Letter and make appropriate arrangements in response to recommendations.

ALTERNATIVE OPTIONS

The External Auditor could have taken on board any responses received prior to its formal publication, though he had a duty to produce and arrange for the publication of the Annual Audit Letter as soon as reasonably practical. No specific alternative options had been submitted for consideration.

7. ITEMS FROM SCRUTINY COMMITTEES AND COMMISSIONS

7.1 OLDER PEOPLE'S ACCOMMODATION STRATEGY IMPLEMENTATION

(Councillor Scott withdrew from the meeting during consideration of this item.)

The strategy outlined how extra care housing would be developed across Peterborough to provide high quality housing with care and support for older people across the city and agreed that plans for the existing residential homes managed by NHS Peterborough be developed.

The Strategy for Older People's Accommodation and Housing Related Support, adopted in 2007 addressed local needs and the views of older people and has led to much progress and improvements in the availability and quality of services for older people in Peterborough. In order to continue to improve services and ensure all older people benefit from high quality support, there was a need to continue to develop more extra care housing to provide significantly better services to people currently living in NHS Peterborough managed residential care.

Cabinet were advised that new extra care accommodation was already benefiting many people who had moved into the schemes. These services could now be offered to people who were already receiving residential care in the Council's NHS Peterborough managed homes. Engagement with residents and families had begun the previous year by offering all ten permanent residents at Coneygree Lodge, Stanground, a place in St Edmunds Court or another extra care scheme. Individuals could have opted for alternative services if they chose but a place in extra care had been guaranteed for each of them. Once permanent residents had moved, there would no longer be a need to continue to run Coneygree Lodge and it was anticipated that it would close by the end of March 2010.

Places at St Edmunds Court would also be offered to residents in the other NHS Peterborough managed residential homes. In due course, as more extra care schemes came into operation, similar guaranteed offers would be made to permanent residents at The Croft and at Peverels. Once permanent residents had moved, again, these buildings would no longer be required. It was proposed to complete these changes by the end of 2012. Services at Greenwood House and Welland House would be further developed to provide very specialist residential services for people whose needs could not be met in extra care housing or standard residential care. Because of the issues with the buildings outlined above, these services would need to be re-provided in new buildings in the medium to long-term. Work would commence to identify the best option to fund and achieve this. The land and buildings for all five homes were owned by the City Council. In the short-term, these services would continue to be run by the provider arm of NHS Peterborough.

NHS Peterborough had engaged with residents, their families and staff within the five residential homes it managed on an ongoing basis since the strategy had been agreed. Regular meetings and letters had kept people up to date with the work to review services.

Cabinet heard details of comments made by representatives of residents of the Peverils, along with comments from Councillor Swift on the concerns of the residents of Tysedale and their relatives. The Executive Director – Adult Social Care confirmed that she would follow up Councillor Swift's suggestions on parcels of land within his ward which may be suitable for new schemes.

Members expressed their support for the move where appropriate from residential to extra care schemes and stressed the need to maintain residents' dignity and self respect. The work carried out by residential homes was commended. Members recognised that some residents could find a move traumatic and agreed that a sensitive approach should be taken and that advocates should be used to support them.

CABINET RESOLVED TO:

Approve the next steps required over the next three years to deliver high quality services for older people now and in future years.

REASONS

The recommendations were designed to achieve the above outcomes and were primarily driven by the need to address the poor standard of buildings within which in-house residential care services were delivered and to address the accommodation strategy aims to provide more support to people in their own homes, more extra care housing and more specialist services.

ALTERNATIVE OPTIONS

To continue with the existing services – this option was not feasible given that the buildings were not fit for purpose and would continue to deteriorate. In addition, the current services were not those needed for the future.

To redevelop existing care homes to bring them up to modern standards – feasibility work had indicated there was limited scope to do this within the existing homes and as above, they were not the services needed for the future.

The transfer of these NHS Peterborough managed homes to the independent sector – this option had many variations involving a single or multiple potential providers. As above, not all of the services were required in the future. Extra care housing was provided by the independent sector and this option would be explored further, linked to the need to replace two residential homes.

The building of new care homes on the existing or alternative sites – as above, not all of the services were required in the future. This option would be explored further linked to the need to replace two residential homes. Where possible, buildings on different sites would be favoured as it avoided the move for current residents to move twice.

The closure of all five homes with services provided through extra care housing or independent sector residential providers – some more specialist services needed to be retained and grown and these were not all plentiful in the current market. This option would have impacted a significantly larger number of current residents.

7.2 PARTNERSHIP AGREEMENT – HEALTH AND ADULT SOCIAL SERVICES

(Councillor Scott returned to the meeting. Councillor Cereste withdrew from the meeting during consideration of this item.)

The current Partnership Agreement between the Council and Peterborough Primary Care Trust (made under Section 75 of the National Health Service Act 2006) expired on 31 March 2010. A new agreement had been drafted which made provision for the continuation of the existing partnership arrangements.

The Council had undertaken a review of the partnership in 2009 to inform these renegotiations. Both partners were committed to an outcome focused partnership which operated in the best interests of local people through a simple and workable partnership agreement. The agreement allowed for the continued integration of health and adult social care through lead commissioning of services by the PCT, pooling of budgets and the operation of integrated services.

Members sought reassurance that funds would be ring fenced and would not be affected by the current financial difficulties within NHS Peterborough. Officers confirmed that, under legislation, the pooled budget could be spent across health social care on agreed outcomes. The Annual Accountability Agreement set out what the PCT was expected to deliver and a Partnership Governance Group monitored finance and performance. The Executive Director – Resources further confirmed that he met regularly with the Chief Executive and Interim Finance Director of NHS Peterborough and had been assured that no element of Council money would be used to subsidise the PCT.

CABINET RESOLVED TO:

1. Approve the Partnership Agreement for Adult Social Care and Health to come into place from 1 April 2010 on expiry of the existing agreement
2. Delegate authority to the Cabinet Member for Health and Adult Social Care to approve amendments to the agreement to reflect new risk-sharing arrangements when they were introduced, as set out in paragraph 4.7 of the report.

REASONS

The Council delegated its statutory adult social care functions and responsibilities to the PCT. The Partnership Agreement out how the two organisations pooled their committed

budgets and commissioned all health and social care services. The Partnership Agreement was supported by an Annual Accountability Agreement which set out the strategic and performance objectives to be delivered, the funding to be provided by each party, the charges to be made for social care services, and the eligibility criteria at which people were entitled to receive those services. The current Annual Accountability Agreement for 2009/2010 had been included in the Medium Term Financial Strategy approved by Full Council on 25 February 2009. A new partnership agreement was required to be entered into by the end of March 2010 to support the integrated arrangements for health and social care in Peterborough.

ALTERNATIVE OPTIONS

Do nothing – this was not a valid option as in order for the Council and the PCT to jointly commission all health and social care services under Section 75 of the National Health Service Act 2006 a partnership agreement needed to be put in place setting out the terms of the pooling of the committed budgets and commissioning arrangements.

7.3 BUS SERVICE REVIEW

(Councillor Cereste returned to the meeting.)

The Council's urgency procedure had been invoked in respect of this report and the Chairman of the Sustainable Growth Scrutiny Committee had been informed in accordance with the Council's Constitution.

Cabinet received a report on work already undertaken and consultation events held as part of the bus service review. All subsidised bus service contracts had been incorporated into an initial overview assessment. From this assessment, the Local Link rural, morning and evening bus journeys had warranted further assessment due to the low numbers of passengers carried and relatively high subsidy per passenger journeys. Patronage data from on-bus ticket machines and physical on-bus monitoring had been analysed and used to assess the number of people impacted by the proposed changes.

A further review of all subsidised bus services would take place after a 12 month period. This review would ensure that the recommendations had achieved the anticipated outcomes.

Cabinet was addressed by Mr Phil Green, a member of the Unity union who spoke against the proposed use of the Call Connect service. He also queried the loss of some early morning services, challenged the passenger figures given in the report and expressed concern that the proposals would mean some passengers having to use an underpass to access an alternative bus service.

Officers assured members that school journeys would remain in place, but in the form of a contract rather than public transport. Concessionary travel passes could continue to be used with the same restrictions as at present. It was considered that the Call Connect service would be much better for residents of rural areas who would be able to book travel at a time to suit them, and would be able to make group bookings. The matter of the underpass was clarified and officers confirmed that passengers could access alternative bus services without the need to use the underpass.

Members sought reassurance that the Call Connect service would have a 01733 number, perhaps redirected to a 0845 number, so that passengers knew they were calling a local service. Officers assured members that call costs would be at a local rate and that they would work with Lincolnshire County Council to resolve members' requests and concerns.

In response to a question about how many people would be disadvantaged by the proposals officers stated that fewer than 5 passenger journeys would no longer be available via Stagecoach or Call Connect and that during the month that the service was reviewed there would have been no journeys unavailable. Fewer than 10 people on any of the journeys affected would be disadvantaged (i.e. face a longer journey or need to make more changes).

CABINET RESOLVED TO:

Approve the final proposals to amend the subsidised bus network as follows:

- cease the following journeys on bus services:
 - 402 - all journeys, with replacement available on Call Connect or commercial services. Contracts to be provided to eligible school transport students.
 - 404 - all journeys, except Sunday journeys, with replacement available on Call Connect or commercial services. Contracts to be provided for eligible school transport students. Revise Sunday journeys.
 - 406 - all journeys before 0845 and all journeys after 1813, with replacement available within walking distance on Citi 2. In addition, other minor journey withdrawals, with replacement available within walking distance on Citi 2.
 - 407 - all journeys after 1728, with replacement available on Citi 1 and Citi 6.
 - 408 - Minor journey withdrawals and amendments, with replacement available on Citi 1 and Citi 3.
 - 410 - all journeys withdrawn between Newark and Dogsthorpe, with replacement available on Stagecoach Citi network. In addition, all journeys after 1815 withdrawn and Sunday service withdrawn, with partial replacement available on Stagecoach service 37. Service extended from Newark to Newborough to replace 411, timetable reworked as a result.
 - 411 - all journeys, except those carrying eligible students withdrawn, with replacement on reworked 410 timetable.
- enter into a partnership arrangement with Lincolnshire County Council to deliver a Call Connect service;
- reallocate funding and introduce one Call Connect service for the West area (from western edge of authority boundary to East Coast Mainline), with the intention of introducing a second vehicle for the East area at a later date;
- retain service LL403/413 - Glington and Peakirk with a revised timetable;
- retain combined service LL410/411, as detailed above.
- retain service 342 - Thorney to Whittlesey on Fridays;
- renew the existing de-minimis agreements with commercial operators to provide a number of journeys;
- reallocate funding to provide additional journeys on a 3 month trial basis to increase the frequency of more popular daytime journeys that are showing an increasing trend in passenger numbers from hourly to half hourly. Should the trial not show a further increase in passenger numbers the trial to be ceased and the service revert to hourly. However, should an agreed further increase in passenger numbers be achieved reallocate funding to provide the additional journeys on a permanent basis;
- reallocate funding to expand the recommended Monday to Saturday Call Connect service to operate on Sundays;
- implementation of promotion and communications plan; and
- implement changes from 4 April 2010, followed by withdrawal of listed journeys from 15 May 2010 to allow a cross over,

(all of the above being subject to budget proposals being agreed at Council.)

REASONS

The recommendations would provide an improved subsidised bus network that linked to a stronger commercial network provided by external bus operators.

ALTERNATIVE OPTIONS

The following alternative options had been considered and rejected:

- Continue all bus service journeys as existing. This option had been rejected as it did not represent best value with council funds and did not provide an improved level of service to members of the public.

- Cease operating all journeys low usage journeys without replacement. This option had been rejected as it did not provide alternative options and would have left some areas devoid of a bus service.
- Provide a dial-a-ride service on one or more days per week between the hours of 9.30 am and 2.30 pm. This option had been rejected as it did not provided sufficient cover for the rural areas as could be provided by a Call Connect service

7.4 PETERBOROUGH LOCAL DEVELOPMENT FRAMEWORK: PETERBOROUGH SITE ALLOCATIONS DOCUMENT (PREFERRED OPTIONS STAGE)

(Councillor Holdich withdrew from the meeting during consideration of this item.)

The report was submitted to Cabinet following approval of the Council's Local Development Scheme by the Secretary of State for Communities and Local Government. The purpose of the report was to enable Cabinet to agree for public consultation in March 2010 the Site Allocations Development Plan Document (Preferred Options Version).

The Core Strategy set out the vision, objectives and overall strategy for the development of Peterborough up to 2026, together with a limited number of policies that were core to achieving or delivering that strategy. The Core Strategy was accompanied by a 'key diagram' which showed pictorially some of the key elements of Peterborough's development strategy, but it did not have a 'proposals map' drawn on an Ordnance Survey base. This was the primary role of the Site Allocations Document.

All land within the City Centre was excluded from the Site Allocations Document as any detailed allocations for new development in this location would be determined via the forthcoming City Centre Area Action Plan (CCAAP).

The key features as found within the Document included:

- **Housing**
- **Employment**
- **Gypsy, Travellers and Travelling Showpeople**
- **Safeguarding Land**
- **Other allocations** - the document identified (or reconfirmed existing) boundaries for:
 - The Urban Area
 - The City Centre (CCAAP boundary)
 - The District Centres
 - Local Centres
 - The Villages (Village Envelopes)

Cabinet was addressed by a resident of Eye Village who out forward a number of suggestions and comments. Members thanked him for his submission and advised that Cabinet at this stage was only approving the document for consultation and that he should ensure that he respond to the consultation including through the neighbourhood council process.

CABINET RESOLVED TO:

1. Approve the publication of the Peterborough Site Allocations Document (Preferred Options version), together with associated supporting documents, for six-week public consultation starting in March 2010; and
2. Agree that the document be resubmitted to Cabinet following the consultation exercise for approval of any amendments before its submission to Full Council.

REASONS

Cabinet was recommended to approve the Site Allocations Document (preferred options version) for public consultation because it would help deliver the City's growth targets set out the Core strategy, would encourage and support investment in the City, would provide more clarity as to what and where the Council wanted to see growth occur (subject to consultation) and would provide local residents with an opportunity to comment on proposals.

ALTERNATIVE OPTIONS

It was a statutory requirement to produce the Site Allocations Document therefore the alternative option of not producing this document had been rejected.

Alternative sites could have been recommended for development, but this would have meant such sites were either or both: (a) contrary to the Core Strategy, (b) contrary to sustainable development principles.

7.5 PLANNING OBLIGATIONS IMPLEMENTATION SCHEME (POIS)

(Councillor Holdich returned to the meeting.)

The draft version of the POIS had been approved by Council on 10th December 2008 and had been followed by an extensive public consultation exercise and further evidence gathering since that date. Cabinet received a report recommending that the Planning Obligations Implementation Scheme (POIS) be approved as an adopted Supplementary Planning Document (SPD) and that further work be undertaken by officers on the potential of implementing a Community Infrastructure Levy in Peterborough.

Member sought clarification on how pooled monies would be spent and were advised by officers that the intention was that communities should benefit from development within their areas and that this would be built into the community planning process. Officers also confirmed that a review of the scheme would be built into the process. In response to a query about possible changes to the referral mechanism to Planning and Environmental Protection Committee, officers advised that there would be a future report to that committee looking at a number of issues and proposed changes.

Officers responded to a question about very large scale developments and assured that member that although most developments were relatively small scale and fell within the scheme, the overall viability of large scale developments would be looked at carefully and priorities and needs would be assessed.

CABINET RESOLVED TO:

1. Adopt the Planning Obligations Implementation Scheme (POIS) as a Supplementary Planning Document.
2. Endorse further work to be undertaken by officers on the potential of implementing a Community Infrastructure Levy (CIL) in Peterborough.

REASONS

Cabinet was recommended to approve the Planning Obligations Implementation Scheme (POIS) as an adopted Supplementary Planning Document (SPD) because it will add considerable weight to the document when considered in determining planning applications and any planning appeals.

Cabinet was also recommended to endorse further work to be undertaken by officers on the potential of implementing a Community Infrastructure Levy in Peterborough because draft government regulations indicate that POIS-style levies may eventually become unlawful.

ALTERNATIVE OPTIONS

The alternative option of not progressing the POIS as an SPD was rejected, as the Council would not have a policy document of considerable weight for planning purposes.

7.6 BUDGET 2010/11 AND MEDIUM TERM FINANCIAL PLAN TO 2014/15

At its meeting on 14 December 2009 Cabinet had approved for consultation purposes its draft budget. Cabinet received a further report on the budget proposals detailing comments made during the consultation exercise including from all Scrutiny Committees and Commissions, Neighbourhood Councils, the Youth Council and members of the public.

Members expressed their support for the proposals, highlighting such initiatives as the extra money for school improvement and the provision of children's centres for every part of the city. There was concern at the impact of government cuts on university spending but members stressed that they would not give up on plans for a university for the city.

CABINET RESOLVED TO:

Having regard to the consultation comments and statutory advice detailed in the report:

1. Agree that the following be approved and recommended to Council on the 24 February 2010:
 - a) That the MTFP be set in the context of the community strategy (MTFP section 1).
 - b) The Budget monitoring report for October 2009 as the first draft of a probable outturn position for 2009/10.
 - c) The revenue budget for 2010/11 and indicative figures for 2011/12 to 2014/15 (including capacity and savings proposals).
 - d) The capital programme for 2010/11 to 2014/15, associated capital strategy, treasury strategy (updated to be compliant with the new Treasury Management Code of Practice) and asset management plan.
 - e) The medium term financial plan for 2010/11 to 2014/15.
 - f) The council tax increase of 2.5% for 2010/11 and indicative increases of 2.5% for 2011/12 to 2014/15.
 - g) To spend at the level of the Dedicated Schools Grant for 2010/11 to 2014/15.
 - h) The proposals for reserves and balances.
 - i) The Annual Accountability Agreement with the Primary Care Trust for 2010/11.
 - j) The approach to budget management in 2010-11, including the need to approval of spend through the Council's gateway process, and the proposed extent of delegation, (within the 'budget and policy framework procedures rules'), to be requested from council to ensure that the financial targets in the MTFP are delivered
 - k) The challenging financial position in future years, and the need to start planning early for meeting the financial deficits indicated in the later years of the MTFP.
 - l) The financial arrangements for neighbourhood councils
2. Note that the council tax to be formally set on 24th February 2010 would be subject to the notifications of precepting bodies in respect of their budget requirements, and appropriate resolutions will be prepared for Council.

REASONS

This was a monitoring report to inform Members of the Council's financial position compared to its approved budget for the year. It was recommended that Directors continue to work with Portfolio Holders, service managers and budget holders to bring forecasts within Departmental cash limits with appropriate corrective action.

ALTERNATIVE OPTIONS

None required at this stage.

Meeting closed at 11.35am.

MINUTES OF CABINET MEETING HELD 23 FEBRUARY 2010

PRESENT

Councillor Cereste - Leader of the Council, Councillor Elsey, Councillor Hiller, Councillor Holdich, Councillor Lamb, Councillor Scott and Councillor Seaton – Cabinet members

Councillor Benton, Councillor S Dalton and Councillor C Day - Cabinet Advisers

1. APOLOGIES FOR ABSENCE

An apology had been received from Councillor Lee.

2. DECLARATIONS OF INTEREST

There were no declarations.

3. BUS SERVICE REVIEW

Cabinet was advised that the Bus Service Review they had agreed at their meeting on 8 February 2010 had been the subject of a request for call-in of the decision. The Environment Capital Scrutiny Committee had met on 23 February to consider this request and had agreed to call in the decision and refer it back to Cabinet to reconsider because of an error in the original decision relating to the changes to the timetable of the 406 bus service.

CABINET RESOLVED TO:

Agree to cease on the 406 bus service all journeys before 0745 and all journeys after 1813, with replacement available within walking distance on Citi 2. In addition, other minor journey withdrawals, with replacement available within walking distance on Citi 2.

REASONS

The original report to Cabinet contained an error in that it recommended that all bus journeys cease before 0845.

ALTERNATIVE OPTIONS

Cabinet could have agreed to leave in place its previous decision. This was rejected because of the need to maintain a bus service during the busy morning period.

Meeting closed at 7.25 p.m.

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Cabinet	AGENDA ITEM No. 5.1
29 March 2010	PUBLIC REPORT

Cabinet Member(s) responsible:	Cllr Matthew Lee Cabinet Member for Environment Capital and Culture Cllr Sam Dalton Cabinet Advisor for Environment Capital and Culture	
Contact Officer(s):	Paul Phillipson – Executive Director of Operations Charlotte Palmer – Climate Change Team Manager	Tel. 01733 453455 01733 453538

CARBON MANAGEMENT ACTION PLAN (CMAP)

R E C O M M E N D A T I O N S	
FROM : Environment Capital Scrutiny Committee	Deadline date : The CMAP is due to go to Full Council on 14/04/2010
<p>The Carbon Management Action Plan (CMAP) formally commits Peterborough City Council to achieve a stretching, yet realistic target to reduce carbon emissions by 35% of 2008/09 levels by 2014. The action plan requires significant commitment and investment, this will be achieved through invest to save mechanisms and external funding initiatives where possible. This CMAP formalises the authority's commitment to lead by example and create the UK's Environment Capital.</p> <p>In order to adopt the CMAP Cabinet is asked to:</p> <p>Approve the document whilst committing to support the continuation of the Carbon Management Programme Board and the Carbon Management Team.</p>	

1. ORIGIN OF REPORT

This report is submitted to Cabinet following approval from the Corporate Management Team, Group leaders and the Environment Capital Scrutiny Committee (15 February 2010).

2. PURPOSE AND REASON FOR REPORT

The purpose of this report is to enable Cabinet to review the CMAP. The CMAP is the outcome of a ten month programme of work that Peterborough City Council (PCC) has undertaken as part of the Carbon Trust's Local Authority Carbon Management (LACM) programme. Whilst PCC has undertaken various one-off initiatives previously which have had a positive effect on the organisation's overall carbon emissions, this programme of work ensures initiatives are undertaken in a planned and measured way in order to comply with various schemes the organisation has a legal duty to comply with.

Two versions of the CMAP have been produced;

- Full CMAP, this will be a working document available upon request
- Concise CMAP which will be available internally and externally via the City Council's website – Appendix A

Two documents have been produced in order to ensure this information is as accessible as possible.

The CMAP details PCC's carbon management strategy, baseline emissions, reduction target, outline reduction projects, financing options, embedding actions and programme management. This CMAP has been produced by the Climate Change Team with support and guidance from the Carbon Trust and PCC's Carbon Management Programme Board chaired by the Executive Director of Operations. The CMAP formally commits PCC to achieve a carbon emissions reduction of 35% of 2008/09 levels by 2014 and supports the city's aspiration to become the UK's Environment Capital, demonstrating leadership in the field. In addition, this work creates efficiencies within the organisation and reduces PCC's long term exposure to risk. The CMAP is due to go before Full Council in April 2010.

All projects outlined in the CMAP are indicative at this stage and will be subject to the standard project approval within PCC. Projects will be undertaken by the relevant service area, overseen by the Climate Change Team and will be accountable to the Programme Board.

This report is for Cabinet to consider under its Terms of Reference No. 3.2.3 'to take a leading role in promoting the economic, environmental and social well being of the area'.

3. TIMESCALE

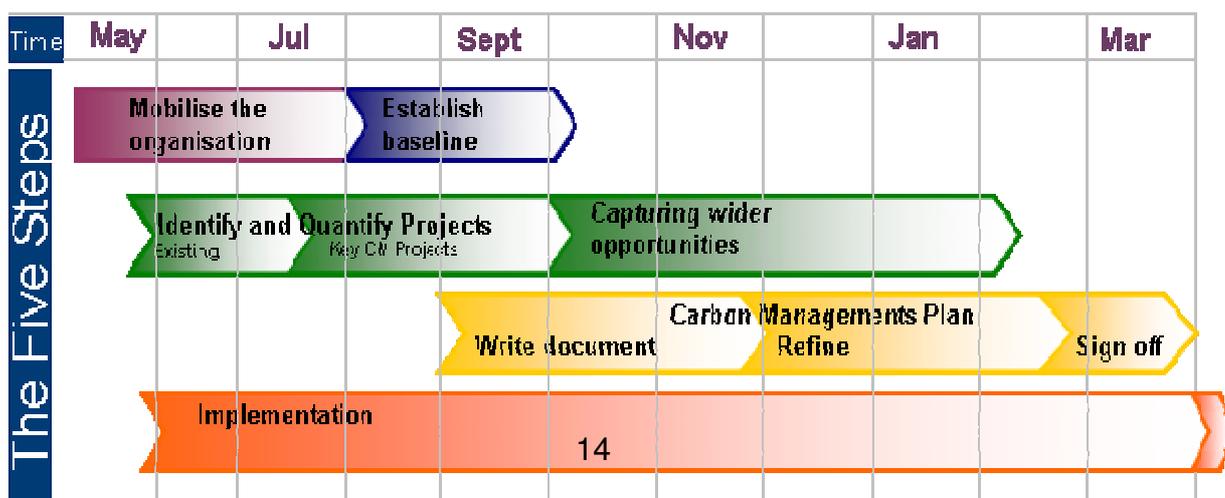
Is this a Major Policy Item/Statutory Plan?	YES	If Yes, date for relevant Cabinet Meeting	29 March 2010
Date for relevant Council meeting	14 April 2010	Date for submission to Government Dept (please specify which Government Dept)	N/A – completed as part of the Carbon Trust LACM programme

4. BACKGROUND

PCC embarked upon phase seven of the Carbon Trust's Local Authority Carbon Management Programme in 2009. The programme is designed to support the authority in establishing a robust baseline of carbon emissions and produce a carbon management plan to support the authority's aim to reduce emissions by up to 35% of 2008/09 levels over five years.

This work is required to comply with the Carbon Reduction Commitment (CRC) and National Indicators 185 and 186, the governments' delivery mechanism for achieving targets set within the Climate Change Act. This work will have significant and wide reaching impacts upon the organisation. Corporate Carbon Management focuses specifically upon identifying, recording, monitoring and reducing carbon emissions across PCC and its operations.

In order to drive the programme forward, two working groups were established: the Programme Board chaired by the Executive Director of Operations, Paul Phillipson, and the Carbon Management Team chaired by the Climate Change Team Manager, Charlotte Palmer. Please see Appendix B for a list of the members of both groups. Throughout the programme both groups have fed in to and directed the process through the following stages:



Baseline carbon emissions data for the 2008/09 financial year have been collated in line with the requirements of NI185, avoiding duplication of effort. The following data forms the baseline emissions for the authority.

Total KWh of energy used within all properties owned by PCC and used to deliver a service on our behalf, including schools
Total KWh of energy used within all properties operated by PCC in order to deliver a service, including schools (leased in, i.e. Manor Drive)
Total KWh of energy used to provide all forms of Street Lighting within the remit of Peterborough City Council
Total KWh of energy used by all outsourced service providers that deliver a service on behalf of Peterborough City Council
Total volume of fuel or distance travelled by all outsourced service providers that deliver a service on behalf of Peterborough City Council
Total volume of fuel or distance travelled by all fleet vehicles
Total volume of fuel or distance travelled by all employees in order to carry out their role including car, train and aeroplane
Total volume of fuel or distance travelled by all vehicles providing a service on behalf of Peterborough City Council including school transport and Community Link services

The CMAP details the results of the collation of baseline emissions and further details how the reduction targets will be achieved.

4.2 **LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY AND LOCAL AREA AGREEMENT**

This area of work relates directly to the Sustainable Communities Strategy, specifically the priority to create the UK's Environment Capital and deliver substantial and truly sustainable growth. This area of work, whilst governed within the National Indicator set, allows PCC to get its own house in order. PCC will be in a suitable position to lead action with local partners and residents, ensuring the city is suitably placed to deal with the inevitable consequences that climate change will bring.

The National Indicator that relates specifically to PCC's carbon emissions, NI185, is not included within the LAA because it was felt that the indicator was too specific to one organisation and therefore not ideal for a partnership document. NI 186, per capita reduction in CO₂ emissions, is included.

In addition, this work significantly contributes to PCC's preparation for the Carbon Reduction scheme, ensuring the organisation is suitably placed to achieve the ongoing reductions required.

5. **CONSULTATION**

The CMAP has been produced by the Climate Change Team alongside the Programme Board and the Carbon Management Team. Both meetings are also attended by the Cabinet Advisor for Environment Capital and Culture, Cllr Samantha Dalton. The concise version of the CMAP (appendix A) will be made available on the Council's internal and external website, we will also undertake promotional work to raise awareness of the programme and recruit a team of volunteer Green Champions to drive forward awareness at officer level. The CMAP is progressing through the democratic approval process as follows:

Group	Date
CMT	9 February 2010
Group Leaders	22 February 2010
Environment Capital Scrutiny Committee	15 February 2010
Cabinet	29 March 2010
Full Council	14 April 2010

6. ANTICIPATED OUTCOMES

This CMAP formalises the authority's commitment to lead by example and create the UK's Environment Capital. In order to adopt the CMAP Cabinet is asked to approve the document, whilst committing to support the continuation of the Carbon Management Programme Board the Carbon Management Team and Climate Change Team in its respective efforts to achieve the 35% reduction target.

7. REASONS FOR RECOMMENDATIONS

This work is required to comply with the Carbon Reduction Commitment (CRC) and National Indicators 185 and 186, the governments' delivery mechanism for achieving targets set within the Climate Change Act. The CMAP is also the final stage of the 10 month programme of work undertaken with the Carbon Trust and signifies successful completion of the programme.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 COMPLY WITH TARGETS AS LAID OUT IN THE CLIMATE CHANGE ACT

Prior to embarking upon the Carbon Trust programme the Climate Change Team considered the possibility of devising a programme of work to achieve the carbon reduction targets as laid out in the climate change act. It was felt however that early action to achieve these targets, ahead of the national framework, would allow Peterborough to lead by example, demonstrating commitment to our Environment Capital aspirations and also allow PCC to benefit early from the efficiencies carbon reduction will achieve.

8.2 'BUSINESS AS USUAL' SCENARIO

Section 3 'Emissions baseline and projection' of appendix A provides details the 'business as usual' scenario and value at stake of not undertaking this programme of work.

9. IMPLICATIONS

This document will have the following implications:

- **Financial** - value at stake predictions show that failure to achieve the emissions reduction target will amount to costs of £10m and 41,341 tonnes of carbon dioxide by 2014. In addition, with the introduction of the Carbon Reduction Commitment Energy Efficiency Scheme in 2011, PCC's current level of energy consumption could cost a further £360,000 per annum.
- **Legal** – this CMAP and the actions arising from it ensures PCC is suitable placed to comply with the requirements laid out in the Climate Change Act. In addition this also supports PCC's participation in the CRC.
- **Human Resources** - the programme aims to embed a cultural change at the heart of PCC operations, ensuring environmental impact is considered in all of the decisions made and responsibility is recognised at officer level.
- **Property** – in order to achieve the reductions laid out in the CMAP significant works will be required across PCC's estate to increase energy efficiency. These will be

dealt with as individual projects and will follow the full project procedure operating within PCC.

- **Environmental** – by implementing the actions associated with this plan we will limit the organisation’s environmental impact, leading by example.

This CMAP has been produced in conjunction with the relevant officers from across the organisation.

10. BACKGROUND DOCUMENTS

N/A

11. APPENDIX

Appendix A – Concise Peterborough City Council Carbon Management Action Plan condensed version

Appendix B – Programme Board and Carbon Management Team members

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Peterborough City Council Carbon Management Action Plan

Date: 27 January 2010

Version number: 3.0

Owner: Charlotte Palmer

Approval route: Full Council, April 2010

Approval status: Not yet approved

Foreword from Gillian Beasley and Cllr Matthew Lee

Peterborough City Council are committed to taking proactive action to make Peterborough more sustainable now and in the future, whilst adapting to the challenges climate change will bring. We acknowledge that:

- There is scientific consensus and evidence that climate change is happening
- Climate change will have significant and far reaching effects upon our residents, businesses and biodiversity
- The future cost of inaction on climate change will be far higher than the cost of taking action to tackle climate change now
- We are responsible for limiting our carbon emissions and preparing to adapt to the unavoidable effects of climate change
- Addressing climate change is critical to the success of achieving our four strategic priorities

We acknowledge the impact of the carbon emissions we generate through provision of our services, and commit to reducing them by 35 per cent of 2008/09 levels by 2014. Our Carbon Management Action Plan sets out how we will achieve this by improving our resource efficiency and by embracing new technologies. Through implementing this plan we commit to working at a local level to contribute to delivery of the government's Climate Change Act. In getting our house in order we will demonstrate leadership to the business and residential community.

Gillian Beasley
Chief Executive of Peterborough City Council

Cllr Matthew Lee
Cabinet Member for Environment Capital and Culture
Peterborough City Council

Foreword from the Carbon Trust

Cutting carbon emissions as part of the fight against climate change should be a key priority for local authorities - it's all about getting your own house in order and leading by example. The UK government has identified the local authority sector as key to delivering carbon reduction across the UK in line with its Kyoto commitments and the Local Authority Carbon Management programme is designed in response to this. It assists councils in saving money on energy and putting it to good use in other areas, whilst making a positive contribution to the environment by lowering their carbon emissions.

Peterborough City Council was selected in 2009, amidst strong competition, to take part in this ambitious programme. Peterborough City Council partnered with the Carbon Trust on this programme in order to realise vast carbon and cost savings. This Carbon Management Action Plan commits the council to a target of reducing CO₂ by 35% of 2008/09 levels by 2014 and underpins potential financial savings to the council of around £10 million.

There are those that can and those that do. Local authorities can contribute significantly to reducing CO₂ emissions. The Carbon Trust is very proud to support Peterborough City Council in their ongoing implementation of carbon management.



Richard Rugg
Head of Public Sector, Carbon Trust



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1. Introduction

Peterborough City Council is a unitary authority serving a growing population of more than 160,000 residents. We have a long-standing commitment to environmental leadership. In 1992 Peterborough became one of four UK environment cities and our reputation is now growing as the UK's Environment Capital.

The city council is a signatory to the Nottingham Declaration, which acknowledges our contribution to climate change. We have already taken steps to reduce our emissions and this carbon management action plan will bring together such projects and allow their savings to be counted and recognised.

As one of the most visible organisations and largest employers in Peterborough the city council is in a key position to lead on tackling climate change. We will work alongside our strategic partners to undertake both mitigation efforts to reduce our carbon emissions and adaptation efforts to future proof the city from extreme weather events, demonstrating our commitment to transitioning to a low carbon future.

This Carbon Management Action Plan (CMAP) details how the city council will reduce carbon dioxide emission from its operations. It is the product of an intensive ten-month partnership with the Carbon Trust on the Local Authority Carbon Management Programme, which began in May 2009. The programme involves setting a target for emission reduction and developing projects to realise it. We have followed the five steps in the programme to develop our CMAP:



Figure 1: The 5 step carbon management process for local authorities

The document discusses the context of carbon management, the city council's baseline carbon dioxide emissions, and a model for projects to reduce our emissions. In 2014, at the end of the initial target reduction period, we will review progress against the target, and set further targets to continue contributing to the Environment Capital.

2. Drivers for carbon management

The city council's drivers for carbon management are both local and international;

2.1 International

Climate change

The climate is changing due to increased atmospheric greenhouse gases which prevent the sun's radiation escaping. The scientific community widely acknowledges that human activity is increasing the concentration of greenhouse gases, the impacts of which will be felt globally regardless of political boundaries. The international response is co-ordinated by the United Nations Framework Convention on Climate Change (UNFCCC), whose Kyoto Protocol adopted by 37 countries in 1997 required signatories to reduce greenhouse gas emissions collectively by 5 per cent of 1990 baseline by 2012. Under the Protocol the UK committed to reduce emissions by 12.5 per cent.

In December 2009 the annual Conference of the Parties (CoP 15) of the UNFCCC convened in Copenhagen to discuss the Kyoto Protocol and the need to revise reduction targets. Although the full potential of the CoP wasn't realised and an agreement on new legally binding targets was not achieved, some countries committed to individual targets for the first time. This CoP marks the beginning of a new chapter in international climate change discussions.

2.2 National drivers

The Climate Change Act

In 2008, the UK passed legislation which introduced the world's first long-term legally binding framework to tackle climate change. The Act commits the UK to a 34 per cent reduction in greenhouse gas emissions against a 1990 baseline by 2020 and an 80 per cent reduction by 2050. These targets include emissions from aviation and shipping, and will be achieved through a system of carbon budgets capping emissions.

The Carbon Reduction Commitment Energy Efficiency Scheme

This mandatory government scheme aims to encourage large, non energy intensive organisations to reduce their CO₂ reductions. It is a mandatory cap and trade scheme that requires organisations, over 5000 from both the private and public sector, to buy allowances to cover their total fossil fuel use. The scheme starts in 2011 and aims to achieve savings in the region of 1.2 million tonnes of CO₂ by 2020.

Energy prices

The Office of Gas and Electricity Markets (Ofgem) predicts that the UK's energy supply will be particularly vulnerable in the future due to its reliance on the volatile global gas market and because of its ageing power stations. This will be compounded by increased demand for energy from the increase in technology and IT.

Energy Performance of Buildings Directive (EPC) and Display Energy Certificates (DEC)

All buildings which are sold, rented or constructed must have an EPC, benchmarking the resource consumption per m². Additionally since October 2008 all public buildings over 1000m² are required to display a DEC, showing the energy consumption and recommendations to improve energy efficiency.

2.3 Local Drivers

National Indicator 185: CO₂ reductions from local authority operations

Local authorities are required to report carbon dioxide emissions created in the delivery of services.

National Indicator 186: per capita CO₂ reduction in Peterborough

Peterborough’s carbon footprint including commercial, industrial, domestic, and transport emissions.

Sustainable Community Strategy

Peterborough’s Sustainable Community Strategy, “Growing the right way for a bigger and better Peterborough” sets out ambitious plans for Peterborough up to 2021, and identifies four priority areas for delivery by the partners of the Greater Peterborough Partnership. These areas mirror the city council’s strategic priorities.

Local Area Agreement

The Local Area Agreement (LAA) outlines short and medium-term action plans to achieve the long term vision of the Sustainable Community Strategy. It is negotiated on a rolling three-year basis between key organisations in Peterborough, regional and national government. The LAA is a partnership document, recognising that no individual partner can meet the targets and deliver against the ambitious agenda alone.

Nottingham Declaration

The city council signed the [Nottingham Declaration](#) on Climate Change in 2004, acknowledging that current and future council activities will have a detrimental effect on the future environmental and socio-economic prosperity of the UK and Peterborough. By signing this agreement we commit to considering the impact of climate change on all council services and develop a framework for future action.

2.4 Peterborough City Council’s low carbon vision

Reducing carbon, improving efficiency - creating the UK’s Environment Capital

The city council will deliver this vision by completing actions encompassed by the following strategic themes:

- One: Improved energy management
- Two: Increased energy efficiency
- Three: Engaging schools in carbon management
- Four: Developing a climate change culture in the city council
- Five: Aligning policies to consider environmental impacts
- Six: Environmentally aware procurement

2.5 Targets and objectives

Peterborough City Council will reduce CO₂ emissions from its operations by 35 per cent of 2008/9 levels by April 2014. This target is one of the most ambitious so far on the Carbon Trust Local Authority Carbon Management Programme and will enable the city council to meet the UK’s reduction target of 34 per cent before 2020. The target will be met through a combination of solutions as demonstrated in Figure 2.1 below. The future inspirational target for the city council is to achieve an 80 per cent reduction in carbon dioxide emissions by 2050, inline with the Government’s national target.

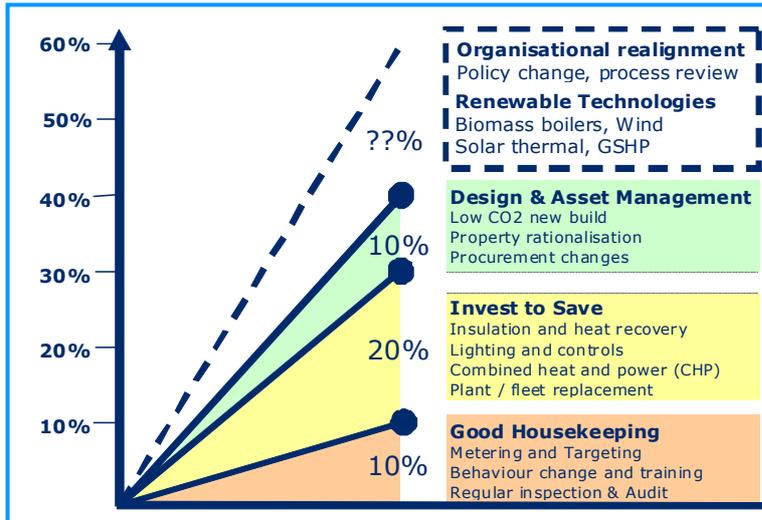


Figure 2.1: Possible percentage energy

3. Emissions Baseline and Projection

The starting point for carbon management is to accurately establish the baseline carbon emissions. This is necessary to set a reduction target against, for measurement of future emissions and to monitor progress. The baseline includes carbon dioxide emissions from the delivery of the city council's function, including emissions from both stationary and vehicle sources:

Stationary emission sources

- Council offices (Town Hall, Bayard Place, Bridge House and Manor Drive)
- 72 Schools
- Street lighting including road signs and bollards
- Car park lighting and ticket machines
- Peterborough Museum and Art Gallery
- Leisure facilities (Regional Pool, the Lido, Jack Hunt Swimming Pool, Werrington Sports Centre and Bushfields Sports Centre)
- Libraries
- The Crematorium
- The Household Recycling Centre and Materials Recycling Centre
- Various depots and storage facilities
- Day social care facilities
- Other council offices e.g. the Registry Office

Transport emission sources

- Fleet vehicles including refuse trucks, road sweepers and council owned cars
- Business mileage claimed by staff for the purposes of carrying out their role
- Outsourced school buses for children living over 2 miles from school
- Outsourced taxi journeys provided for children with special educational needs
- Community Link bus services

Excluded emission sources

- commuting,
- retail units,
- social housing,
- community centres,
- private nurseries
- rented offices where there was no apportioned data was available.

CO₂ emissions are produced primarily from the consumption of energy, namely fossil fuels (oil, gas, diesel, petrol and burning oil) and electricity. Other sources of emissions such as water consumption, waste production, use of refrigerant gases, employee commuting were not included in the baseline due to lack of data. However, if in future this data is collected then the baseline could be adjusted to include these emission sources.

Data Collection

The energy data used to calculate the baseline was acquired from across the city council directorates and schools. The data was collected manually with meter readings, estimates from paper and electronic invoices and latterly directly from the energy supplier. In future, automatic data collection facilitated by a centralised energy management database will improve data collection and quality.

Baseline

The baseline year was chosen as the financial year April 2008 to March 2009. The baseline CO₂ emissions were calculated from the energy consumption data using Defra conversion factors published in 2009.

The resultant baseline for 2008/9 was 33,995 tonnes of CO₂ (Table 3.1).

This means that the city council will need to reduce its emissions by 12,000 tonnes CO₂ to meet its reduction target, not considering any growth.

		Baseline emissions (tonnes CO ₂)
Buildings	Primary operational offices	2,212
	Primary schools	7,045
	Secondary schools	10,764
	Leisure centres	1,517
	Cultural services	1,302
	Other buildings	727
Street lights	Street lights	4,444
Transport	Fleet	3,203
	Business mileage	649
Miscellaneous		2,131
Total		33,995

Table 3.1: Summary table of emissions for baseline year 2008/9

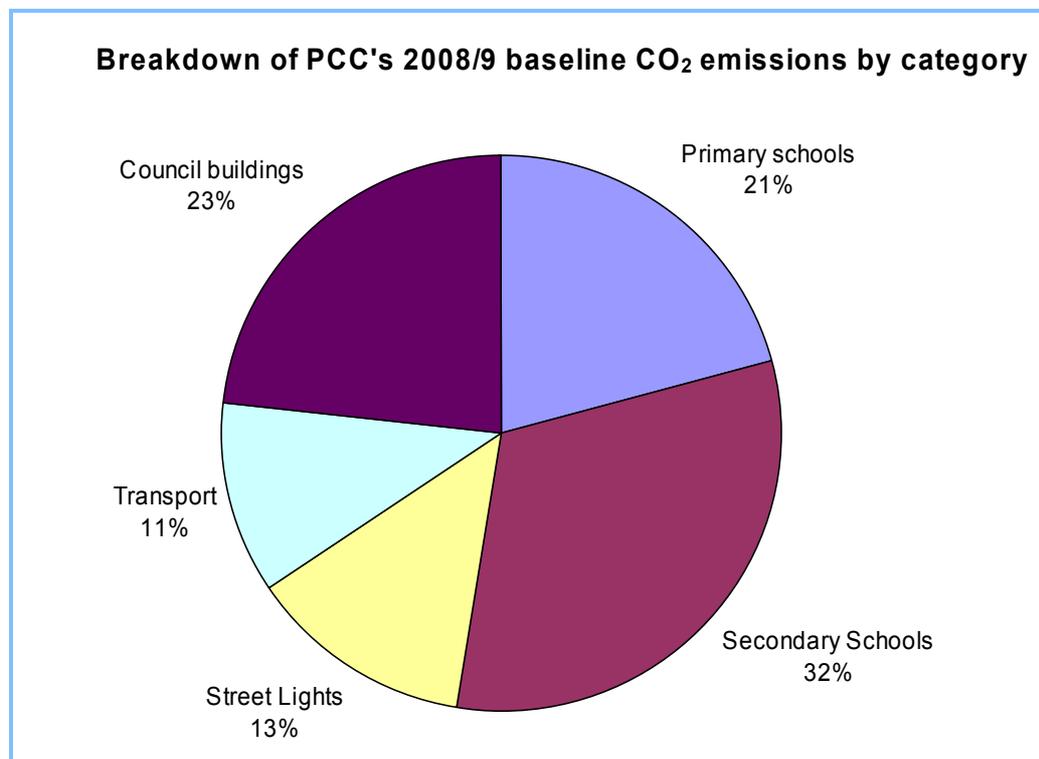


Figure 3.1: Summary of emissions baseline for financial year 2008/9

Future Emissions Scenario

There are two alternative energy scenarios for the city council in five years:

- the 'business as usual' scenario where energy consumption increases unchecked;
- the **reduced** consumption scenario towards the city council's 35 per cent emissions reduction target by 2014.

The business as usual scenario was calculated using a 0.7 per cent annual increase in energy consumption as recommended by the Department for Business, Innovation and Skills. The city council's actual growth may differ from this with plans for large scale growth in Peterborough and changes within the council itself.

Therefore the business as usual scenario only gives an indication of the city council's future energy consumption to demonstrate the magnitude of future emissions the contrast with the reduced emissions scenario.

Under the reduced emissions scenario, annual emissions will reduce to 22,097 tonnes CO₂

The cost of not completing the carbon management programme is 41,341 tonnes CO₂ over 5 years.

Under the business as usual scenario the total emissions in 2014 will have increased 3 per cent to **35,201** tonnes CO₂. However if the city council followed the reduced emissions scenario, implementing effective carbon management to meet the 35 per cent reduction target by 2014, it will have reduced its annual emissions to **22,097** tonnes CO₂.

The difference between the emissions under these two possible scenarios for the city council's future is called the 'Value at Stake'. The Value at Stake demonstrates the total carbon emissions avoided by following the reduced emissions scenario over five years (Figure 3.2). By 2014 the city council will have emitted **41,341** tonnes CO₂ more under the business as usual scenario compared to the reduced emissions scenario.

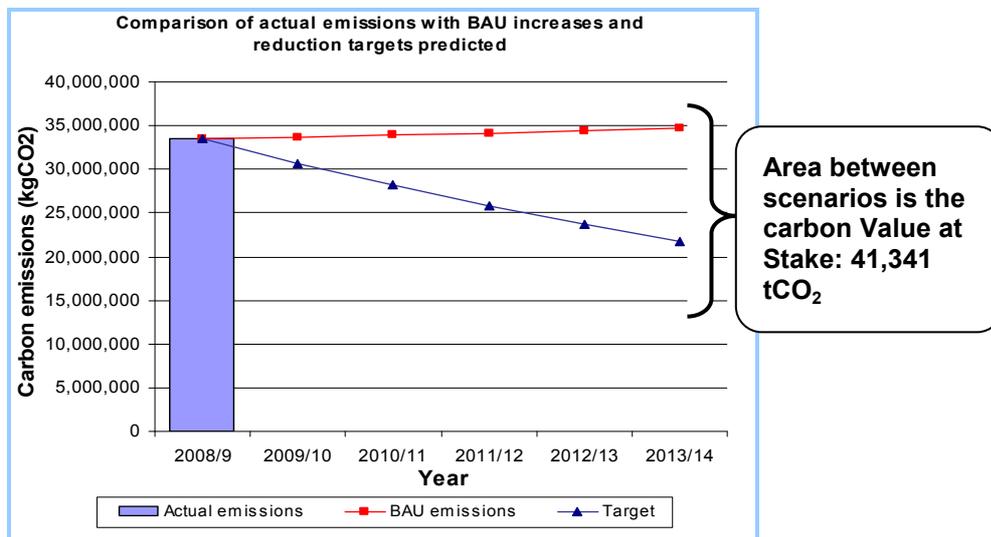


Figure 3.2: Carbon Value at Stake from Inaction

4. Carbon Management Model

Carbon reductions within Peterborough City Council will be achieved through implementing energy saving projects. The model for projects included within the carbon management programme is described below.

Past Achievements

The city council has completed several projects in recent years that contribute carbon savings including:

- Night-watchman software switches off council office computer hard drives at 6pm
- Server virtualisation
- Replaced individual printers, scanners and copiers with multifunction devices (MDFs)
- Good result in SOCTIM survey of Green IT
- School asset management programme
- Electric Grounds Maintenance van
- Recycling rate of 46.6% in 2007/8
- Orton Wistow primary school extension: green roof and ground sourced heat pump
- New boiler in the Town Hall
- LED trail lamp on Bridge Street

Existing planned projects

There are a number of existing projects taking place within the first two years of the Carbon Management Programme.

Project	Annual savings (tonnes CO ₂)
Jack Hunt Secondary School – swimming pool refurbishment	156.6
John Clare Primary School –boiler replacement (biomass)	22.2
St Bolttophs Primary School – boiler replacement	12.6
Sacred Heart RC Primary School – boiler and heating system replacement	5.1
St Bolttophs Primary School – partial rewire	6.2
Heltwate Primary School - partial rewire	2.0
Leighton Primary School - partial lighting refit	2.0
Norwood Primary School - partial lighting refit	2.0
Mercury abatement technology at the Crematorium	283
Museum boiler replacement	tbc
Total	491

Table 4.1: Carbon savings from existing projects

Combined these projects will save 208 tonnes CO₂ from the 2008/9 baseline which equates to 1.4 per cent of the baseline.

Potential future projects:

Project	Potential contribution to reduction *		
	Tonnes CO ₂	% of target	% of baseline
Existing completed projects	208	1.7%	0.6%
Crematorium Upgrade	283	2.3%	0.8%
Museum Refurbishment	Awaiting details	?	?
Automated Meter Readers and Energy Efficiency Officer	964	8%	3%
Behavioural change including awareness raising campaign and Green Champions in main PCC offices	344	3%	1%
Primary school programme plus awareness campaign	3116	26%	9%
Secondary School Programme plus awareness campaign	1441	12%	4.2%
PCC Travel Plan	124	1%	0.3%
Energy Efficiency programme in main PCC offices	661	5.5%	2%
Green Fleet	544	4.5%	1.6%
Building Schools for the Future	2272	19%	6.7%
Street lights and traffic lights	480	4%	1.4%
Leisure (wet and dry)	421	3.5%	1.2%
Other (awareness in libraries, solar panels on schools)	820	6.8%	2.4%
Building Rationalisation	?	?	?
Energy from waste	?	?	?
Totals	10989	92%	32%

Table 4.2: Model for Carbon Saving Projects across the city council

* The reduction figures are only estimates to indicate the potential savings and should not be taken for definite until more accurate quantification of the projects can be undertaken.

5. Financing Carbon Management

This CMAP details the necessity for all projects implemented as part of this scheme to undergo full approval through the city councils approval process, meeting project management controls and receiving expenditure approval in accordance with the city council's budget setting process. It must be noted that these corporate controls are required regardless of eventual funding streams as the city council needs to ensure Value for Money is achieved.

The funding for projects will be either:

- Existing funding
- Invest to Save
- Grants and Loans
- Match-Funding
- Internal Resources

6. Programme Management

The key roles in the governance of this programme include:

- The Programme Board – providing strategic ownership and oversight
- The Carbon Management Team – delivering the projects and the data to monitor progress
- Project Sponsor – champions and raises the profile of the programme
- Political Sponsor –provides a link with Cabinet and a voice for the programme amongst members. The current political sponsor is the Cabinet Advisor for Environment Capital and Culture.

Key stakeholder for carbon management and the means of communication are:

Individual or group	Their interest or issue	Means of communication
Chief Executive	Corporate strategic direction and reputation	CMT
Directors	Corporate strategic direction and service delivery	CMT and Programme Board
Heads of Service	Service delivery	Carbon Management Team
Portfolio holder	Corporate strategic direction and reputation	Programme Board and 121
Members	Corporate strategic direction and reputation	Portfolio holder, Members Bulletin and Group representatives
Employees		Communications campaign
Unions	Issues relating specifically to employees	As and when required
Local Strategic Partnership - GPP	City wide delivery, CAA	Annual presentation to the board
Environment Capital Partnership	City wide delivery, CAA	Half yearly presentation to the board
Local businesses	Example of best practice	Chamber of Commerce
Local Community	Efficient public service	Your Peterborough, website and local media challenges
Schools	Budgets and reputation	Head teacher forums, Governor Forums, Bursar Forums, Parent Teacher association forums

Table 6.1: Communication with carbon management stakeholder

7. Carbon management culture

Truly embedding carbon management across the organisation is essential if our carbon reduction plans are to be successful. Our aim is to create a cultural change across the city council with environmental considerations applied to every decision we make.

We will ensure carbon management is embedded in the city council by undertaking activities in the following areas:

1. Corporate Strategy – embedding CO₂ savings across your organisation:

- Inclusion of the Carbon Management Action Plan and associated actions into the corporate plan
- refresh of the Climate Change Strategy for Peterborough which will contextualise climate change impacts on a local level. This document will be endorsed by Full Council and adopted city wide

2. Programme Management – bringing it all together effectively

- Strong governance of the programme with a director level board and head of service management team
- Entry of projects into the city council's project register

3. Responsibility – being clear that saving CO₂ is everyone's job

- Establishing a network of Green Champions across the city council to motivate individuals to reduce energy consumption

4. Data Management – measuring the difference, measuring the benefit

- Installation of AMR's across the city council's estate to provide accurate and timely data collection
- Work towards obtaining the Carbon Trust Standard in recognition of the city council's energy management

5. Communication and Training – ensuring everyone is aware

- Engaging the city council's employees with an awareness campaign comprising of posters suggesting how energy can be saved round the office
- Including environmental and energy awareness material in the corporate induction for new employees
- Training building managers to minimise their buildings environmental impact.
- Monitor and publish successful energy efficiency projects

6. Finance and Investment – the money to match the commitment

- Source external funding for carbon reduction projects, possibly to include Salix finance
- Develop a "ring fenced" fund for energy efficiency/carbon reduction initiatives
- Regular reviews of capacity and making bids accordingly to ensure adequate resource allocation

7. Policy Alignment – saving CO₂ across your operations

- Review all policy and procedure documents in order to ensure all decisions and actions taken across the organisation consider the environmental impact
- Inclusion of environmental impact criteria in the proforma for cabinet reports to the Corporate Management team, Scrutiny Panels and Cabinet

8. Engagement of Schools – influencing schools to reduce their carbon footprint

- Develop curriculum support, including: an online toolkit to help schools to deliver energy related education, a resource library including samples of renewable technologies
- Facilitating the collection of schools energy data, either through better training or the installation of Automated Meter Readers (AMRs)
- Benchmarking schools according to the carbon footprint per pupil, to allow comparisons despite changes in pupil numbers.

- Determining the energy efficiency measures that each school needs to bring the building up to the good standards of secondary glazing, loft insulation, cavity wall insulation.
 - Provide tailored help for schools with a carbon reduction officer. The officer will focus upon creating an individual Carbon Management Plan for each school
- 9. Engagement of your Suppliers – working with suppliers to reduce your carbon footprint**
- Insert clauses into the tendering process and contracts to ensure consideration of environmental impacts and to guarantee the provision detailed energy consumption data from suppliers.

Appendix B

Programme Board members:

Role	Name and position in the LA	Contact details
Chair	Paul Phillipson <i>Director of Operations</i>	453455 paul.phillipson@peterborough.gov.uk
Project Sponsor	Teresa Wood <i>Group Manager – Transport and Sustainable Environment</i>	317451 teresa.wood@peterborough.gov.uk
Project Leader	Charlotte Palmer <i>Climate Change- Team Leader</i>	453538 charlotte.palmer@peterborough.gov.uk
Deputy Project Leader	Alice Mitchell <i>Climate Change Technical Officer</i>	864598 alice.mitchell@peterborough.gov.uk
Cabinet Member	Cllr Samantha Dalton <i>Assistant Cabinet Member for Environment Capital and Culture</i>	262384 Samantha.dalton@peterborough.gov.uk
	Helen Edwards <i>Solicitor to the Council</i>	452539 helen.edwards@peterborough.gov.uk
	Mike Heath <i>Commercial Services Director</i>	425301 mike.heath@peterborough.gov.uk
	John Harrison <i>Executive Director of Strategic Resources</i>	452398 john.harrison@peterborough.gov.uk
	John Richards <i>Executive Director of Children's Services</i>	863601 john.richards@peterborough.gov.uk

Carbon Management Team members:

Role	Name and position in the LA	Contact details
Chair Project Leader	Charlotte Palmer <i>Climate Change- Team Leader</i>	453538 charlotte.palmer@peterborough.gov.uk
Deputy Project Leader	Alice Mitchell <i>Climate Change Technical Officer</i>	864598 alice.mitchell@peterborough.gov.uk
Cabinet Member	Cllr Samantha Dalton <i>Assistant Cabinet Member for Environment Capital and Culture</i>	262384 Samantha.dalton@peterborough.gov.uk
	Andrew Edwards <i>Head of Strategic Property</i>	384530 Andrew.edwards@peterborough.gov.uk
	Robert Griggs <i>Head of Design Property and</i>	207101 robert.griggs@peterborough.gov.uk

	<i>Maintenance</i>	ov.uk
	Karen Craig <i>Senior HR Consultant - Policy Development</i>	384514 karen.craig@peterborough.gov.uk
	Nicola Francis <i>Travelchoice Team Leader</i>	317484 Nicola.francis@peterborough.gov.uk
	Steve Ward <i>Head of Business Support for PCS</i>	425313 Steve.ward@peterborough.gov.uk
	Mick Robb <i>Environmental Manager</i>	425384 Mick.robb@peterborough.gov.uk
	Isabel Clark <i>Planning & Development Manager & Interim Head of Admissions</i>	863194 Isabel.clark@peterborough.gov.uk
	Andy Cox <i>Senior Category Manager for Procurement</i>	452465 andy.cox@peterborough.gov.uk
	Mark Gregson <i>Servers & Desktops Technical Manager</i>	317918 mark.gregson@peterborough.gov.uk
	Mike Lemmon <i>Head of Corporate Communications</i>	452313 Mike.lemmon@peterborough.gov.uk
	Martin Medlock <i>Street Lighting Manager</i>	453525 Martin.medlock@peterborough.gov.uk

CABINET	AGENDA ITEM No. 5.2
29 MARCH 2010	PUBLIC REPORT

Cabinet Member(s) responsible:	Councillor Peter Hiller	
Contact Officer(s):	Paul Phillipson, Executive Director of Operations Adrian Chapman, Head of Neighbourhoods	Tel. 01733 453455 Tel. 01733 863887

SAFER PETERBOROUGH PARTNERSHIP PLAN 2010-2011

R E C O M M E N D A T I O N S	
FROM : Strong and Supportive Communities Scrutiny Committee	Deadline date : Full Council 14 April 2010
<p>Cabinet is asked to:</p> <ol style="list-style-type: none"> 1. Endorse the Safer Peterborough Partnership Plan 2010-2011 and recommend it to Full Council for approval 	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Cabinet following consideration by the Strong and Supportive Communities Scrutiny Committee on 18 March 2010.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to present the refreshed version of the Safer Peterborough Partnership Plan ahead of its submission to Full Council for approval in April.
- 2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.1 'to take collective responsibility for the delivery of all strategic Executive functions within the Council's Major Policy Framework and Budget Framework and lead the Council's overall improvement programmes to deliver excellent services'.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	YES	If Yes, date for relevant Cabinet Meeting	29 March 2010
Date for relevant Council meeting	14 April 2010		

4. BACKGROUND

4.1 Safer Peterborough Partnership

The Crime and Disorder Act 1998 requires that a Community Safety Partnership is formed, bringing together agencies who are responsible for crime and disorder in the local area. It is acknowledged that far more can be achieved in making Peterborough a safer place if agencies work together rather than in isolation. The Crime and Disorder Act specifies that responsible authorities are Peterborough City Council, Cambridgeshire Constabulary, NHS Peterborough, Cambridgeshire Fire Authority and Cambridgeshire Police Authority. The Policing and Crime Act 2009 has, from 1 April 2010, included Probation as a responsible authority. These responsible authorities also invite other agencies who are able to contribute to the work to co-operate and Cross Keys Homes (representing Registered Social Landlords in the city) is one of these organisations. Other agencies, particularly from the voluntary and community sector are also invited to participate in the work of the Partnership. At present Peterborough and Fenland MIND and Peterborough Racial Equality Council represent the voluntary sector on the Partnership Board. Other voluntary groups are represented on other partnership groups.

4.2 The Safer Peterborough Partnership is one of the partnerships that form the Greater Peterborough Partnership. It also oversees the outcomes in the 'Making Peterborough Safer' block of the Local Area Agreement.

4.3 Section 17 of the Crime and Disorder Act 1998 places on designated authorities a legal responsibility to consider the community safety implications of their actions.

5 SAFER PETERBOROUGH PARTNERSHIP PLAN

5.1 The Crime and Disorder Act 1998, revised by the Police and Justice Act 2006, requires that the Community Safety Partnership publishes a three year Partnership Plan in April 2008 which is reviewed and updated annually. This report brings the revised plan, updated for 2009/2010.

5.2 The priorities within the Partnership Plan are agreed following a Strategic Assessment which considers the performance in the previous twelve months and takes into account the concerns of the public.

5.3 It is not possible within this document to provide all of the improvement targets that will accompany this plan as many of them are dependant upon the performance position at the end of this financial year and will be added when this data is available.

5.4 A summary document will be published to ensure that the public can clearly understand the priorities and improvement targets set.

5.5 The priorities set out in the Plan attached are:

- *Serious acquisitive crime*

This means crimes where someone takes something that does not belong to them such as burglary from a house, theft from a car or theft of a car or robbery of personal property. We will be seeking to reduce these types of crime.

- *Anti social behaviour*
We will be seeking to reduce the anti social behaviour experienced in our communities. We will also be working hard to ensure that anti social behaviour does not concern the public to such an extent that it affects their quality of life.
- *Domestic abuse*
We will be working to increase reporting of domestic violence as we know that many people suffer in silence and never have access to the help that they need. Victims of domestic violence will also suffer abuse over and over again and we are going to work through our multi agency group to ensure that repeat incidents of domestic violence reduce for those victims who we are supporting.
- *Violent crime*
This area of work will focus upon violent crime, particularly in our city centre, which is often fuelled by alcohol. We will work with the licensed trade to improve safety in the pubs and clubs of our city. Young people using alcohol in public places in our neighbourhoods is an issue for many communities and we will be focusing upon reducing the harm caused by this behaviour.
This year, following a review by the Safer Peterborough Partnership, hate crime will now be included within violent crime.
- *Serious Sexual offences*
Although the numbers of people who are victims of sexual offences is very low we recognise the devastating effect that this can have upon the victim and their family. We will be working to increase reporting of this crime, which often goes unreported and improving the support provided to victims of sexual offences.
- *Road safety*
This area measures the national indicator for those who are killed or seriously injured on our roads.

5.6 For each of the priority areas, improvement targets will be identified that we believe will reflect the work that we are going to be doing and allow both the partnership and the public to measure whether or not we have been successful.

5.7 The Safer Peterborough Partnership Plan covers all the priorities of the Partnership for the coming three years. Indicators, both national and local, have been selected to effectively reflect the improvement that is planned. Some of these indicators have also been included with the Local Area Agreement.

6. CONSULTATION

6.1 This year we have extended the consultation that has been undertaken. This has included:

- A Members' briefing was held to allow elected Members to contribute to the Strategic Assessment
- Focus Groups with:
 - Adults with learning disabilities
 - Lesbian, Gay, Bisexual and Transgender groups
- Public consultation through 'Face the People' event in June
- PCVS Small Groups Forum
- Stakeholder workshops for each of the priorities within the plan
- Presentations to other partnerships within GPP
- City Centre Forum

Additionally, the Strong and Supportive Communities Scrutiny Committee discussed and scrutinised the Plan at its meeting on 18th March. Following a robust discussion around performance it was agreed as part of the discussions that, where there is reference to Central or East Wards, these would be accompanied by an acknowledgement that related statistics include the city centre and Eastern Industry respectively. It was also acknowledged that the Plan would be updated with the most current performance data as soon as it is available. The Strong and Supportive Communities Scrutiny Committee therefore agreed to recommend the Plan to Cabinet for approval.

7. ANTICIPATED OUTCOMES

- 7.1 This plan sets out the priorities adopted by the Safer Peterborough Partnership in addressing its vision statement 'Peterborough Together: reducing crime, building safe and confident communities'.

The specific performance targets against which performance will be measured are included within the Partnership Plan.

8. REASONS FOR RECOMMENDATIONS

- 8.1 This Partnership Plan has been drafted following a comprehensive Strategic Assessment which provides both quantitative and qualitative data to indicate the areas that are a priority. These priorities have also been tested with stakeholders through a number of events.

- 8.2 The Safer Peterborough Partnership has approved this plan for the forthcoming year.

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1 The Partnership Plan sets out additional priorities that were considered by the Safer Peterborough Partnership and the reasons that these have not been adopted.

10. IMPLICATIONS

- 10.1 Financial implications

There are no financial implications for the Council associated with this plan. The resources required to meet this plan have been identified by Safer Peterborough Partnership and will be addressed by the Partnership.

- 10.2 Legal implications

There is a statutory responsibility for the Safer Peterborough Partnership to produce this annual plan.

- 10.3 LAA Targets

LAA targets are set out within this plan and monitored on a monthly basis by the Safer Peterborough Partnership Plan.

11. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985)

Crime and Disorder Act 1998

Police and Justice Act 2006

Policing and Crime Act 2009



SAFER PETERBOROUGH PARTNERSHIP¹

COMMUNITY SAFETY PLAN 2008 – 2011

Reviewed on an annual basis

2010 - 2011 refresh

1 OUR VISION STATEMENT

Peterborough Together: reducing crime, building safe and confident communities

2 SETTING THE SCENE

2.1 Legislative Framework

The Government has, over the past few years, undertaken an extensive review of the Crime and Disorder Act 1998 with a number of changes being made to this legislation. The improvements identified are reflected in the Police and Justice Act 2006 and subsequent regulations.

One of the requirements of the Act is that the Community Safety Partnership¹ is to prepare a Partnership Plan which should be informed by the Strategic Assessment² undertaken on an annual basis. The Partnership Plan will cover three years but be updated annually in light of the findings from the revised Strategic Assessment.

The Strategic Assessment and Partnership Plan replace the Crime and Disorder Audit and Strategy.

The Community Safety Partnership is responsible for the delivery of the outcomes in this Plan. The constitution of the Partnership sets out the principles of how the day to day business will be conducted. This will ensure that the decision making processes are efficient, transparent and accountable to the public whom it serves.

The Community Safety Partnership Board brings together the *responsible authorities*, as set down in the Crime and Disorder Act 1998 (amended by the Police and Justice Act 2006). Responsible authorities have a duty, under Section 17 of the Crime and Disorder Act, to consider the community safety implications of their actions. This poses a testing challenge to the designated authorities. Compliance with Section 17 can be seen as a means to demonstrate the overall local authority response to addressing

¹ Sometimes referred to as Crime and Disorder Reduction Partnerships (CDRPs)

² The Strategic Assessment brings together data from all the partner agencies to allow us to paint a picture of crime and disorder in the city. This is then used to help us to identify our priorities.

crime and disorder and non-compliance could open up, in certain circumstances, the possibility of legal action against one of the responsible authorities.

Responsible authorities are:

- Cambridgeshire Constabulary
- Peterborough City Council
- NHS Peterborough
- Cambridgeshire Fire Authority
- Cambridgeshire Police Authority

The Policing and Crime Act 2009 has, from 1 April 2010, now included Probation in the list of responsible authorities. This means that locally, Cambridgeshire Probation Service, are now a responsible authority within the Safer Peterborough Partnership.

Co-operating authorities are local groups or agencies that contribute significantly to community safety. The Crime and Disorder Act 1998 makes co-operating bodies key partners in the setting and delivery of objectives. Co-operating authorities should provide data and information to improve the understanding of the local crime and disorder problems, thereby benefitting the community and contributing to the core functions of their respective agencies.

Co-operating authorities are:

- Cross Keys Homes (representing Registered Social Landlords)

The Board also invites others to join the partnership on the basis that they can assist in the delivery of goals of the Partnership. These are known as *Invitees to Participate*. These may sit on different areas of the Community Safety Partnership for example, the Community Safety Partnership, the Delivery Board or Task and Finish Groups. This provides the opportunity for the voluntary and community sector to be fully engaged in the work of the Partnership.

Invitees to co-operate are:

- Peterborough Racial Equality Council
- Drinksense
- Bridgegate Drug Services
- Victim Support
- Peterborough Mediation
- HMP Peterborough
- Job Centre Plus
- Cambridgeshire Criminal Justice Board

As the new structures are developed these invitees to co-operate will be extended and clarified.

2.2 Links to other partnerships

2.2.1 The Sustainable Community Strategy

The Sustainable Community Strategy is the document, produced by the Greater Peterborough Partnership³, which sets out the direction for overall strategic development of Peterborough. There are many other strategic documents that support

³ Available at www.gpp-peterborough.org.uk

the overall development of Peterborough and the Community Safety Plan is one such plan.

The ambition of the Sustainable Community Strategy is to deliver a bigger and better Peterborough, taking advantage of the inherent opportunities we have and at the same time tackling the challenges we face in order to deliver a higher quality of life for all. The Community Safety Plan sets out how we, as the Community Safety Partnership, will contribute to this overall vision and contribute to the outcome of:

‘Making Peterborough Safer’ – so that people of all ages and abilities can live, work and play in a prosperous and successful Peterborough without undue crime or fear of crime’.

The national indicators that are used to demonstrate performance against the Sustainable Community Strategy are contained within the Local Area Agreement. This partnership plan will include:

- Some national indicators that are within the Local Area Agreement
- Some national indicators that are not within the Local Area Agreement
- Some local indicators that are not within the Local Area Agreement

2.2.2 Other strategies and plans

Whilst the Partnership Plan sets out the key priority areas for the Safer Peterborough Partnership, it is recognised that these priorities are not delivered entirely by the Community Safety Partnership but are contributed to by other plans and strategies such as:

National plans

- Youth Crime Action Plan

Local plans

- Peterborough City Council Corporate Plan
- Drug Treatment Plans
- Alcohol Harm Reduction Strategy
- Youth Justice Plan
- Local Policing Plan
- Children and Young People Plan
- Neighbourhood Investment Strategy
- Community Cohesion Strategy
- Cambridgeshire Probation Area Business Plan
- MAPPA⁴ Business Plan
- NHS Peterborough Five Year Strategic Plan – ‘Living Longer, Living Well’
- Peterborough Adult Safeguarding Board Action Plan 2009-12

2.3 Changes in Peterborough’s Population

Peterborough is a city that has a history of receiving waves of migration - from Irish immigrants who built the railways in the 1840s, to post war arrivals from Italy, and to a lesser degree Poland, Lithuania and the Ukraine. This was followed by further arrivals

⁴ MAPPA – Multi Agency Public Protection Arrangements – this is a multi agency group that oversees the management of the most dangerous offenders in our community

from the West Indies in the 1950s, Pakistan and India from the 1960s. The city also welcomed groups of Ugandan Asians and Vietnamese boat refugees in the 1970s.

After being designated an asylum dispersal area in 2001, Peterborough – with around 160,000 residents – was allocated an estimated 78% of all asylum seekers dispersed to the East of England region. Other new arrivals, granted refugee status, also moved to the city and the expansion of the European Union in May 2004 saw an influx of migrant workers from the eight new Accession states.

The city has become home to migrants from the European Union including around 6,000 Portuguese workers. The most recent official figures have recorded the number of migrant workers at 7,915⁵, representing one in eight of the total for whole of the Eastern Region. The arrival of large numbers of migrants, from over 50 nationalities, has changed the dynamics of our local communities.

However, the East of England Regional Assembly concedes that the number of EU migrants in the city may be as high as 16,000. This means that the indicative rise in population between 2003 and 2007 is likely to have been in excess of ten per cent.

In order that we ensure that our Partnership Plan effectively addresses the needs of all groups within our city we will undertake an Equality Impact Assessment on this plan to ensure that we are able to take these issues forward in the future.

2.4 Peterborough for the Future

Peterborough is a city undergoing enormous amounts of change. Over the next few years the city is set to expand considerably. The Regional Spatial Strategy identifies that by 2021 it is planned that there will be 20,000 net new jobs, 25,000 more homes and 40,000 more people.

There are a number of major improvements planned for the coming years which will be set out in detail in Peterborough City Council's Core Strategy:

Housing

We must plan for 27,535 more dwellings by 2026 which will be located broadly in the city centre, district centres, within the urban area, Hampton, Paston Reserve/Norwood, Stanground South, Great Haddon and a number of rural areas.

Employment

The Economic Development Strategy identifies the potential to create more than the indicative target of 20,000 additional jobs set by the East of England Plan, with an emphasis on job creation in the higher value-added sectors, particularly environmental industries. Over 80 hectares of employment land is proposed in addition to that already identified or committed. The principle locations for new employment development will be the city centre, Eastern Industry, Alwalton Hill, Stanground South, the Great Haddon urban extension and the Norwood urban extension.

Regeneration

The strategy for the future of Peterborough is as much about regeneration of existing neighbourhoods as it is about new developments.

⁵ Figures obtained from the most recent migrant workers registration scheme

These developments will have an impact upon the work of the Partnership and will be included within future plans.

Current economic crisis

The UK economy has been in recession for over a year, since the second quarter of 2008, with economists expecting it to return to growth in the coming months⁶. Predictions that the recession will result in a crime wave, as people turn to serious acquisitive crime to make ends meet, has not yet materialised in Peterborough. Although Serious Acquisitive Crime did peak in December 2008/January 2009 it is now experiencing a downward trend. Levels of shoplifting have shown a degree of long term stability over the last 18 months although they do fluctuate from month to month. However, unemployment continues to rise both in the UK and globally.

A more direct impact of the recession is the prospect of budget cuts across the public sector, which is likely to result in a slimming of resources dealing with community safety.

We will continue to monitor the effects of the economic crisis on a regular basis and seek to bring as much external funding into the city as it possible to counter the tightening of mainstream budgets.

Transformation of neighbourhood delivery

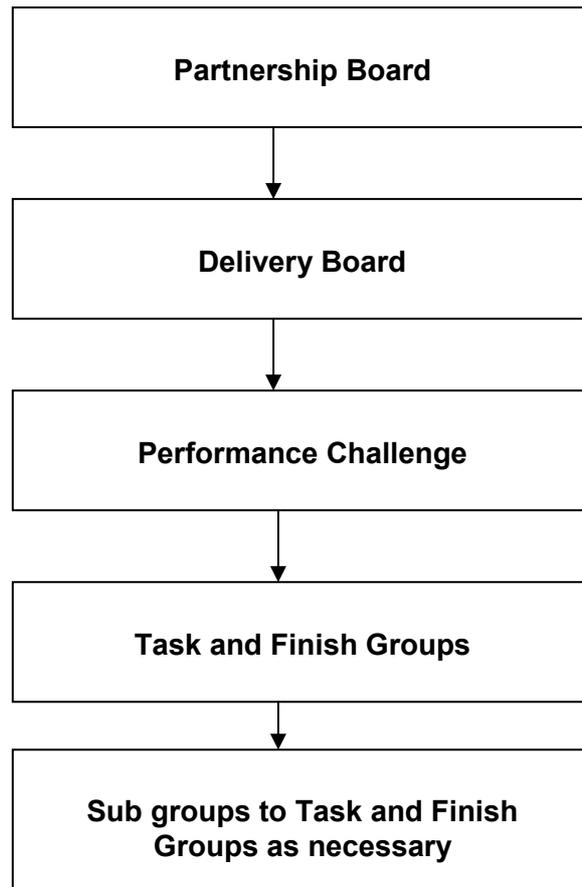
Peterborough City Council is responding to local, regional and national policy changes by implementing a Neighbourhood Management solution for our communities. This is essentially a multi partner approach to problem solving, community planning and driving the improvement agenda, which connects the bottom up approach through community engagement, local aspirations and local needs, with the top down, such as legislation, regional policy data and intelligence. Whilst a key focus of this new approach will be to resolve the root causes of current issues affecting a neighbourhood, there will be an element of medium and long term planning. The ethos is to ensure that all communities have the opportunity, and are empowered, to action and influence services and change in their local neighbourhoods through Community Action Plans.

Neighbourhood Councils have been introduced across the City and have a key role in developing and monitoring the implementation of Community Action Plans. These councils are an extension of Peterborough City Council's decision making structures to support the local needs of the community and are chaired by elected members. The Councils have an Advisory Panel of high level key partners including Peterborough Probation, Courts, Health, Education and Young People, Fire and Rescue and the Police. The existing mechanisms for engaging with communities, including the Neighbourhood Panels and Parish Councils will continue and be strengthened and will work in partnership with Neighbourhood Councils.

3 STRUCTURE OF SAFER PETERBOROUGH PARTNERSHIP

The table below shows the structure of the Partnership:

⁶ <http://news.bbc.co.uk/1/hi/business/7844861.stm>



3.1 Partnership Board

The Partnership Board fulfils the duties of a Crime and Disorder Reduction Partnership (CDRP) as set out within the Crime and Disorder Act 1998.

The Police and Crime Act 2009 now extends these duties to include a duty to implement a strategy to reduce re-offending by adult and young offenders and to take reducing re-offending into account when exercising their functions (Section 17 of the Crime and Disorder Act 1998).

The Partnership Board is chaired by Chris Strickland, Deputy Chief Fire Officer of Cambridgeshire Fire and Rescue Service. This board provides strategic direction for the work of the Partnership by:

- Assessing the needs within the area
- Overseeing all planning and strategy
- Establishing the performance targets
- Resource management
- Delivery of the Safer and Stronger elements of the Local Area Agreement
- Compliance with the national guidance in relation to crime, drugs and anti social behaviour
- Commission of drug treatment services

3.2 Delivery Board

This Board is chaired by Head of Neighbourhoods, Peterborough City Council. This Board carries out, on behalf of the Partnership Board, the following duties:

- Setting up Task and Finish Groups as needed to deliver the Partnership Plan
- Monitor the performance of the Task and Finish Groups against agreed performance targets and approved action plans
- report to the Partnership Board on a regular basis, identifying issues, challenges and barriers and seeking their guidance and direction in addressing these issues.
- Oversee the allocation of financial resources

3.3 Performance Challenge Meeting

Following the reviews of the Partnership in 2008, this has been a year in which the changes made to the structure of the partnership have been consolidated and developed. During this year, the Performance Challenge meeting has been introduced. This group, made up of performance leads from the Partnership and the theme leads for each area of business, meets between the Task and Finish Groups and the Delivery Board each month to allow a thorough scrutiny of the performance for the previous month.

3.4 Task and Finish Groups

Task and Finish Groups exist for the key priority areas of partnership business and other key areas of activity. Each Task and Finish Group has a Theme Lead who is responsible for leading delivery in their business area and producing the Action Plan. The Task and Finish Groups are:

- Serious Acquisitive Crime – Detective Chief Inspector, Cambridgeshire Constabulary
- Anti Social Behaviour – Peterborough City Council
 - Arson – Cambs Fire and Rescue Service
- Domestic Abuse –Peterborough City Council
- Serious Sexual Violence – NHS Peterborough
- Violent Crime –Cambridgeshire Constabulary
 - Hate Crime, Peterborough Racial Equality Council
- Road Safety – Peterborough City Council
- Integrated Offender Management – Peterborough City Council
- Adult Drug and Alcohol Joint Commissioning Group – NHS Peterborough

The purpose of the Task and Finish Groups is to:

- To use intelligence led problem solving to develop action plans that will facilitate performance against the Partnership Plan
- To monitor performance against targets within the Partnership Plan
- To report performance, using provided templates, to the Delivery Board on a monthly basis
- To identify necessary funding to deliver the agreed action plans
- To report problems and blockages to the Delivery Board to allow support to be provided to the Task and Finish Group
- To form sub groups where necessary for a distinct area of business
- To identify areas of success and use these to influence the work of other Task and Finish Groups

3.5 SAFER PETERBOROUGH PARTNERSHIP TEAM

Over the past twelve months, significant changes have been made to the delivery of the Partnership Plan by the teams within the police and local authority. The most significant change is that the two community safety teams (police and local authority) and the Drug and Alcohol Action Team have now all merged into one *Safer Peterborough Partnership Team*. We are working towards co-locating this team in the future.

The make up of the team is as below:

To be added

4 WHAT PROGRESS HAVE WE MADE OVER THE LAST YEAR?

These are the priority areas of this Partnership Plan:

- Serious Acquisitive Crime
- Anti Social Behaviour
 - Arson
- Domestic Abuse
- Serious Sexual Violence
- Violent Crime
 - Hate Crime
- Road Safety
- Integrated Offender Management

4.1 SERIOUS ACQUISTIVE CRIME

Serious Acquisitive Crime (SAC) is comprised of five crime types which fall under the broad category of people taking things that do not belong to them:

- Burglary dwelling
- Theft of motor vehicle
- Theft from motor vehicle
- Robbery of personal property
- Robbery of business property

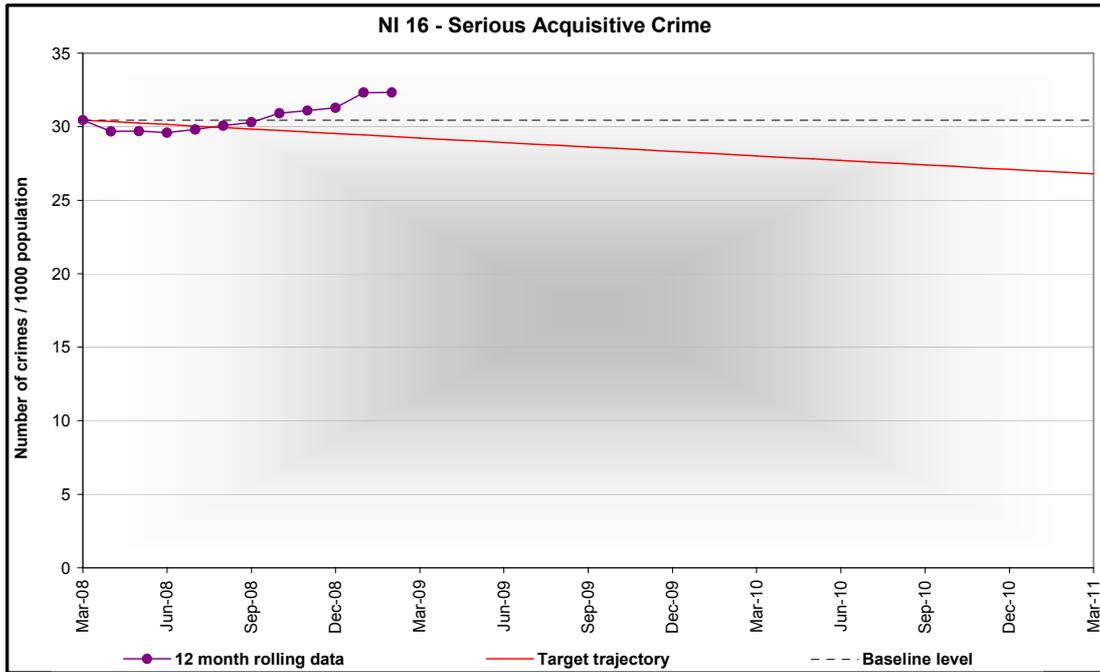
Serious acquisitive crime has continued to be a significant challenge for the Partnership however performance has begun to improve over recent months and it is now predicted that the serious acquisitive crime target will be met before the end of the financial year.

However, in spite of these improvements in performance, burglary dwelling and robbery of personal property remain two areas of particular concern. It should also be noted that, whilst our performance has shown significant improvement, there has been little change in our ranking in our Most Similar Group.

4.1.1 Performance measures

NI 16 Serious acquisitive crime rate

The LAA target is a **12% reduction** in Serious Acquisitive Crime between 2008/09 and 2010/11.



Data to be updated at end of financial year

NI30 Reoffending rate of prolific and priority offenders (PPO)

Data to be updated at end of financial year

Quarter two data:

- Baseline: 96 offences
- Target: 75 offences
- Actual: 106 offences to end of Q2**

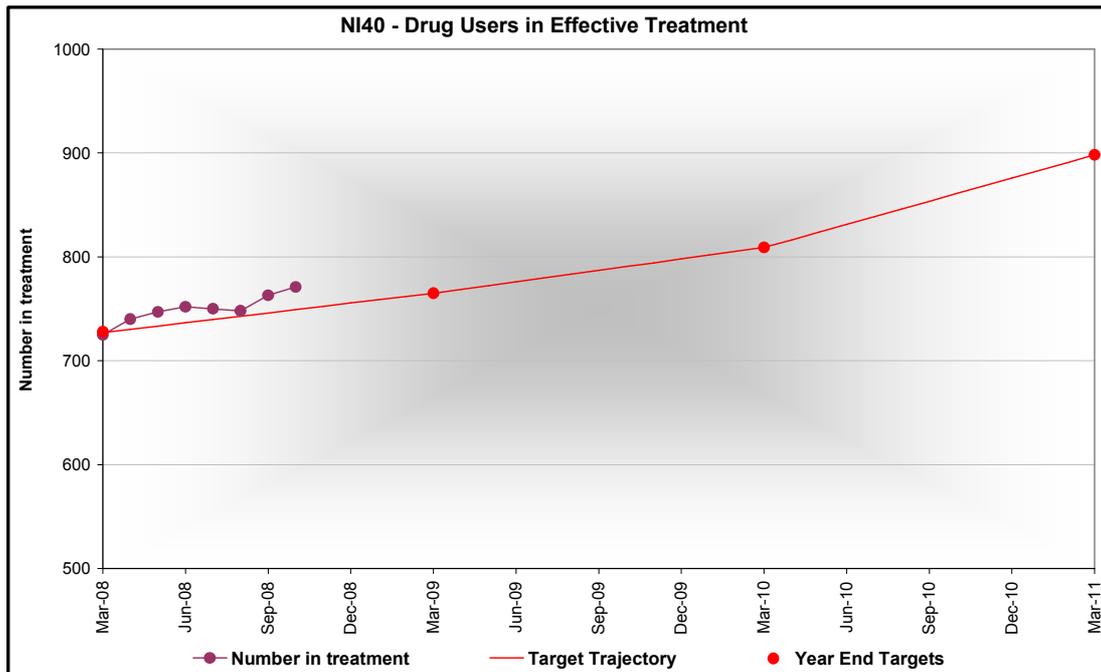
We remain on track with a Q2 reduction against baseline of 32% against a target of 22%

Rolling 12 month figure to end of Q2 is 261 offences versus a baseline of 384

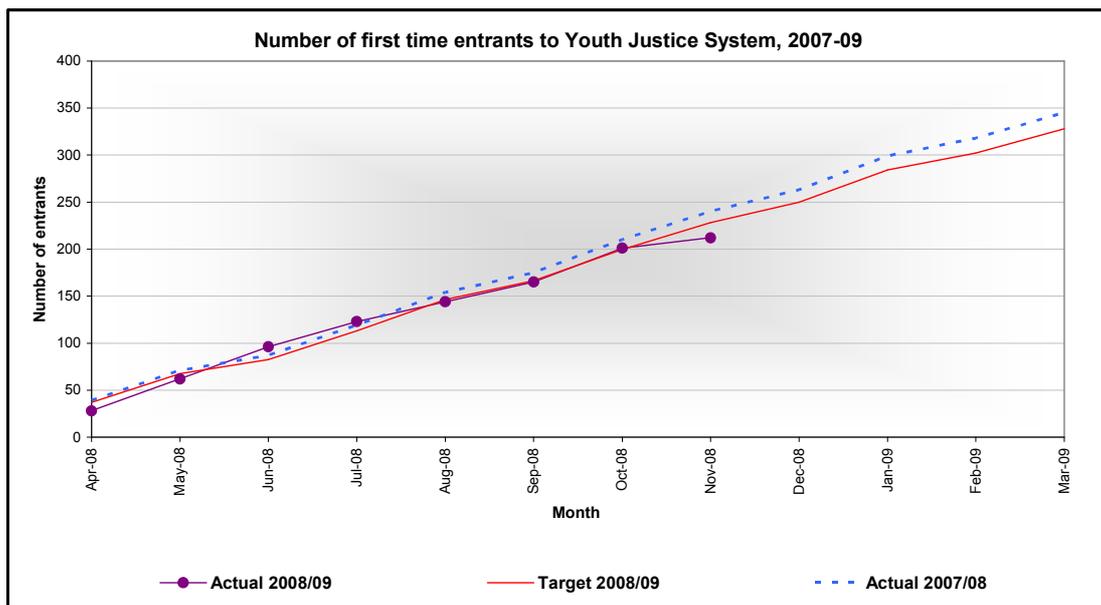
The 2009/10 target is to reduce the level of offences by 20% from the baseline figure; this baseline will be established in March 2009. The measure is against the number of offences committed by a specific cohort of PPOs – for 2008/09 we were measured against a cohort of 64 individuals.

NI40 Number of drug users recorded as being in effective treatment

Data to be updated at end of financial year



NI111 First time entrants into the Youth Justice System, aged 10-17 years



Data to be updated at end of financial year

4.1.2 Focus of Task and Finish Group – Serious Acquisitive Crime

The improvements in performance over the last year can be attributed to proactive interventions with offenders. The specific improvements seen in February and March 2009 can be attributed to a dedicated police team focusing on targeted individuals. This improvement in performance was then repeated in June 2009 when Operation Alert was launched, again focusing on the top 60 offenders in the city. This coupled with a thorough review of the Prolific and Priority Offenders Scheme is key to our improved performance. The

sustainability of this performance will be seen with the introduction of the Vigilance Programme which will see offenders who do not qualify for the Prolific and Priority Offenders Scheme and who leave prison without licence and therefore any interventions being proactively engaged to prevent their re-offending.

Integrated Offender Management Task and Finish Group

Over the past twelve months the Integrated Offender Management Task and Finish Group has:

- Undertaken a redesign of the Prolific and Priority Offenders Scheme
- Refreshed the cohort of offenders considered to be Prolific and Priority Offenders to ensure that the correct individuals are being targeted
- Developed the Drugs Intervention Programme to ensure that it is more closely aligned with the Prolific and Priority Offenders Scheme and support those prolific offenders who have substance misuse issues
- Reviewed how young people at risk of becoming prolific offenders in the future are identified and supported

4.2 ANTI SOCIAL BEHAVIOUR

Anti-social behaviour blights people's lives, seriously affects their quality of life and increases their fear of crime. Tackling anti-social behaviour is not the sole responsibility of one particular organisation or the partnership as a whole but of the whole community. Everyone in Peterborough, including citizens of the city, needs to play their part in order to ensure that anti-social behaviour is tackled and not tolerated. This means that anyone witnessing anti-social behaviour needs to report it and organisations who receive these reports need to ensure that they investigate these reports and take appropriate action to tackle the issues, while ensuring that victims and witnesses are supported fully throughout the process.

4.2.1 Performance measures

NI17 Perceptions of anti social behaviour

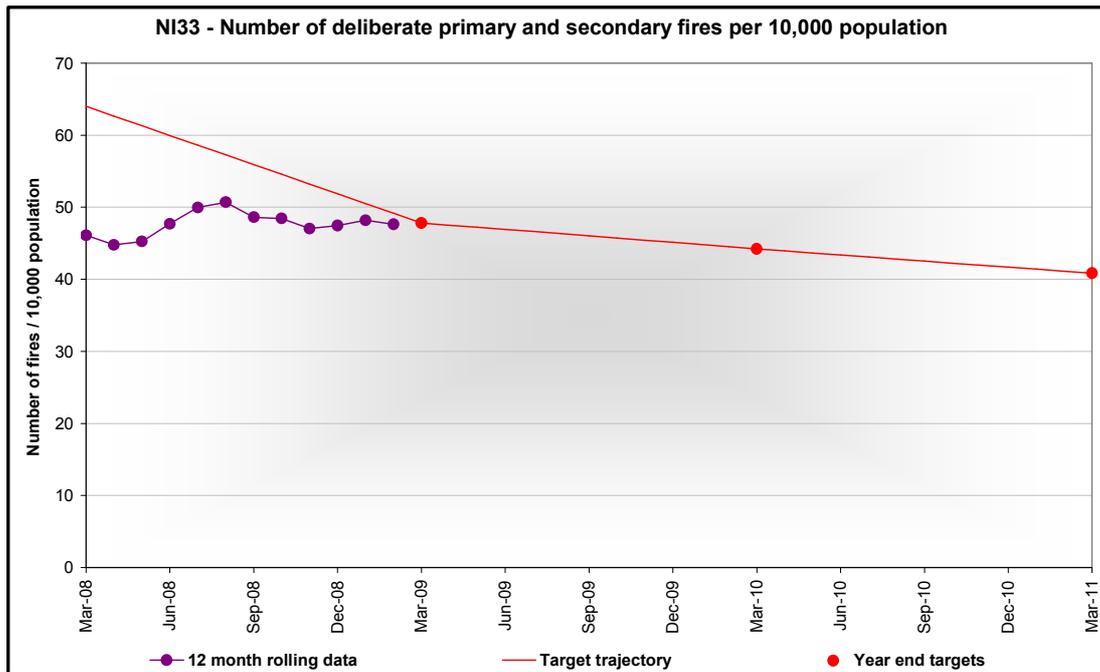
This is measured by the national 'Place Survey'⁷ which has run for the first time in the autumn of 2008. The results of this survey will allow us to set our baseline and improvement targets for the next two years.

Data to be updated at end of financial year

Data to be included here to show number of interventions – to be added at end of financial year

NI33 Number of deliberate primary and secondary fires per 10,000 population

⁷ The new National Indicator Set contains 25 indicators which are informed by citizens' views and perspectives. The Place Survey will ask people for their views about the area in which they live



4.2.2 Focus of Task and Finish Group

Over the past twelve months the Task and Finish group has undertaken a publicity campaign to educate the public about begging. It has sought to advise people that whilst they may wish to help those who are begging, by giving them money may not achieve this. People were encouraged to give to recognised charities who work with the homeless.

A review of the way in which anti social behaviour is tackled has just been undertaken within the partnership with a view to delivering a much more victim focussed service. New service standards have been put in place, and will be communicated to the public, to ensure that both the public and partner agencies are clear about what they can expect when they report anti social behaviour.

The task and finish group will focus upon:

- Support for victims and witnesses of anti social behaviour
- Raising awareness of how anti social behaviour is tackled
- Tackling perceptions of anti social behaviour, particularly of young people

Arson

During the year a full review of the way in which arson is tackled has been undertaken by the partnership. This was commissioned as a result of the rise in arson despite a very robust action plan delivering against all its milestones. This review identified that arson can be a pre-cursor to unrest and indicative of community tensions with a hidden link between arson and hate crime. This coupled with the fact that arson is also known to be a pre-cursor to anti social behaviour and property crime means that there are long term benefits to the partnership of really tackling this area of business effectively.

The methodology used for tackling most types of crime – victim, offender and location is not routinely used when tackling arson where work tends to focus on the victim and the location with little or no emphasis on offenders. With detection rates for arson so low, there is no fear of being caught to deter offenders from continuing to commit arson.

The partnership has therefore decided to take the innovative step to disband the Arson Task Force with all the educational and prevention work being mainstreamed into the community safety departments of the Fire Service. A new Arson Investigation Unit has been formed which is made up of:

- One Fire Investigator – funded by the Fire Service
- One Detective – provided by the police and part funded by the Fire Service
- One Intelligence Analyst – provided by the Fire Service

The Arson Investigation Unit will be based in the Safer Peterborough Partnership team and will be focussed upon:

- Identifying emerging hotspots for arson
- Improving intelligence and information sharing between the Fire Service and the police
- Investigating arsons with a view to bringing the perpetrators to justice

4.3 VIOLENT CRIME

Violent crime is an issue of significant concern to the public. Although the proportion of violent crime in Peterborough is low it can have a disproportionate effect on victims. It is often highly visible and causes fear of crime within communities. Predominantly associated with the night time economy or domestic situations, violent crime has the potential to affect some of the most vulnerable communities in Peterborough. With this in mind, the partnership will pay particular attention to serious violent crime in this coming year.

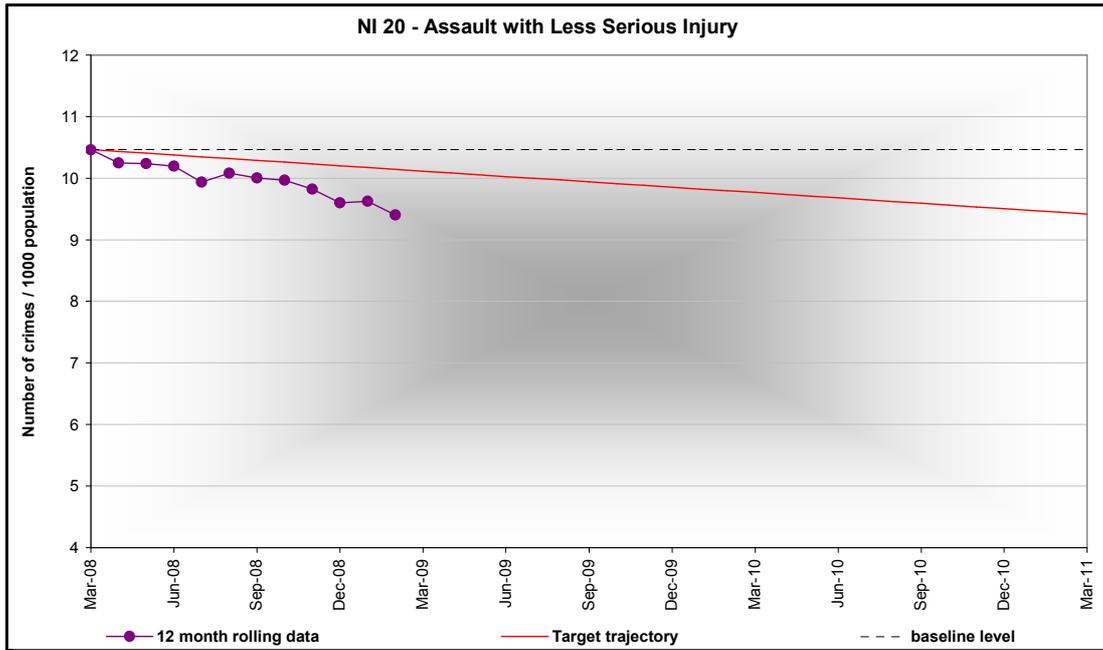
Hate Crime

The Partnership remains committed to addressing issues of hate crime in the city and to ensure that this continues to be a priority, there is a task and finish group which looks exclusively at hate crime.

4.3.1 Performance measures

NI20 Assault with less serious injury

Data to be updated at end of financial year



Reduction in number of licensed premises which sell alcohol to underage persons in test purchases

Data to be updated at end of financial year

MONTH	Number of visits	Number of sales	% of TP sales
February 07	7	3	43%
May – Jul 07	71	17	24%
December 07	7	4	57%
Totals (2007)	85	24	28%
March 08	9	3	33%
May 08	20	0	0%
October 08	8	0	0%
November 08	12	3	25%
December 08	20	4	20%
Totals (2008)	69	10	15%
February 09	33	4	12%
Totals (2009)	33	4	12%

4.3.2 Focus of Task and Finish Group – Violent Crime

Over the past twelve months the Task and Finish Group has:

- Provided training for door staff in the city centre
- Developed the 'Safe About Town' site on Facebook and Bebo
- Launched the 'Behave or Be Banned' scheme
- Undertaken a pilot project to close New Road to all vehicles except taxis on Friday and Saturday nights in December

Hate Crime

Over the past twelve months this groups has:

- Undertaken a review of the Open Out Scheme
- Opened new Open Out Reporting Centres in Orton Longueville School and Stanground School
- Trialled the use of a confidential post box (currently at New Link) for reporting hate crime
- Launched a hate crime area on the 'Safe About Town' site on Bebo and Facebook

4.4 SERIOUS SEXUAL VIOLENCE

Sexual violence has a devastating effect on the lives of victims and their families and inspires fear in local communities. These crimes violate the basic right of women, men and children to be treated with dignity and respect, to have control over their own bodies and to live without fear of sexual violence and abuse.

The most vulnerable in society are disproportionately affected by sexual violence, causing severe and long lasting harm to victims. There are also low rates of detection and conviction. Direct physical health consequences of sexual violence include physical injury, sexually transmitted infections and unwanted pregnancy. Rape is associated with the most severe cases of domestic violence, and is a risk factor for domestic homicide. Long term

consequences of sexual violence include: post traumatic stress disorder; anxiety and panic attacks; depression; social phobia; substance abuse; obesity; eating disorders; self harm and suicide; domestic violence and in some cases offending behaviour.

This Task and Finish Group will also oversee the work to address the issue of street sex work in the city. Although not as great a problem as in other areas, it is widely acknowledged that those who are involved in street sex work do not do so from choice, they may be engaged in this business to fund their own drug addiction or under the duress of another person and as such are victims and should be treated as such. The residents who live in the areas that are affected by street sex work are also subject to the anti social behaviour that emanates from this industry. For these reasons, the partnership will be working, through a variety of means, to remove street sex work from the city.

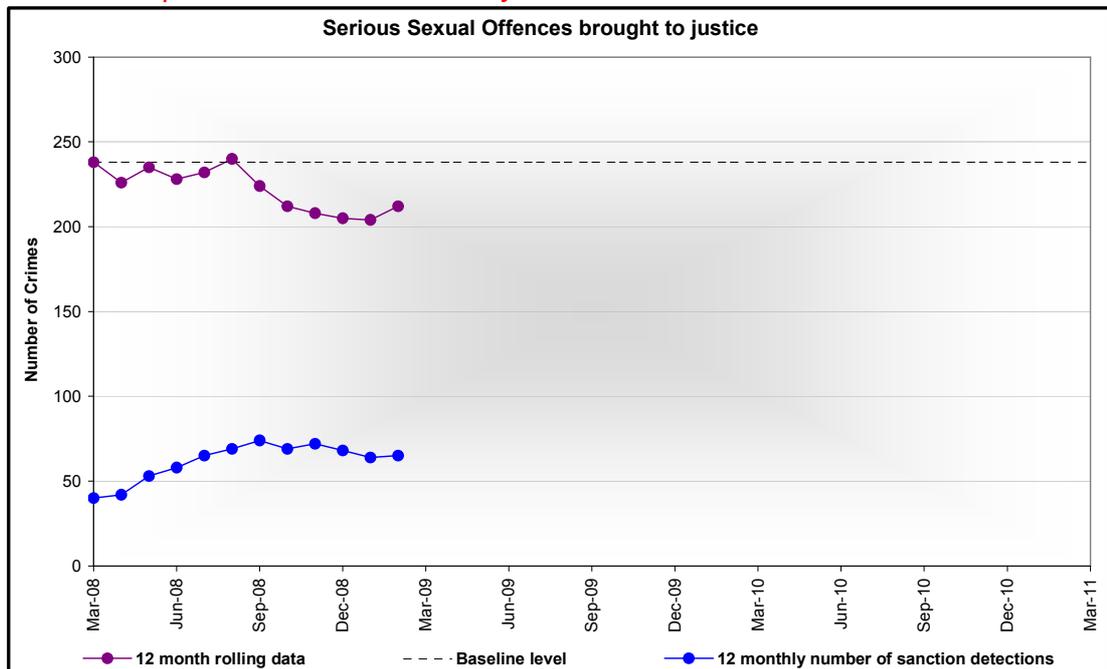
4.4.1 Performance measures

NI26 Specialist support for victims of serious sexual offences

This national indicator is measured using data provided by a Sexual Assault Referral Centre (SARC) which was launched in January 2010. Data for this indicator is now being collected.

Number of perpetrators brought to justice

Data to be updated at end of financial year



4.4.2 Focus of Task and Finish Group

Over the past twelve months the Task and Finish Group has:

- Been involved in the opening of the Sexual Assault Referral Centre
- Held a focus group to establish vision for the future of street sex work
- Worked in partnership with HMP Peterborough to initiate a strategy to support both victims of sexual violence on release from prison
- Worked in partnership with HIMP Peterborough to initiate a strategy to support street sex workers to reduce reoffending
- Begun to develop a Train the Trainers programme to raise awareness of sexual violence to key communities

4.5 DOMESTIC ABUSE

Domestic abuse is physical, psychological, emotional, sexual and financial abuse that takes place within an intimate or family-type relationship and forms a pattern of coercive and controlling behaviour. Any person can experience domestic abuse regardless of race, ethnic or religious group, class, sexuality, disability or lifestyle. Crime statistics and research show that domestic abuse is heavily gender biased: usually the perpetrator of a pattern of repeated assaults is male, while women experience the most serious physical and repeated assaults.

However, the Safer Peterborough Partnership also recognises that men can be victims of domestic violence, women can perpetrate domestic violence, and that it can take place in gay, lesbian, bisexual and transgender relationships. The Partnership therefore aims to support anyone affected by this issue.

4.5.1 Performance measures

NI 32 Repeat incidents of domestic violence

Number of MARAC⁸ cases heard

Data to be updated at end of financial year

MONTH	Monthly cases	Cumulative total	Cumulative target	Monthly repeat cases	Cumulative total	% repeats
Apr 08	15	167	16	13	79	47.3%
May 08	14	168	33	5	82	48.8%
June 08	14	166	49	9	84	50.6%
July 08	16	172	65	14	96	55.8%
Aug 08	14	169	81	6	96	56.8%
Sept 08	14	167	98	5	96	57.5%
Oct 08	18	172	114	2	88	51.2%
Nov 08	29	188	130	10	91	48.4%
Dec 08	31	204	146	6	88	43.1%
Jan 09	19	211	179	7	87	41.2%
Feb 09	7	207	211	5	87	42.0%
Mar 09			244			
TOTAL			244			

The target for Repeat incidents of domestic violence in cases reviewed by MARAC has now been set; this has been agreed at a repeat rate of 28%. A repeat is where a case returns to MARAC within 12 months of it first being heard.

4.5.2 Focus of Task and Finish Group

Over the past twelve months, the Task and Finish Group has:

- Developed a Domestic Abuse Awareness Programme for delivery in secondary schools
- Undertaken a radio campaign 'What do you hear next door?'
- Trained health professionals about forced marriage and honour based violence
- Undertaken a number of training sessions with professionals in Domestic Abuse

4.6 ROAD SAFETY

Road Safety is the combination of education, engineering, enforcement and encouragement activities focussed on reducing the number of road traffic casualties that occur on the highway network.

⁸ Multi Agency Risk Assessment Conference
Partnership Plan
2010 - 2011 Refresh

It is widely accepted that human action is involved in virtually all, and the sole cause in many collisions, whether it be through deliberate action e.g. wilful speeding, driving under the influence of alcohol or drugs; or failure to take some action, e.g. driving without due care and attention, becoming distracted (mobile phone usage), failure to maintain the car in a road worthy condition. The environment and vehicle factors contribute to approximately 20% of accidents but are rarely the sole cause, and thus often exacerbate the human action and magnify the effects resulting in a greater severity of injury particularly if excessive or inappropriate speed is involved.

In 2007 the Audit Commission published its report “Changing Lanes – Evolving Roles in Road Safety” which reviewed the good progress achieved in reducing road traffic casualties. It also stated that whilst improving road safety will always be a priority, greater emphasis would need to be placed on working in partnership with the police, primary care trusts and fire services to positively impact on the attitudes and behaviours of all road users irrespective of the mode of travel.

4.6.1 Performance measures

NI 47 People killed or seriously injured in road traffic accidents
NI 48 Children killed or seriously injured in road traffic accidents
Data to be updated at end of financial year



4.6.2 Focus of Task and Finish Group

The Road Safety Task and Finish Group runs under the auspice of the Cambridgeshire and Peterborough Road Safety Partnership, which is an existing partnership responsible for the delivery of Road Safety across Peterborough and Cambridgeshire. The membership of the strategic board comprises Peterborough City Council, Cambridgeshire County Council and the Highways Agency along with the Emergency Services and Primary Care Trusts. Beneath the Strategic Board there exists a series of six sub-groups focussing

on particular elements of road safety namely, Safety Cameras, Intelligence, Enforcement, Education, Engineering and Emergency Services.

Over the past twelve months, the Task and Finish Group has:

- Held Young Drivers' Education Days in a number of secondary schools
- Supported the 'Wasted' theatre production in a number of schools
- Distributed 'First Car' magazine across Peterborough
- Delivered 3 Bikesafe courses in Peterborough
- Promoted Speed Watch across the city
- Developed and delivered a new campaign raising awareness of seat belt wearing
- Delivered a road safety programme to Year 7 pupils in 5 secondary schools
- Undertaken a 'Be Seen Be Safe' promotion across the city

5 THE PRIORITIES FOR 2010-2011

The Strategic Assessment has confirmed that all the current priorities are still relevant to Peterborough and therefore will continue to be priorities for the coming twelve months.

5.1 Emerging Issues

The Strategic Assessment identified a number of emerging issues:

- Shoplifting
- Criminal damage
- Human trafficking

5.1.1 Shoplifting

Shoplifting has increased by 11% year on year which equates to 180 crimes which, with the exception of dwelling burglary, is the largest increase seen when compared to other crime types. Information from Cambridgeshire Constabulary indicates that the increase in offending may be due to a renewed focus to improve the service given to businesses affected by shoplifting. The police will maintain their commitment to responding to reports of shoplifting in a timely fashion and continuing to treat this as business as usual.

5.1.2 Criminal Damage

Although criminal damage has been reducing over the last three years it still represents the second largest crime type in Peterborough (20% of total crime) behind only serious acquisitive crime. Peterborough also has the highest criminal damage rate per 1000 of the population amongst its most similar group and is significantly above the most similar group average.

Issues such as hotspots of criminal damage will be addressed by the Neighbourhood Managers through clean ups and enforcement.

5.1.3 Human Trafficking

Human Trafficking has been identified by Cambridgeshire Constabulary as an emerging threat for which there are significant intelligence gaps. There are groups within Peterborough with international links who are involved in labour and/or sexual exploitation. There are groups who target vulnerable victims and bring them to the city with the lure of well paid jobs. Workers are moved between overcrowded accommodation seeing little of their wages and threatened with violence. This has traditionally been seen as a police issue but there this much that the partnership can do to assist in building a much richer intelligence picture. Work will be undertaken during this year to strengthen this area.

Whilst acknowledging these emerging issues, the partnership has decided not to adopt any as a priority for this coming year. Resources will, over these coming years be much tighter than ever before for the partnership and its constituent agencies, and therefore focus must be placed on those areas that are already a priority.

5.2 Vulnerable Neighbourhoods

Within these priorities, activity will be focused upon the most vulnerable neighbourhoods in the city. Listed below are those wards, by crime type, that are considered to be the most vulnerable:

Total Crime	Central East Orton Longueville
Serious Acquisitive Crime	Central East Paston
Violent Crime	Central East Orton Longueville
Domestic Abuse	Central Orton Longueville East
Alcohol related incidents	Central East Fletton
Anti social behaviour	Central East Orton Longueville

Whilst all neighbourhoods will benefit from the resources of a Neighbourhood Manager and team, as set out earlier in the document, any activity around these priorities will be, where appropriate, focused in those area where the prevalence is highest.

5.3 Overarching Themes

5.3.1 Reducing Re-offending

Reducing re-offending is a key area of focus within all our priorities. We have demonstrated over the past twelve months that by engaging with those responsible for crime and reducing their re-offending sustainable improvements to performance can be achieved. When considering a person's path to reducing their re-offending it is important that all the factors that may contribute to their offending behaviour are addressed. The National Reducing Re-offending Plan identifies seven factors that will impact upon a person's likelihood to re-offend:

- Accommodation
- Education, training and employment
- Health
- Drug and alcohol
- Finance, benefits and debt
- Children and families
- Attitude, thinking and behaviour

As both the Prolific and Priority Offenders Scheme and Integrated Offender Management develop over the coming year, focus will be placed on ensuring that there is access to support and services for offenders to address these different needs.

The partnership is also working hard to tackle re-offending among young people and currently the work being done is delivering very strong outcomes with a 50% improvement being achieved over the last 12 months. The partnership will continue to focus on this area to ensure the gains already made continue.

5.3.2 Community cohesion and population change

This is addressed in the section of the plan that sets the scene and looks at the challenges facing the Partnership over the next 12 months. The issues of community cohesion and population change will be monitored closely. We will consider community cohesion issues in all the work that is done by the Partnership to ensure that every community and their needs are considered in the work that is undertaken and that all have equal access to the Partnership.

Hate crime is addressed in a number of ways co-ordinated by the Hate Crime Co-ordinator. These include the Open Out Scheme which allows third party reporting for victims of hate crime and Tension Monitoring Group⁹ which brings together a number of agencies to consider hotspots within the city

Preventing Violent Extremism is addressed by the Cohesion Board (reporting to Greater Peterborough Partnership). The links between the Safer Peterborough Partnership Board are addressed by the Chair of the Cohesion Board (Paul Phillipson) and the lead officer (Jawaid Khan) both sit on the Safer Peterborough Partnership Board.

⁹The Tension Monitoring Group is a multi agency partnership meeting to address community cohesion issues at a tactical and operational level and reports to the Community Cohesion Board.

5.3.3 Substance Misuse

Both drugs and alcohol are clearly embedded within the wider work of the Partnership. There are agreed plans for addressing both, which are monitored by the Partnership in the same way as the Task & Finish Action Plans. There is also a concurrent Young People's Substance Misuse Treatment Plan, which is monitored via the Children's Trust Partnership.

The Adult Drug Treatment Plan is an annual requirement of the National Treatment Agency for Substance Misuse, and using a needs assessment identifies the key priorities for the coming year. These are: improved access to interventions; improved delivery of harm reduction objectives; and improved treatment outcomes. The Plan focuses on how the harm caused by drug use on the wider community and on individuals will be addressed via more and better quality drug treatment.

Substance misuse continues to be a priority for the partnership due to the links between substance misuse and offending. Work is undertaken to encourage people into treatment with a view to, not only improving their health, but reducing their offending.

Over the past twelve months we have:

- Continued to develop adult drug services to ensure appropriate support to reduce drug related harm in Peterborough
- Developed additional services to support those from black and minority ethnic communities, including Eastern Europeans
- Increased provision for stimulant users to address identified increases in crack cocaine use
- Undertake a review of prescribing services

The Alcohol Harm Reduction Strategy again follows national guidance and sets out how Peterborough is going to implement the National Alcohol Harm Reduction Strategy at a local level. It addresses health and wellbeing; safer communities; children and young people; and commissioning; and incorporates an action plan which directly feeds into a number of the Task & Finish Action Plans

Over the past twelve months we have:

- Received a visit from the Department of Health National Support Team for alcohol to review the work in Peterborough against national practice and support our work towards achieving the National Indicator target
- Undertaken an in depth Needs Assessment to identify current trends, levels of need and services provided

We have developed a long term Alcohol Strategy to direct the city's work to address alcohol issues in the future.

5.3.4 Mental Health

The Partnership acknowledges the role that mental health plays as an overarching theme and we will be ensuring that it is embedded in all of our action plans. We will build on existing structures and relationships to implement

the recommendations of Lord Bradley's report following his 'review of people with mental health problems or learning disabilities in the criminal justice system'. In particular, the partnership will support the development of Criminal Justice Mental Health teams and ensure a focus on early intervention for those who are at risk of offending .

5.3.5 Safeguarding Vulnerable Adults

The Partnership is aware of the national review of 'No Secrets', the statutory guidance on safeguarding vulnerable adults. The Partnership will maintain a link with the Peterborough Adult Safeguarding Board in order that any policy/legislation changes impacting on the wider community safety agenda be addressed. The number of alerts in relation to possible abuse of vulnerable adults in Peterborough has risen considerably. Some of these alerts will be criminal offences which link to Peterborough's priorities of violent crime, domestic abuse and serious sexual violence.

5.3.6 Marginalised and Vulnerable Groups

The Partnership acknowledges that there is always more work that can be done to ensure that everyone in our city has equal access to the services that are provided and that they benefit equally from the improved safety and confidence that the work of the Partnership will bring to residents and visitors of the city. Over the past 12 months we have established a process for undertaking an Equalities Impact Assessment of each of our priority areas to ensure that we are doing all that we can to ensure that this aspiration becomes a reality. This is now embedded within the strategic planning process.

5.3.7 Fear of crime

We know that people's fear of crime is disproportionate to the chances of them being a victim of crime. For some people, this can be debilitating and affect their quality of life. The fear of crime of local people can be affected by many things, many of which are beyond our control such as national events such as gun and knife crime in London or the reporting of certain issues by the national press.

We will strive to lower the fear of crime of our residents. We believe that we will do this by:

- Setting clear targets to reduce crime and anti social behaviour
- Achieve the reduction targets that we set
- Take every opportunity to tell the public about the reductions in crime and anti social behaviour that we have achieved

This last twelve months has seen a major improvement in our communication with the public. Through the appointment of a Communications and Marketing Manager we have clear direction ensuring that we take every opportunity to convey to the public the work that is being done. This year has seen the recognition of our partnership brand grow.

5.3.8 Victims and Witnesses

The Partnership is very aware that the needs of victims and witnesses must be paramount in all the work that we undertake. The Neighbourhood Crime and Justice Co-ordinator has worked well during the year in developing and improving our engagement with residents to ensure that we better understand their perceptions and concerns regarding crime and justice in their neighbourhoods. Much of the work over the last year has been focused on developing a much more visible 'Community Payback' which ensures that justice is not only done but is seen to be done. The public have had opportunity to nominate areas that should have work undertaken as part of this scheme.

We have, over the past twelve months, we have recruited and trained 31 Community Crime Fighters, with a further 12 waiting for training. These volunteers will act as advocates within their communities. During this year we will be developing mechanisms for them to come together to share experiences and explore the feasibility of developing their roles to support victims of anti social behaviour.

A key area of activity this year will be to ensure that communities receive feedback about the outcome of prosecutions in their area

We have, as mentioned previously, revisited our approach to anti social behaviour to ensure that we are taking a victim focussed approach to dealing with these problems. In developing this service, we have worked closely with those who have been victims of anti social behaviour to ensure that we really understand their concerns. We have now put in place a Service Level Agreement with Victim Support in order that all victims and witnesses of anti social behaviour can be supported when attending court.

During 2010-2011, Victim Support will be providing, on behalf of the Partnership the role of Victims' Champion – focusing particularly on anti social behaviour. This role will:

- Provide scrutiny and act as a critical friend to the partnership in relation to our responses to victims of anti social behaviour
- Provide training for practitioners
- Case manage those cases identified as 'high risk'
- Act as advocate for victims of anti social behaviour
- Chair a case review group for high risk victims

6 HOW WILL WE ENSURE THAT WE ENGAGE WITH OUR COMMUNITIES IN OUR PLANNING AND DELIVERY OF THE PARTNERSHIP PLAN?

Over the past twelve months we have focused our efforts on addressing the need to ensure that our stakeholders and the wider public can be part of the work that we are undertaking. It is important that they feel that we have effectively:

- Consulted with them – that is to say that we have listened to them and we have responded to what they have told us
- Informed them about what we are doing
- Involved them wherever possible in identifying priorities, planning activity and, in some cases, delivering this activity

- Partnered with them – working together to deliver mutually beneficial outcomes

6.1 Stakeholder Forums

Over the past twelve months we have further developed the stakeholder groups so that we now have a group for each of our priority areas.

The purpose of these stakeholder groups is to:

- Allow a networking opportunity for those working in this area
- Allow them to influence the priorities for our action plans and input into these
- Comment upon the activity that has been undertaken and their perception of its effectiveness
- Challenge the Task and Finish Group as and when necessary

Any member of the public or partner agency is welcome to attend the Stakeholder Forums which meet on a quarterly basis.

6.2 Special Interest Groups

This last year has seen us develop our engagement with particular groups with the formation of special interest groups. These will vary depending on the needs of the group involved. It will sometimes be appropriate to set up a specific group and other times it will be more appropriate to work with and through mechanisms that are already there. Whilst acknowledging that this work is in its infancy, good progress has been made with engagement having taken place with:

- Adults with learning difficulties
- Lesbian, gay, bisexual and transgender groups
- Business community
- Service users of adult drug treatment services

Over the next twelve months we will further develop this work, particularly in the area of:

- Adults with disabilities
- Wider engagement with the business community

6.3 Voluntary Sector

All of our Stakeholder Groups have voluntary sector representation, as does the Delivery Board and the Partnership Board. We have worked with Peterborough Council for Voluntary Service to improve our relationships with the voluntary sector and assist in identifying their appropriate representation. Over the coming year, we will be working with the voluntary sector to consider how we can strengthen their contribution to our work and allow them to engage as an equal partner.

We have also strengthened our commissioning arrangements to ensure that we can receive the valuable input from the voluntary sector to our work without comprising any commissioner/provider relationship. In the coming

year, we will be developing this area of work, looking to work with the voluntary sector to access more external funding into the city.

6.3 Community Sector

Over the coming year our primary engagement with local people will be through the Neighbourhood Panels and Neighbourhood Councils in each geographic location. The Partnership now has an accredited 'Problem Solving in Practice' course to ensure that those responsible for implementing the priorities of these panels are appropriately trained to do this effectively. This training is also available to community groups. We are now able to offer this training free of charge to all living or working in Peterborough.

The Community Crime Fighters scheme will provide members of the public who are already active in their communities - like tenants and resident group leaders, neighbourhood watch co-ordinators or community activists - with training, information and support to work with the Partnership to help make communities safer. This scheme will be developed further over the coming year by the Neighbourhood Crime and Justice Co-ordinator.

7 HOW WILL WE ADDRESS OUR PRIORITIES IN THE NEXT TWELVE MONTHS?

7.1 SERIOUS ACQUISITIVE CRIME

The action plan covering Serious Acquisitive Crime focuses on the following priority areas:

- Proactively targeting the 60 most prolific serious acquisitive crime offenders in the city
- Develop the concept of Vigilance Offender Management
- Introduce Partnership Tasking

7.2 ANTI SOCIAL BEHAVIOUR

The action plan covering Anti Social focuses on the following priority areas:

- Support for victims and witnesses
- Raising awareness of how anti social behaviour is tackled
- Tackling perceptions of anti social behaviour, particularly in young people

7.2.1 Arson Investigation Unit

- Identify hotspot locations as they emerge
- Fully investigate all arsons
- Bring perpetrators to justice

7.3 DOMESTIC ABUSE

The action plan covering Domestic Abuse focuses on the following priority areas:

- Improved pathways for all to access domestic abuse support

- Domestic Abuse prevention through a perpetrator focused approach
- Proactively intervening to protect victims from further offending
- Tackling honour based violence in communities

7.4 SERIOUS SEXUAL VIOLENCE

The action plan covering Serious Sexual Violence focuses on the following priority areas:

- Improved pathways for all to access sexual violence support
- Prevent and reduce the risk of offending/re-offending through interventions targeted at potential perpetrators
- Prevention of sexual violence through programmes targeted at those groups identified as at highest risk – these groups are existing victims of sexual violence, sex workers, victims of domestic violence, young women at risk from binge drinking and women at risk from honour based violence and forced marriage
- Communication, marketing and publicity

7.5 VIOLENT CRIME

The action plan covering Violent Crime focuses on the following priority areas:

- Work with health to further develop A and E information
- Develop covert observation pilot in problem premises
- Use all tools to address links between alcohol and violence
- Undertake intelligence led test purchasing operations
- To engage with and understand communities that are over represented
- Full implementation of CC manual of standards of investigation for violent crime
- Increase violent crime victim satisfaction levels
- Target top 10 offenders of violent crime
- Target Central and East Ward to respond to high representation in violent crime
- Utilise A and E to signpost to support agencies
- Identify connections between cocaine, alcohol and violence
- Take part in the Youth serious violence pilots

7.5.1 Hate Crime

This action plan will focus upon addressing the following issues:

- Improving the scrutiny of responses to hate crimes and incidents
- Streamline publicity around hate crime
- Development of website
- Investigate the provision of advocacy support for victims

7.6 ROAD SAFETY

The action plan covering Road Safety focuses on the following priority areas:

- Young drivers
- Motorcyclists
- Speed

- Children
- Drink driving
- Migrant road users
- Work related road safety
- In car safety
- Casualty data and research
- Implementation of local road safety schemes

7.7 INTEGRATED OFFENDER MANAGEMENT

This plan will focus on:

- Developing the strategic direction and management of the IOM system
- Tackling offender behaviour

8 HOW WILL WE KNOW IF WE ARE SUCCEEDING?

The following subsections are broken down and monitored through performance against a variety of National Indicators, these are all listed under each of the headings with the targets broken down for each of the NIs, where these are currently agreed and in place.

8.1 SERIOUS ACQUISITIVE CRIME

NI16 – Serious Acquisitive Crime

Chart to be updated at end of financial year

May 2009 position	March 2010 Target	March 2011 Target
5295	4574	4375

To achieve the March 2010 target figure, a reduction of 13.6% is required from the position as at May 2009.

NI30 – Re-offending Rate of Prolific and Priority Offenders

Data to be updated at end of financial year

NI40 – Number of Drug Users Recorded as Being in Effective Treatment

Data to be updated at end of financial year

January 2009 position	March 2009 Target	March 2010 Target
797	764	808

To achieve the March 2010 target figure, an increase of 1.4% is required from the position as at January 2009.

January 2009 data is the most up-to-date available at this time, due to the 12 week “effective treatment” period that must be fulfilled by a user for them to be included within the figures. There is then an additional delay due to time spent by MUSE collating and cleansing data before releasing it on NDTMS.

NI111 – First Time Entrants to the Youth Justice System aged 10-17 years

Data to be updated at end of financial year

8.2 ANTI SOCIAL BEHAVIOUR

NI17 – Perceptions of Anti-Social Behaviour

This indicator is measured by the Place Survey which is undertaken on a bi-annual basis. It is therefore only possible to officially assess our performance every two years, hence the target below being shown as the 2010/11 target.

Data to be updated at end of financial year

2008 Place Survey Outturn	2010/11 Target
20.5%	17.0%

NI33 – Number of Deliberate Primary and Secondary Fires

Data to be updated at end of financial year

May 2009 position	March 2010 Target	March 2011 Target
818	722	667

To achieve the March 2010 target figure, a reduction of 11.7% is required from the position as at May 2009.

8.3 DOMESTIC ABUSE

The table below sets out the position with regard to the targets agreed in relation to Domestic Abuse:

Data to be updated at end of financial year

MONTH	Monthly cases heard at MARAC	Cumulative total	Cumulative target	Monthly repeat cases heard at MARAC	Cumulative total	% Cases that are repeats	Target for Repeat Cases %
Apr-09	12	208	180	4	83	39.9%	41.4%
May-09	27	221	180	10	88	39.8%	40.8%
Jun-09			180				40.3%
Jul-09			180				39.7%
Aug-09			180				39.1%
Sep-09			180				38.5%
Oct-09			180				37.9%
Nov-09			180				37.3%
Dec-09			180				36.8%
Jan-10			180				36.2%
Feb-10			180				35.6%
Mar-10			180				35.0%

8.4 SERIOUS SEXUAL VIOLENCE

Data to be updated at end of financial year

8.5 VIOLENT CRIME

NI20 – Assault with Less Serious Injury Crime Rate

Data to be updated at end of financial year

May 2009 position	March 2010 Target	March 2011 Target
1,557	1,595	1,538

As at the end of May 2009, the rolling 12 month average was already ahead of the March 2010 target, by 2.4%.

8.6 ROAD SAFETY

NI47 – People Killed or Seriously Injured in Road Traffic Accidents

The target on this measure for calendar year 2008 was achieved. It is targeted on a calendar year basis and so does not fit in perfectly with the other performance measures. From the 2008 year end position, to achieve the 2009 target will require a reduction of 1%, as can be seen in the table below:

Data to be updated at end of financial year

Month	NI47			NI48		2008 cumulative outturn
	Monthly KSIs	Cumulative Total	Cumulative Target	Monthly KSIs	Cumulative Total	
Jan-09	9	9	9	0	0	14
Feb-09	4	13	14	0	0	17
Mar-09	12	25	23	2	2	24
Apr-09	5	30	29	1	3	29
May-09			38			34
Jun-09			46			42
Jul-09			55			54
Aug-09			65			63
Sep-09			73			68
Oct-09			82			86
Nov-09			90			94
Dec-09			99			100

NI48 – Children Killed or Seriously Injured in Road Traffic Accidents

This is included in the above table and forms part of the overall NI47 performance target.

8.7 SATISFACTION LEVELS

The Partnership acknowledges that whilst all of these performance measures will provide an indication of our performance, what is far more important is whether local residents *feel* safer as a result of the work that we have done. Therefore, the Partnership has decided to include an indicator that will allow us to measure how well the public feel that we are dealing with their concerns about crime and anti social behaviour.

NI21 - Dealing with local concerns about anti social behaviour and crime issues by local council and police

This indicator is measured by the Place Survey which is undertaken on a bi-yearly basis. It is therefore only possible to officially assess our performance every two years, hence the target below being shown as the 2010/11 target.

Data to be updated at end of financial year

2008 Place Survey Outturn	2010/11 Target
24.1%	35.6%

9 HOW WILL WE MONITOR OUR PERFORMANCE?

Over the past twelve months we have further developed our robust performance management framework which follows a clear path through the partnership.

- (1) A monthly monitoring report is produced for the Task and Finish Groups to allow them to scrutinise the performance of their area on a monthly basis – this report has been further developed to include analysis of those areas of business that need to be focused upon
- (2) A monthly monitoring report is produced for the Performance Challenge meeting which provides three types of information:
 - A monthly report with each performance indicator considered in detail
 - A performance dashboard which provides a RAG (Red/amber/green) status for both performance and activity. Each of the theme leads also provide detail to the Board about areas of concern for the Board for that month and any variances to their action plan which require approval
 - A powerpoint presentation that summarises this information

The theme leads will speak to their area of business and robust challenge will take place about areas of concern. The minutes of these meetings are then circulated to the Delivery Board ahead of its meeting.

- (3) The Delivery Board will have the minutes of the Performance Challenge meeting and will have the opportunity to ask questions or challenge points made.
- (4) A overview report is taken to the Partnership Board each month with details about the challenge that has taken place at the Delivery Board. The Partnership Board will challenge the Delivery Board Chair in order

that they are reassured that performance is under control. They will be asked to provide support in areas of difficulty.

10 WHAT ARE THE PRINCIPLES UNDER WHICH THE BUSINESS OF THE PARTNERSHIP WILL BE CONDUCTED?

In working to fulfil the Partnership Plan the partners will be guided by the following principles (as adopted by the Greater Peterborough Partnership):

Leadership and Ownership – recognising that the Community Safety Plan is owned and will be delivered by all of the partners, who have responsibility to ensure that its vision and priorities are understood in their own organisations and reflected in their own corporate documents and performance management.

Openness – recognising that as partners we need to inspire and challenge each other to deliver the vision of the Community Safety Plan and that this will require us to be open and honest in our communications, offering each other constructive feedback on all aspects of our collaborative performance.

Partnership working – recognising that every individual and every organisation has a role to play in delivering the Community Safety Plan and that we need to work together to tackle our priorities and deliver our vision.

Engagement – recognising throughout our work that the Community Safety Plan is a document for every individual and every organisation, and that therefore we need to work hard to involve, listen and respond to people and communities.

Responsibilities – recognising that the Community Safety Plan is relevant to all of the people, communities and organisations of Peterborough, we need to be informed, empowered and encouraged to take responsibility for helping deliver it.

Diversity – recognising that Peterborough's diversity is one of its established key strengths and that all our work should promote and celebrate diversity across all our communities and people.

Prioritisation - recognising that we cannot achieve all of our goals at once and that we need to take tough decisions to allocate resources to support the four priority areas in the Community Safety Plan.

Delivery – keeping our promises and delivering what we have committed to.

11 HOW WILL WE TELL THE PUBLIC THAT WE ARE SUCCEEDING?

The Partnership is committed to ensuring that any member of our community can have access to the information about the Partnership Plan. It is important that the public know:

- The areas of business that we consider to be most important
- What we are going to do to improve in these areas
- How we will know if we have been successful

To ensure that people have access to as much information as they wish we will:

- Publish a summary of this plan in easily understood language
- Ensure that the full plan is easily accessible to those who wish to see more detail than contained in the summary
- Report on a quarterly basis our performance against the targets – this will be done in a clear and concise manner that is easily understood
- Hold at least two ‘Face the People’ sessions to allow the public to question the partnership about the performance

We will make the Partnership Plan in a number of ways including:

- Safer Peterborough Partnership website
- Greater Peterborough Partnership website
- Responsible authorities websites
- Hard copies of the summary to be made available in sports centres, libraries and other public buildings
- Through ‘Your Peterborough’ to ensure that it goes to every household in the city
- Copies of the full version of the report will be available on request
- Copies in minority languages will also be available in selected locations

12 CONCLUSION

This Partnership Plan will continue to be refreshed on an annual basis following an updated Strategic Assessment. This past year has seen major developments for the Partnership which has been reflected in performance. Over the coming year we will build on the improvements made and continue to strengthen and further develop the work of the Partnership.

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CABINET	AGENDA ITEM No. 6.1
29 March 2010	PUBLIC REPORT

Cabinet Member responsible:	Councillor P Croft (Cabinet Member for Strategic Planning, Growth and Human Resources)	
Contact Officers:	Andrew Edwards (Head of Delivery)	Tel. 384530
Reporting Officer:	Richard Kay (Strategic Planning Manager)	Tel. 863795

PETERBOROUGH LOCAL DEVELOPMENT FRAMEWORK: THE PETERBOROUGH DISTRICT HOSPITAL SITE DRAFT SUPPLEMENTARY PLANNING DOCUMENT

R E C O M M E N D A T I O N S	
FROM : Cabinet Member for Strategic Planning, Growth and Human Resources	Deadline date : 29 th March 2010
That Cabinet approves the publication of the Peterborough District Hospital Site Supplementary Planning Document (draft), together with associated supporting documents, for four-week public consultation starting in April 2010	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following approval of the Council's Local Development Scheme by the Secretary of State for Communities and Local Government and in accordance with the Peterborough Local Plan (First Replacement) 2005.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to enable Cabinet to agree for public consultation in April 2010 the Peterborough District Hospital site Supplementary Planning Document (draft) (hereafter referred to as the 'Hospital Site SPD').

2.2 The officer-recommend Hospital Site SPD is available on the Council's web site at: <http://democracy.peterborough.gov.uk/ecSDDisplay.aspx?NAME=SD270&ID=270&RPID=114009&sch=doc&cat=13030&path=13030> and copies have been placed in the Members group rooms. In addition, attached to this agenda report (Appendix 1), is a map showing the opportunities and constraints of the site, a map which forms part of the Hospital Site SPD.

2.4 This report is for Cabinet to consider under its terms of reference 3.2.3 'to take a leading role in promoting the economic, environmental and well being of the area'.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Council Meeting	N/A
		Date for submission to Government Dept	N/A

4. PETERBOROUGH DISTRICT HOSPITAL SITE

Introduction

4.1 The Peterborough District Hospital Site will be vacated by the end of 2011 following the transfer of remaining medical services to the new city hospital on the Edith Cavell site. The site will become vacant and will require comprehensive regeneration. The purpose of the

SPD is to provide detailed guidance to prospective developers as to the type and level of development the Council will expect to see come forward on the site, and in turn meet the objectives of the Local Plan, the emerging LDF, the Local Area Agreement and the Sustainable Communities Strategy.

- 4.2 The SPD has been prepared jointly by King Sturge (acting on behalf of the Peterborough and Stamford NHS Trust) and PCC Officers. However, as the SPD will become official Council planning policy once adopted (post consultation), the final text as presented to LDF Scrutiny Group is that as recommended by PCC Planning Officers.

Summary of the draft Hospital Site SPD

- 4.3 The draft Hospital Site SPD sets out the Council's ambition to see a mixed-use development incorporating residential, community, local retail and ancillary uses on the Peterborough District Hospital site. This will help to meet one of the key priorities of the Sustainable Communities Strategy to deliver substantial and truly sustainable growth.
- 4.4 **The site** – The Peterborough District Hospital site occupies an area of circa 10 hectares (25 acres). It currently has a range of hospital and residential buildings. To the east of the site is the Station Quarter; to the north are residential dwellings; to the west is Peterborough High School and further housing; and to the south is Thorpe Road. A plan is attached at appendix 1.
- 4.5 **Residential development** – The draft Hospital Site SPD makes provision for 350-550 houses, mainly in a mix of family housing and apartments, at varying densities (generally higher to the east). In accordance with emerging Core Strategy policy, 30% of all new dwellings must be affordable; and a minimum of 20% must meet lifetime homes standards.
- 4.6 **Retail** – Small-scale retail facilities, consisting of a local convenience shop, and perhaps other smaller commercial space or smaller individual shops, of no larger than 500 sq.m gross in total. This level should not be exceeded, in accordance with national and local retail policy for this out of centre site, to ensure that the vitality and viability of existing retail centres are not compromised.
- 4.7 **Historic buildings** – Historic buildings of local importance on the site should be retained and re-used, namely The Gables and the core part of the Memorial Hospital. Historic buildings adjacent to the site will also be important considerations.
- 4.8 **Transport/access** – Redevelopment of the site will create and improve access to and through the site. New east and west links are proposed and an opportunity for direct connectivity, particularly for pedestrians and cyclists, into the Station Quarter/Railway station and surrounding residential suburbs. Preliminary modelling demonstrates that the development proposed would have no negative impact on trip generation compared to the present (hospital) use of the site.
- 4.9 **Trees** – trees that are protected by a Tree Preservation Order and those that are not protected by law but make a positive contribution to the character of the area will need to be retained and preserved.
- 4.10 The Hospital Site SPD has fuller details as to what is expected from the site, and the above should therefore be considered only as a summary.

5. CONSULTATION

- 5.1 The draft Hospital Site SPD is scheduled to have been presented to Planning and Environment Protection Committee (23 March) and the LDF Scrutiny Group (17 March). Officers will verbally present to Cabinet any comments raised at those meetings.
- 5.2 Subject to Cabinet approval today, the draft Hospital Site SPD will then be published for formal consultation for 4 weeks, commencing early April (but post Easter).

6. ANTICIPATED OUTCOMES

- 6.1 It is anticipated that Cabinet will approve the draft Hospital Site SPD for public consultation in April 2010.

7. REASONS FOR RECOMMENDATIONS

- 7.1 Cabinet is recommended to approve the draft Hospital Site SPD for public consultation. In accordance with statutory regulations, the City Council must consult with members of the public for a minimum of 4 weeks. Following consultation, representations will be considered and a statement will be prepared setting out a summary of the main issues raised and how these issues are to be addressed in the final document to be considered for adoption by Cabinet (likely to be Cabinet on June 14th). The consultation will be undertaken in accordance with Peterborough City Council's Statement of Community Involvement.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 Various development options for the site have been considered and have been tested for the viability of each. The development proposed in the document is, in simple terms, considered to be the 'preferred option', subject to public consultation.

9. IMPLICATIONS

- 9.1 The SPD will guide regeneration of the hospital quarter; it will help to deliver a mix of housing and a small amount of ancillary retail.

- 9.2 **Legal Implications** - The Council must follow due Regulations in preparing the SPD. Once the SPD is adopted, the Council has a legal duty to refer to it when determining planning applications for the hospital site and, to some extent, the surrounding area.

- 9.3 **Financial Implications** - There are no immediate financial implications flowing from the approval of the draft Hospital Site SPD, simply because this is not the 'final' plan. However, Members should be aware that there could be:

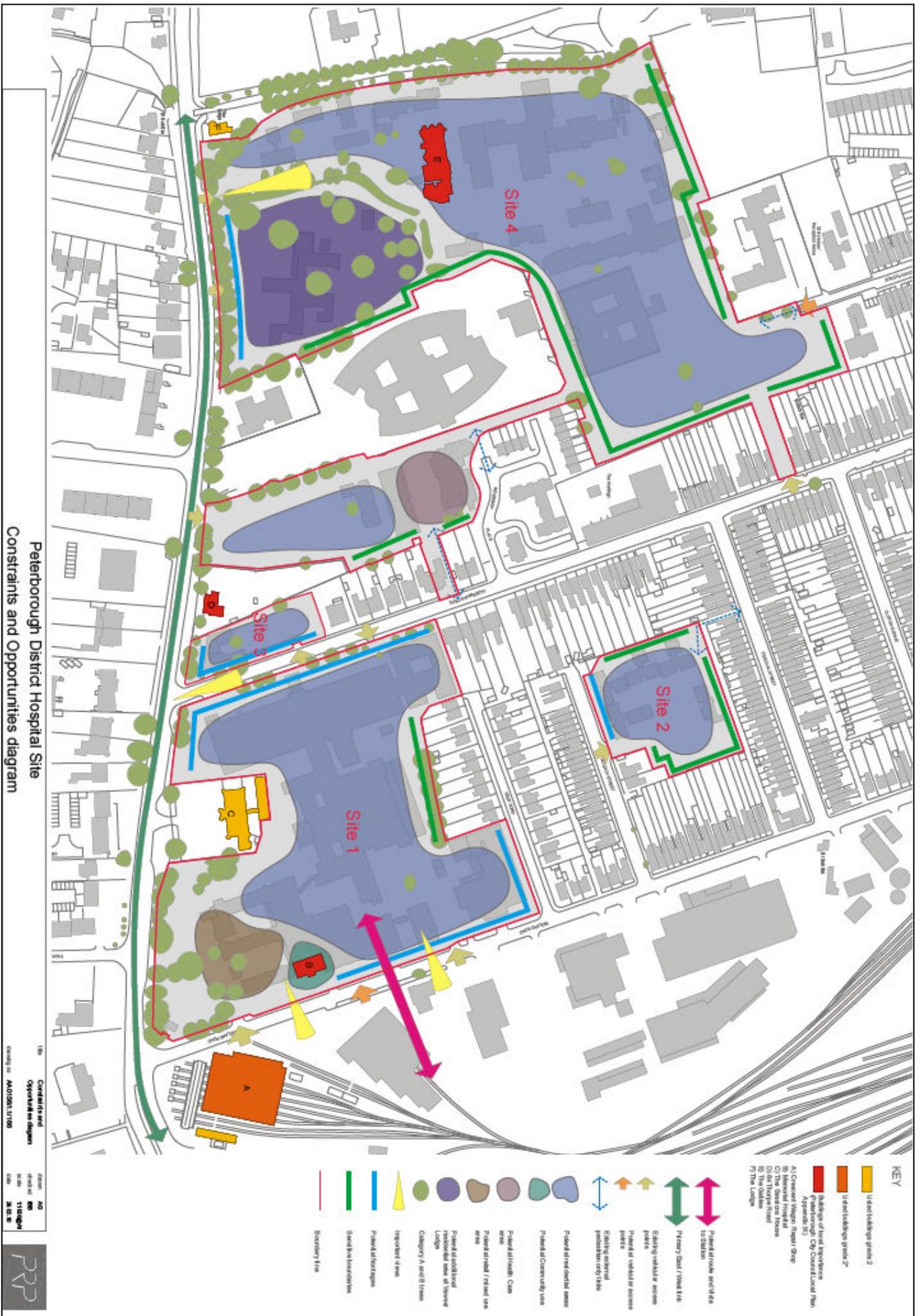
- Indirect financial implications for the Council in terms of its Vawser Lodge asset. This falls within the SPD area, and is labelled as possibly coming forward for housing. However, the SPD is sufficiently flexible for this to happen or not happen depending on what the Council wishes to see happen to that asset (hence, the SPD only has indirect financial implications).
- indirect financial implications arising from the development of the hospital site (e.g. provision of infrastructure and services for the new residents, s106 arrangements, and increased council tax or other receipts).

10. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985)

- Peterborough Local Plan (1st Replacement) July 2005
- Peterborough Core Strategy Proposed Submission Version (as approved by Council December 2009 and published in January 2010).

Appendix 1 – Hospital Site - Constraints and Opportunities Map



CABINET	AGENDA ITEM No. 6.2
29 MARCH 2010	PUBLIC REPORT

Cabinet Member(s) responsible:	Cllr Marco Cereste Leader of the Council, and Piers Croft, Cabinet Member for Strategic Planning, Growth and Human Resources	
Contact Officer(s):	Steve Compton, Chief Executive, Opportunity Peterborough	317486

ENDORSEMENT OF THE 2010-13 OPPORTUNITY PETERBOROUGH DRAFT BUSINESS PLAN

R E C O M M E N D A T I O N S	
FROM : Cabinet Members	Deadline date : n/a
<p>1. Cabinet endorses the 2010-13 draft business plan for Opportunity Peterborough; and</p> <p>2. Cabinet notes that the agreement of funding specific projects within the plan, if required, will be subject to the Council's normal decision-making process.</p>	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following approval of the business plan by the Board of Opportunity Peterborough (OP).

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is for the Council, as one of the three founding partners of Opportunity Peterborough, to endorse its draft three year business plan. As a major funder, supporter and member of the Board of Opportunity Peterborough, it is important that the Council is satisfied that the draft business plan will deliver the objectives agreed.

2.2 This report is for Cabinet to consider under its Terms of Reference No 3.2.3 'to take a leading role in promoting the economic, environmental and social well being of the area'.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	No
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4. ENDORSEMENT OF THE 2010-2013 OP BUSINESS PLAN

4.1 Introduction

4.1.1 Opportunity Peterborough will enter its 6th year of operation in April, in an economic climate very different to that when which it

started. The credit crunch that began in 2007 has virtually eliminated the funding traditionally available for growth developments and it is unlikely these funding mechanisms will ever recover to levels seen only a few years ago. The economic downturn has also created a heightened pressure for economic development and city marketing activities.

4.1.2 Over the last year, Opportunity Peterborough and the Council have been working together to develop a revised approach to growth delivery for Peterborough, a revised approach that is now being implemented following approval by both the OP Board and PCC Cabinet in late 2009.

4.1.3 This approach has led to a number of changes, including the Council leading on the delivery of physical growth projects and a strengthening of Opportunity Peterborough's role in building a strong economic base for city. These changes are reflected in this year's business plan, which sees Opportunity Peterborough working to enhance Peterborough's approach to economic growth and development within the city and the wider sub-region, helping the city to realise its ambition to create conditions for greater levels of entrepreneurship and enterprise.

4.2 Vision and Objectives

4.2.1 The role of Opportunity Peterborough has evolved from its initial focus on purely spatial growth and regeneration, to that of driving forward clear initiatives for sustainable economic development. This re-focus ensures OP's operations are leading the delivery of economic growth and regeneration and is reflected in the new statement of purpose:

"Opportunity Peterborough will lead the delivery of a step change in the economic performance of Peterborough and underpin the city's sustainable growth and regeneration"

4.2.2 The strategic objectives to deliver this are:

- To improve the performance of Peterborough's businesses and encourage innovation and enterprise.
- To support and promote the city's learning and skills and raise aspirations to underpin the future needs of Peterborough's economy.
- To make Peterborough an exemplar low carbon economy, to achieve its ambition to become UK Environment Capital.
- To support the sustainable and integrated growth of Peterborough for the benefit of all its citizens.
- To maximise the regional, national and international profile of Peterborough.

4.3 Priorities and Priority Projects

- 4.3.1 The priorities for Opportunity Peterborough over the next twelve months have been developed with the vision, current economic climate, and strategic objectives above in mind. These more fully explored in the full business plan, but include a focus on transforming Peterborough from a low-end to high-end economy, attracting investment into the city, and developing key business clusters / sectors.
- 4.3.2 As has always been the case, realising Peterborough's growth agenda needs several different delivery approaches and the business plan shows how Opportunity Peterborough will use these. In short, there will be a mix between direct delivery by OP itself, areas where we co-ordinate and steer activity, and finally areas where we lend support where necessary, such as in working with the Council in supporting physical growth delivery. An overview of the Council's Peterborough Delivery Partnership work plan is provided in the next section.
- 4.3.3 Delivery over the next twelve month will be across four key themes, using a mix of the delivery approaches discussed above:
- Economic Development
 - City Marketing
 - City Vibrancy
 - Physical Growth
- 4.3.4 Each theme has key projects and activities associated with it, such as the creation of a business engagement framework to support economic development and continuing to expand the 'living over the shop' initiative to help support city vibrancy. A whole host of activities are planned, which are listed in more detail within the full business plan.

4.4 The Peterborough Delivery Partnership Work Plan

- 4.4.1 The PDP has been created within the Council with a mandate of finding solutions to the financial and other challenges that are impeding key growth scheme delivery for the city. The focus for the PDP over the next two years will be on the five areas below:
- **South Bank:** the delivery of a viable and fundable development proposal for the site, which includes options assessment for aspects such as multiversity accommodation, a foot and cycle bridge over the river and a community stadium.
 - **City Centre Development:** a review of all the plans, briefs, frameworks and concepts for the city centre and the delivery of a number of practical, pragmatic scheme outlines that are broadly tested for financial viability and can be brought to market for delivery.
 - **New Homes Delivery Partnership:** establishing a collaboration between the Council and a residential social landlord to combine funds, credit, and other assets from both parties in order to build new homes in the city.
 - **Multiversity:** creating a financially viable asset delivery plan for the multiversity, including effective arrangements for delivering the plan that align to the university project and its business plan.

- **Infrastructure Finance and Delivery:** learning from the PDP’s work on the areas above to establish a sustainable architecture for growth delivery in the city, most importantly providing adequate and fairly stable revenue funding to enable future project delivery.

More details on the PDP work plan is available in an Annex to the main OP Business Plan

4.5 Financial Implications

- 4.5.1 The budget outline for Opportunity Peterborough is detailed on pages 21 and 22 of the business plan. This lists the allocation of resources and from where those funds are drawn. For brevity, the implications for the Council are a contribution to OP of £375k for 10/11, reducing to £310k in 11/12 and 12/13. As a result of the recent changes to how the Council and Opportunity Peterborough work together to deliver physical growth, Opportunity Peterborough will provide £364k to the Council.

	PCC to OP	OP to PCC
10/11	£375k	£364k
11/12	£310k	£364k
12/13	£310k	£364k

4.6 Human Resources Implications

- 4.6.1 As part of the revised physical growth delivery arrangements between the Council and OP, four secondments of regeneration staff from OP to the Council are currently in place and will continue – at least for the early part – of 10/11.

5. CONSULTATION

- 5.1 Senior Council staff has been involved in drafting this year’s business plan, as have colleagues from EEDA and HCA. The Council, EEDA, and HCA are all represented on the Board of Opportunity Peterborough and have been instrumental in the Board’s decision to approve the draft business plan.

6. ANTICIPATED OUTCOMES

- 6.1 Ratification of the draft business plan by the three founding partners means that the Board of Opportunity Peterborough has a firm basis for delivering the agreed objectives.

7. REASONS FOR RECOMMENDATIONS

- 7.1 It is required that the Council and the two other founding partners consider and agree the draft business plan. Inevitably, the specific schemes for implementation will evolve during the course of the plan period and it is therefore appropriate that funding is approved by the Council through its normal decision-making processes.

8 ALTERNATIVE OPTIONS CONSIDERED

8.1 Modifications to the plan can be suggested, which would be subject to discussion and agreement with other partners and therefore delay activities within it.

8.2 The draft business plan could not be approved, which would limit the operations of Peterborough's Urban Regeneration Company significantly.

9 BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985)

Opportunity Peterborough Draft Business Plan 2010-2013.

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Opportunity Peterborough

urban regeneration company

2010– 2013 Business Plan

Date: February 2010
Version: Final Draft

Stuart House
Ground Floor
Zone 5
St John's Street
Peterborough
PE1 1DD

01733 317417

Chief Executive's Introduction

Opportunity Peterborough, like most other regeneration organisations, has had a very challenging 2009/10 as it has endeavoured to bring forward key growth projects for delivery in the face of a deepening global economic recession. However, despite the hardening market and waning developer interest in schemes OP has pushed ahead successfully with the delivery of a number of key projects and studies for the city.

Key areas of success include: the significant progress in the works to transform the city centre's Cathedral Square, including the demolition of the 1960's Corn Exchange building – a landmark eyesore in the city centre; the launch of the new city brand "Peterborough – The Future is You" in February 2009 and the subsequent series of events and campaigns to build brand awareness; securing around a 1,000 new jobs for the city through inward investment and business engagement activity; Peterborough Eco Innovation Centre achieving full occupation over a year ahead of target; the opening of the University Centre Peterborough; and the conclusion of some key studies and strategies to underpin the city's growth - to name but a few.

In light of the deteriorating economic conditions, OP has been working closely with Peterborough City Council to explore new ways of working to maintain the momentum of delivery of physical growth and regeneration projects so far achieved by OP. The subsequent restructuring of growth delivery within the city will in future see OP focus less on physical growth projects, this function being effectively contracted to a new Growth Delivery Function within Peterborough City Council which will include seconded technical staff from OP, leaving OP to focus on leading the economic development agenda for the city and sub region.

This role for Peterborough has never been more important than it is now with the effects of the economic recession presenting a number of key challenges to the city's growth aspirations. These issues are extremely wide ranging but centre around the prevalence of low wage, low skill sectors in the economy, lack of hi-tech sectors and high end jobs, lower than national average educational attainment, high mortality rates amongst start up businesses, need for a stronger and more effective business engagement and support networks, stronger perception and brand image for the city with consequent impact on local companies ability to attract and retain key staff, poor night time economy etc.

This Business Plan sets out a very clear route map for OP to address these issues starting with the creation of an economic and business intelligence hub, an essential tool in understanding the drivers and dynamics of the local and sub regional economy. This hub will provide real time data to facilitate informed decisions on the interventions needed to drive local economic growth and identify where support, advice or other assistance is required by OP and its partners.

As with any city, the resources available to OP are finite for this function, however, there are already a wide range of quality service providers, partners and stakeholders in the city working on parts of the economic agenda and one of OP's key functions will be in bringing together and coordinating these resources to deliver against one common set of

objectives to maximise the opportunities for economic growth and development for Peterborough and the sub region.

OP has therefore over the past year begun developing strong working relationships with key providers in the city such as Business Link East, Job Centre Plus, Learning & Skills Council (and its replacement organisations), local colleges, University Centre Peterborough, EEDA, Insight East as well as developing active engagement with key businesses and sectors.

OP will therefore be leading and coordinating this huge pool of resources to deliver against key goals for the city, namely, to secure increased employment in the city with a greater proportion of higher skilled jobs, creating a higher skills base in the local workforce, increased average earnings, higher number of new business registrations, improved survival rate for new businesses, improved level of inward investment enquiries and conversion rate to new investment/jobs, high quality evening and night time economy, better range and quality of cultural, leisure and retail offer in the city and district centres, all combining to underpin a proactive marketing strategy to create a strong perception of the city as a place to live, work and invest.

These economic drivers are in themselves critical success factors for the wider growth aspirations of the city. There will be little benefit in delivering large numbers of new homes across the city unless there is sufficient wealth and prosperity supported by confidence and growth in the local economy to provide existing and potential new residents with the means to afford them. Increased average earnings will increase disposable income with the resultant impact on the retail, cultural and leisure sectors in the city and will ultimately drive up the housing market to levels where sites currently unviable for delivery, become commercial propositions.

As a growing city, Peterborough is acutely aware of its responsibilities in tackling the global threat of climate change and, as a consequence, has committed itself to creating the UK's Environment Capital. Building on its longstanding, Environment City status, the city aims to demonstrate environmental excellence in all that it does.

This Business Plan is a crucial document in Peterborough's journey from Environment City to Environment Capital. Using the internationally recognised Enviro-Cluster as the springboard for developing a low carbon economy, Peterborough plans to create jobs and boost the local economy in a way which also reduces the city's carbon footprint and delivers substantial and truly sustainable growth.

It must be recognised, however, that these changes cannot be delivered overnight, with the issues themselves having developed over several years if not decades, nevertheless, it is important that these issues are recognised and understood and that a robust and deliverable plan to remedy them is put in place now with the support of all partners, service providers and stakeholders to provide the resource, drive and common determination to make it succeed.

Peterborough and its sub region have huge potential and the OP team, together with its partners, remain determined to realise that potential and make Peterborough the great city it truly deserves to be.

Executive Summary

This Business Plan covers the period April 2010 – March 2013. As with all such documents, it is possible to be very clear about the actions and activities planned for its first year, and these are set out in the Key Tasks Appendix at the back of this document.

This business plan is intended to be an economic growth and development plan for the whole of Peterborough, its businesses and partners, and as such is to be read as much as an implementation plan as it is a business plan because it sets out very clearly our vision which in turn defines our aims and objectives, supported then by the themes of Economic Development, City Marketing and City Vibrancy. Each theme comprises a clear set of targets and indicators and the activities and interventions that will be put in place to secure these over the plans first year (see below) but also rolling forward into the future. It is also important to identify a pipeline of new initiatives at this stage to drive future economic growth and development in response to the dynamics and drivers of the city and sub regional economy.

The Plan effectively consists of two key strands: the key activities of OP around its Economic Development function, as outlined above, and the business plan for the Growth Delivery Function (GDF) within PCC with which OP is contracting the role of delivery of the physical growth and regeneration projects, supported by OP through seconded staff.

A close and successful ongoing relationship between OP and PCC through its GDF is essential to the future success of the city. The delivery of the physical growth is essential to the city's economic growth and development in the same way as the economic prosperity of the city is intrinsically linked to the successful delivery of the physical growth agenda. Therefore whilst the restructure of the delivery arrangements have been essential to provide clarity of role and responsibility between OP and PCC, this does not take away the willingness and importance for these two organisations to work closely together for the future success of Peterborough.

The continued funding and support from partners which this Plan seeks to secure, will be vital to ensuring not only that the city meets its ambitious growth targets in terms of physical development, but that its economy grows and develops to secure a sustainable and equitable future for all its citizens.

To drive the economic development of the city, OP will co-ordinate partner activity and ensure that it meets the goals of the partners and the city. OP activity will focus on the following key areas:

- **Intelligence hub:** Develop and manage real time data and intelligence collation and facilitate ease of dissemination to inform interventions/actions by OP and identified partners/stakeholders;
- **Business engagement:** Establish a clear and effective programme of engagement through both direct visits and stakeholder forums and cluster support;

- **Business support:** Devise and deliver a programme of bespoke business support through Business Link East and other partners;
- **Skills development:** Support and co-ordinate a programme of skills development aligned to, and supporting, the businesses needs in the city, including Further and Higher Education and sector skills;
- **Inward investment:** Target companies to invest in the city, and respond to enquiries received through partner organisations, facilitating and tracking investment interest and converting that into actual investment and new jobs for the city;
- **Marketing the city:** Develop comprehensive marketing campaigns and strengthen the city brand/ brand awareness, and ensure OP communications support those initiatives;
- **Creating a vibrant city:** Deliver a programme of interventions to address vacant units and the under-performing evening economy, through residential conversions and broadening the quality and range of 'offer' in city and district centres;

The **Growth Delivery Function** will develop and bring forward major capital projects delivering physical growth and regeneration focusing on the South Bank (Carbon Challenge, Fletton Quays and Peterborough United FC site), the City Centre (North Westgate, Station Quarter and District Hospital), a new Homes Delivery Partnership, the physical delivery of higher education space to accommodate a new Multi-versity for the city and Infrastructure Finance.

Funding sought from the partners as core or specific programme funding as part of this plan will directly support the activities set out above. Further funding will also be sought to support specific additional initiatives where available. This might include, for example: funding for business support programmes or sector development; match-funding for initiatives around cultural or heritage regeneration; or major capital funding for physical projects coming through the Growth Delivery Function.

Clearly there is a need for prioritisation across the range of activities OP is planning to undertake in the next 12 months and in particular the key focus of activity will be around tackling the skills agenda. In particular understanding the skills needs of businesses across the city and sub region, and in so doing assisting the key service providers such as the Further Education colleges and University Centre Peterborough and local business to create appropriate prospectuses to support the t local business sectors and equally understand and encourage the demand from potential students young and old to take up these learning opportunities.

Whilst OP will seek to drive economic growth across all sectors, it would be appropriate to focus on key areas which will have greater spin-off benefits. So in the first year, there will be an emphasis, albeit not exclusively, on the environment sector, whether that be through business support programmes for retention and growth of existing businesses, or targeting environmental companies for inward investment (e.g. environmental goods manufacturing to support and exploit eco-construction projects). Adopting both a focused and broader, non-exclusive, approach will benefit the wider Peterborough agenda, such as the city's environment capital aspirations and the delivery of specific projects, such as carbon challenge and the housing growth agenda.

Central to this approach is the improved communication of these priorities, actions and successes to local businesses through an improved business engagement process and local residents and external audiences through a strong and effective communication and marketing strategy for the city.

In undertaking these activities and achieving the outcomes indicated in the Business Plan, OP will be helping to create job and business opportunities, support higher earnings in the city, and develop a better skilled work force, all in alignment with the targets and aspirations of the Sustainable Community Strategy, Local Area Agreement and Growth Partnership Board of the Greater Peterborough Partnership (the Local Strategic Partnership).

Cutting across all the work proposed in this business plan be it economic development, city marketing or physical growth is the theme of sustainability both in terms of longevity of impact and benefit for both business and residential communities but also environmentally. With Peterborough's stated aspiration to become the UK's Environment Capital, ensuring that all programmes, interventions and activities support and enhance the environmental sustainability of the city is a fundamental requirement.

It is clear that we are living in a changing world. In response to that, over the first six months OP will undertake a comprehensive exercise to ensure that the key economic growth and development requirements of the city and sub region can be sustained in the long term through a process of succession planning, exploring likely future funding opportunities (including the role of the private sector), the shape of the organisation required and to ensure it is fit for purpose, and the constitution and format of the Board needed to drive that forward to successful delivery and achievement of targets.

The next 12 months will be critical to the future success of the city and sub region. OP, therefore, has a pivotal role in bringing together all its partners, stakeholders and other service providers to focus and prioritise their resources to the delivery of the objectives, goals and targets set out in this business plan to pave the way for a sustainable and strong economy for the city and sub region fit to compete in the regional, national and global markets.

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- APPENDIX 15** – Economic Commentary
- APPENDIX 16** – Evidence Base for Priorities

1. Business Plan Overview

This business plan is intended to be an economic growth and development plan for the whole of Peterborough and as such is intended for use by a wide ranging audience including Opportunity Peterborough, its partners and the business community within the city and wider sub region.

By necessity this plan focuses on the next 12 months April 2010- March 2011 but is set in the context of the medium term needs of the city over the next 3 years and the longer term view up to 2020.

The plan aims to build on the activities undertaken during 2009-10 by setting out a clear programme of positive actions, interventions and support to address the growth and development needs of business' and enterprise within the city especially during the economic downturn over the next 3 years and laying the foundations for further growth in time for the economic recovery.

There are several key areas of focus including a robust economic intelligence base, stronger business engagement and support, improving the workforce skills base, actively marketing a strong city proposition, securing inward investment leading to higher end/higher value jobs which underpins the wider growth agenda and has a positive impact on health and well being in the city.

Another key focus will be to address the barriers that currently prevent the disadvantaged communities from **improving their skills, employability prospects and economic aspirations**, as well as providing access to social enterprise developments and support.

This plan recognises the need to support the widespread development initiatives, in terms of regeneration and economic uplift of the city. To this end OP will continue to support the delivery of major capital growth projects through partnership working with the City Council's new Growth Delivery Function (GDF) including the secondment of key technical staff to the GDF.

2. Our Role

The role of Opportunity Peterborough has evolved from its initial focus on purely spatial growth and regeneration, to that of driving forward clear initiatives for sustainable economic development.

OP's role is therefore very much that of broker, centred around setting and leading an overarching delivery strategy, that provides a robust and achievable approach to the delivery of economic interventions over the 12months April 2010-March 2011. Our role therefore brings existing service providers and partners, both public and private, together and focuses their resources, experience and knowledge on addressing the immediate needs, putting the economy first, whilst recognising the wider regional ambitions and challenges to our partners in terms of future investment beyond 2011, most notably the implications of the local, regional and national political landscape.

The ultimate aim of this plan is therefore to demonstrate how the funding received will realistically support the delivery of sustainable economic and physical growth of the city

through process of close partnership and collaborative working with partners and key service providers in the city and region.

This re-focus ensures OP's operations are leading the delivery of economic growth and regeneration and is reflected in the new statement of purpose;

“Opportunity Peterborough will lead the delivery of a step change in the economic performance of Peterborough and underpin the city’s sustainable growth and regeneration”

There are two key elements to this:

Economic Development

This is now the direct OP responsibility to lead delivery through workin with partners and service providers.

Through partner and stakeholder consultations and dialogue, OP recognises that the needs of the city are now better served through activities that engage business, enterprise, innovation, skills and economic participation.

This business plan therefore seeks to respond to the needs of business in the city and sub region supported by commissioned research the outcome of which has provided a better picture of key areas of intervention and focus for future delivery.

Physical Growth and Regeneration

This is through a partnership arrangement with PCC's new Growth delivery Function (GDF) for delivery, which will be secured through a contractual agreement between OP and PCC. The agreement will govern the terms of funding from OP to the GDF and the delivery of outputs against partner goals. OP's staff seconded to the GDF will continue to provide technical support to the delivery of major growth projects across the city.

3. Peterborough Economic Context

A full commentary on the economic context of Peterborough is provided in Appendix15 but the key issues are set out below.

The Economic Challenges Faced

- Job losses notably higher than East of England and UK average (high unemployment claimants)
- Reduction in credit, creating wide scale cash flow problems for Peterborough business
- Traditional sectors hit badly including construction, food, financial services and engineering
- Increasing productivity, creativity and enterprise is essential to attain “substantial and sustainable growth”
- Peterborough, unlike competitor cities, does not have a strong research base which impacts on innovation, promoting productivity growth and competitiveness
- Historically, Peterborough has suffered from a low skills base that has a knock on effect for high tech employment opportunities and increasing wage levels

- Need for specialisation within the economy and develop those sectors with a competitive advantage
- Largest Low Carbon Environmental Goods and Services Cluster in UK
- Focussing effort & resources toward a common goal.

The Socio Economic Challenges

- 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.

Delivery Challenges

- 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 a strong lead and coordination role to pool the resources, expertise and knowledge of service providers and partners towards a common set of goals
- 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 of the role and purpose of OP as the lead for economic delivery

4. Aims and Objectives

The aims and objectives for the growth and regeneration of Peterborough set out in this plan therefore respond directly to this economic context with a view to addressing the key issues raised and building on the areas of strength in the local economy in order to support delivery of sustainable growth, the promotion of a diverse, prosperous, inclusive, knowledge based economy, the creation of a vibrant city centre and actively place Peterborough in the market place as an attractive city in which to live work and invest.

This will directly support and match the vision and objectives our key partners and investors, notably EEDA, HCA and PCC (see Appendix 14). Therefore our **Strategic Objectives** are:

- **To improve the performance of Peterborough's businesses and encourage innovation and enterprise.**

- **To support and promote the city's learning and skills and raise aspirations to underpin the future needs of Peterborough's economy.**
- **To make Peterborough an exemplar low carbon economy, to achieve its ambition to become UK Environment Capital.**
- **To support the sustainable and integrated growth of Peterborough for the benefit of all its citizens.**
- **To maximise the regional, national and international profile of Peterborough.**

5. Priorities

The priorities set out in this plan have therefore been determined in response to the overall vision, the current economic context and the five strategic objectives set out above. In addition these priorities are supported by a robust evidence base built up over a wide ranging body of research, study and experience derived from active engagement with our business community. Details of this evidence base are set out in Appendix 16 but by way of summary the key priorities are seen as :

- Transformation from a low to high end economy
- Increase skills base=inc average earnings, % employed, etc
- Raising the profile of Peterborough & attracting investment = economic growth, inc business registrations etc
- Key cluster/sector development
- Prioritisation of work and projects based on "live" information
- Strong & effective business engagement & support
- Support delivery of sustainable growth
- All strongly linked to the goals and aspirations

Our priorities in the year 2010-11 are strongly linked to the goals of our partners, as set out in appendix 14, in the delivery of clear strategic and action-based endeavours that satisfies the growing needs of the city, and represents our ambition to rise to the challenge through a number of focussed activities. (See key Tasks – Appendix 2)

The Focus

As always there is a need to focus within the priorities on those issues which must in all circumstances receive maximum attention in order to achieve a step change in the economic performance of the city. During this plan period therefore the focus will be on:

- Skills Agenda
 - Delivery of a Multiversity
 - Up-skilling of the work forceAdult Learning and Skills
 - Raising aspirations amongst young people in the city to achieve highest educational attainment possible
- Low Carbon Economy
 - Develop the Low Carbon Environmental Goods & Services Cluster as an area of specialism

- Develop economic activity which supports city's aspiration to become UK Environment Capital
- City Vibrancy
 - Develop a strong night time economy
 - Secure an attractive mix and quality of retail, leisure and cultural offer in the city centre
 - Develop city centre living

Delivery Approach

As already outlined, the plan for the next 12 months is set against a number of challenges, which gives rise to OP undertaking a rather more proactive role in areas of 'bespoke' focussed delivery, and that of the conduit or broker to facilitate a more streamlined approach to particular areas of delivery.

Delivery of the priorities and resultant key tasks and actions set out below will therefore be approached in one of three ways:

- 1) Direct Delivery
e.g. marketing of the city, cluster and sector development, business engagement, Cambridgeshire Enterprise Services Ltd programme
- 2) Coordination and Steering
e.g. skills delivery, business support, Local Economic Assessment
- 3) Support
e.g. physical growth agenda

A key delivery initiative will be focussed on raising the level of organisation and operational professionalism through proactive engagement with partners e.g. Business Link, Chambers of Commerce, PCC (business & community facing teams), Economic Participation and all partner funded delivery programmes, in order to provide efficient and effective people resources capable of providing a rapid response unit that is able to deliver solutions for to the city, partners and regional demands.

6. Priority Projects/Activities Summary

Delivery Themes

The project/activity work to be undertaken to deliver against the vision, objectives and priorities set out above will be organised under 4 key themes to provide clarity of purpose, target outputs and outcomes as follows:

- 1) Economic Development
- 2) City Marketing
- 3) City Vibrancy
- 4) Physical Growth

As stated above, the delivery of these activities is split between 1) those being brokered/led/delivered directly by OP in the areas of economic development, city marketing and creating a vibrant city and; 2) those being delivered under a contractual arrangement with PCC's GDF in the areas of physical growth.

In terms of the project/activity to be brokered/led/delivered directly OP, these priorities are set out in the table below and detailed Key Tasks Action Plans can be found in

Appendix 2 and a detailed Communications Strategy at Appendix 4. Clearly these will be kept under constant review to reflect the city's needs based on the real time intelligence provided by the economic intelligence hub.

Theme	Activity Area	Task	2010/11	2011/12	2012/13	Outcome
ECONOMIC DEVELOPMENT	Business Support, Engagement & Intelligence	Targeted Business Support	30 'needs assessed' bespoke business interventions	30 'needs assessed' bespoke business interventions	30 'needs assessed' bespoke business interventions	<ul style="list-style-type: none"> Enhanced business engagement Raised awareness of local business support
		Business Engagement Framework	Development and launch of route map to virtual business knowledge management and CRM portal	Refresh portal via Business and Partner Survey, for system refresh set against lessons learned; engage with joint funding initiatives for sustainability of portal beyond partner funded period	Refresh portal via Business and Partner Survey, for system refresh set against lessons learned; engage with joint funding initiatives for sustainability of portal beyond partner funded period	<ul style="list-style-type: none"> Action plan created Economic forum for business intermediaries
		Cluster development - Development of the growth sectors (EGS, F&D, Eng, Media, Print, Publishing, Financial Services)	4 - Targeted development of cluster forums to represent gap in direct intervention to these sectors; 50 - new businesses engaged in funding opportunities; 4 - Cluster focussed events	100 new business engaged as a result of cluster activities, subject to investment; development of partner links with private and other areas of public sector for sustainability of clusters	150 new business engaged as a result of cluster activities, subject to investment; development of partner links with private and other areas of public sector for sustainability of clusters	<ul style="list-style-type: none"> Support network created and greater understanding of clusters leading to greater investment and access to finance

		Intelligence Management	1000 new users registered on virtual network; 150 - Business successes directly related to virtual hub;	1500 new users registered on virtual network; 150 - Business successes directly related to virtual hub;	2000 new users registered on virtual network; 150 - Business successes directly related to virtual hub;	<ul style="list-style-type: none"> • Creation of intelligence hub • Upto date real time economic information on Peterborough
		Local Economic Assessment	Development and management of Government Duty of delivery to LEA priorities	Support on Implementation of outcomes via various strategic and delivery partners	n/a	<ul style="list-style-type: none"> • City and partners will have knowledge of where current investment has been made and identify future investment opportunities. Provides benchmark for comparison with other similar cities
		Sustainable Procurement	Sustainable Procurement for SME's –specific and intensive training for organisations seeking to secure public sector contracts. Support for Up to 100 businesses supported per annum. Up to 20 jobs safeguarded or created per annum	work with partners to develop forward strategy for taking this beyond the lifetime of the program of 2011	n/a	<ul style="list-style-type: none"> • Support business to acquire , knowledge, skills and confidence in seeking public sector funding

		Cambs & P'boro Growth Fund	Business Support Grant Scheme - Up to 20 businesses supported per annum. Up to 40 jobs safeguarded or created per annum	Work with partners to develop forward strategy for taking this beyond the lifetime of the program of 2010	n/a	<ul style="list-style-type: none"> Safeguarded and new jobs created for the Peterborough economy by supporting ambitious and growing businesses held back by current economic conditions
		High Growth Company Support	Providing a support Environmental Cluster - Up 90 businesses assisted; 50 Jobs Created or safeguarded	work with partners to develop forward strategy for taking this beyond the lifetime of the program of 2011	n/a	<ul style="list-style-type: none"> Support provided to high growth and new high tech businesses and signposting for further sources of finance
	Skills Achievement	Intelligence Collation	Bi-annual business survey	Bi-annual business survey	Bi-annual business survey	<ul style="list-style-type: none"> Upto date data on business growth requirements for skills
		University	HEI framework est'd; hub design (UCP @600 FTE)	Hub contract let (UCP @800 FTE)	New hub constructed (UCP @1000 FTE)	<ul style="list-style-type: none"> New HE hub in 2012 – 4, 000 students by 2016/17
		Further Education	Establish 2 new courses aligned to business sectors	Establish 2 new courses aligned to business sectors	Establish 2 new courses aligned to business sectors	<ul style="list-style-type: none"> Enhanced skills base for business network
		Apprenticeships/ diplomas	14 companies signed on to apprentice scheme	16 companies	18 companies	<ul style="list-style-type: none"> Up skilled local workforce and facilitating business growth
		Heritage Skills	8 NEETS trained; 6 through SftF	10 NEETS trained; complete 6 SftF trainees	12 NEETS trained;	<ul style="list-style-type: none"> Providing wider range of skills available and also enhancing Peterborough identity through Heritage

CITY MARKETING	Corporate Marketing	Website Unique Visits	10,000	20,000	30,000	<ul style="list-style-type: none"> Wider support for the city at a local, regional, national and international level Raised awareness of Peterborough and its unique propositions Improved dissemination of information to businesses about city development and marketing
		Electronic Media Subscriptions	2,000	4,000	5,000	
		Campaigns	4	4	4	
	Investment Marketing	Bondholder Scheme Members	500	1,000	1,500	<ul style="list-style-type: none"> Key events support to promote the city and its investment opportunities Production of a full suite of marketing collateral to promote the city to inward investors and communicate Peterborough's economy and destination to key targets
	Advocacy	Annual Perception Improvement	5%	10%	15%	<ul style="list-style-type: none"> Closer working relationships with key partners and stakeholders Raised profile of Peterborough and the organisations working to promote it High level of support obtained for the economic development of Peterborough
	CITY VIBRANCY	Economic investment	Vacant units occupancy	4	4	4
Public Realm Initiatives			Bridge St design / delivery (=>PCC)	Cowgate-Priestgate design / delivery	Long Causeway design	<ul style="list-style-type: none"> Enhanced public realm will attract inward investors and support local businesses and improve visitors to the city

	Evening Economy	Diversify offer	3 new businesses / activities	3 new businesses / activities	2 new businesses / activities	<ul style="list-style-type: none"> Delivered a step change in the evening economy of Peterborough and improve usage of city during the evening
		Cultural / heritage growth	New cultural venue est'd	Next-step arts developm't centre; Deliver Area Grant Scheme	Deliver Area Grant Scheme	<ul style="list-style-type: none"> Pride in Peterborough improved and monitored through Place Surveying
		Living Over The Shop	2 conversions	2 conversions	2 conversions	<ul style="list-style-type: none"> Increased housing numbers supporting a greater number of people within the city and creating a vibrant evening & night time economy

In terms of the physical growth and regeneration projects being delivered under a contractual arrangement with PCC's GDPF, these will focus on;

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

Full details are available in Appendix 10

7. Finance & Resources

The table below outlines how the level of resources indicated to be available to OP will be used over 2010/11 to meet the vision, aims and objectives of the company split between programme funding for specific tasks and staff resource to deliver and manage those tasks, the costs of which will be met from core funding. (see organisational structure at Appendix 6).

Resource Plan

Theme	Activity Area	Task	Resources	
			Programme Funding	Delivery
Economic Development	Business Support, Engagement & Intelligence	Sustainable Procurement	£50k	Sub Contracted to TBC
		Camb's & P'boro Growth Fund	£90k	Sub Contracted to BLE
		High Growth Company Support	£63k	Sub Contracted to UKCEED
		Local Economic Assessment	£65k	OP Economic Development Staff including one secondment from PCC working with partners
		Targeted Business Support	£122.5k	
		Business Engagement Framework		
		Cluster Development		
		Intelligence Management		
	Skills Achievement	Intelligence Collation		
		University		
		Further Education		
		Apprenticeships		
	Inward Investment	Heritage Skills		
Inward Investment				
City Marketing	City Corporate	Website	£300k	OP Head of

	Marketing	Marketing Campaigns Electronic media		PR, Comms & Marketing and Marketing Officer
	Investment Marketing	Bondholder Scheme Events	£57.7k	
	Advocacy	Events	£10k	
City Vibrancy	Economic Investment	Vacant Units Occupancy	£40k budget to include Heritage Regeneration Officer Salary	OP Head of City Vibrancy and Heritage Regeneration Officer working with partners
		Public Realm Initiatives		
	Evening Economy	Cultural/Heritage Growth Living Over The Shop		
Physical Growth	Major Scheme Delivery	Activities of Growth Delivery Function within PCC	£60k	Sub Contracted to PCC (£304k)

Pipeline Project Work

In addition to the above planned activities, OP would, subject to funding availability, propose to begin some feasibility work on key economic development related projects, but in partnership with the GDF within PCC, as the basis of a pipeline of projects which would seek funding support from the partners emerging Corporate Plans for 2011/14 as set out below. These projects would meet the city's goal of securing economic and physical growth and ties in with the priorities as set out within the Integrated Development Programme for Peterborough.

Project Name	Objective	Impact	Feasibility work needed	Estimated Cost
Government Relocations	Secure government relocations to Peterborough to act as a driver of economic growth and secure major inward investment	Regeneration catalyst, increased number of higher paid, higher skilled jobs, attract high quality companies to the city, secure major inward investment	Engage an external consultant to prepare a business case for delivery and secure interest of relocating government departments	£70,000
Eco Innovation Centre II	Deliver an innovation centre to meet growing demand from and support growth of the Environmental Goods and Services Cluster.	Support growth of the environment cluster, develop the low carbon economy, increase higher skilled higher paid jobs,	Engage an external consultant to undertake a detailed feasibility study and prepare a business case for delivery	£70,000
Multi-versity	Deliver a facility capable of housing a number of Higher	Deliver a targeted prospectus of courses to meet	Engage an external consultant to undertake a	£80,000

	education provider's to meet the skills needs of the local economy.	local business need in terms of skills and training, underpins economic and physical growth	detailed feasibility study and prepare a business case for delivery	
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An overview of the position for 2009/10, the assumptions made behind the 2010-13 plan, a breakdown of funding requirements from the partners for 2010/11 and some commentary on variable funding profiles are included at Appendix 5.

The tables which follow set out the budgetary financial data for 2010-13.

Core Activity Budget

Core plan summary table					
2008/09 Actual	2009/10 Forecast Outturn		2010/11	2011/12	2012/13
		Core costs			
850	1037	Staff costs	630	630	630
50	55	Premises costs	35	35	35
130	110	Supplies & services	65	65	65
8	12	Professional costs	10	10	10
1038	1214	Total Core Costs	740	740	740
		Funding			
319	287	HCA	294	294	294
250	330	EEDA	300	300	300
384	404	PCC	250	250	250
206	120	Other	193	170	170
1159	1141	Total Funding	1037	1014	1014

Below are the financial projections for the current and coming years relating to both our core and key activities.

Detailed Operational Plan

Operational plan table					
2008/09 Actual	2009/10 Forecast Outturn		2010/11	2011/12	2012/13
		Costs			
		Staff Costs			
695	899	Salaries	514	514	514
111	126	NI/Pension	100	100	100
44	70	Other staff costs	16	16	16
850	1095	Total Staff Costs	630	630	630

		Premises costs			
50	55	Rent/Service Charges	35	35	35
		Rates			
		Other premises costs			
50	55	Total Premises costs	35	35	35
		Supplies & Services			
2	1	Tel/Fax etc	1	1	1
23	17	Printing & Stationery	10	10	10
2	2	Office Equipment	2	2	2
10	10	Insurances	10	10	10
93	68	Other	42	42	42
130	98	Total Supplies and Services	65	65	65
8	12	Professional Costs	10	10	10
92	50	PR/Comms	50	50	50
110	145	City Marketing	318	218	218
	202	Economic Development	318	123	123
	20	Heritage Regeneration	40	40	40
	453	Contribution to PCC Growth	364	364	364
404	254	Project spend			
1644	2384	Total Costs	1830	1535	1535
		Funding			
319	287	HCA	294	294	294
250	330	EEDA	318	318	318
384	734	PCC	375	310	310
206	415	CLG	350	350	350
	21	LPSA Capital	234		
	98	LPSA Revenue	84	150	150
	225	CBS	225		
742	30	Other (Incl. project funding)	45	50	50
1901	2140	Total Funding	1925	1472	1472

This funding will be used as the catalyst for developing further funding sources, innovation and secure the confidence of the private sector. The investment made will 'front end' the priorities set out and enable leveraging additional sources of finance. A key initiative in this respect will be joint working by OP, PCC and EEDA's Area Team to develop a "city prospectus" for potential European Regional Development Fund assistance with the economic growth agenda, especially around a low carbon economy and innovation and development.

8. Performance

Outcomes Achieved in 2009/10

Over the past 12 months OP has achieved success in a number of key areas of its operation, namely, physical delivery, key strategies/studies, economic activity and marketing the city.

A fuller picture of 2009/10 achievements is included at Appendix 3

Future Performance Monitoring

The business plan sets out clearly under the key delivery themes those priority areas of activity and related tasks needed to deliver the aims and objectives set out in this plan. Each of these areas of business will be performance monitored (including the contracted physical growth projects) to ensure the business is performing and delivering value for money. Each thematic group has produced its own delivery plan and performance against plan will be evaluated on a quarterly basis and be reported to the OP Board, partners and the Greater Peterborough Partnership (see Reporting Structure in Appendix 13)

It is also essential that OP matches its delivery programmes and activities to the performance targets to which the city is already working, especially under the terms of the Sustainable Community Strategy and the Local Area Agreement.

The table below therefore demonstrates the links between the delivery themes and in particular the activity areas within those themes and the overall targets and indicators set out in the LAA and other partner documents. Where no such targets exist OP has developed these as challenging but realistic targets for performance in key delivery areas. This table will also be a valuable tool for the Executive, Board and partners as a means of monitoring OP's progress towards delivering the stated targets.

	Theme	Activity Area	Performance Indicator		Baseline 09/10	2010/11	2011/12	2012/13	
LAA NIs	ECONOMIC DEVELOPMENT	Business, Support Engagement & Intelligence	Employment Rate	NI151	72.70%	100% of Nat Avge (73.4%)	100% of Nat Avge	100% of Nat Avge	
			Average Earnings of Employees	NI166	467.9	100% of Reg Avge (479.1)	100% of Reg Avge	100% of Reg Avge	
			Average Earnings of Residents (LI) % Differential to Regional Average	LI G01a	13.8	13.5	13.1	12.7	
			Business Registration Rate	NI171	46.8	100% of Reg Avge (56.4)	100% of Reg Avge	100% of Reg Avge	
		Skills Achievement	Skills Level 2 (A-Level) by age 19	NI079	41	TBC	TBC	TBC	
			Skills Level 3 (GCSE) by age 19	NI080	73	80	TBC	TBC	
			Skills Level 2 % of working age pop'n	NI163	61.5	63	TBC	TBC	
			Skills Level 4 (Degree) % of working age pop'n	NI165	24	25	TBC	TBC	
		KPIs		Companies with Apprenticeship Schemes		tbc	14	16	18
			Inward Investment	No. of Enquiries		60	80	100	120

			No. of Conversions		15	20	25	30
			No. of Jobs		1000	1300	1650	2000
			Level of Investment		tbc	tbc	tbc	tbc
	CITY MARKETING	Corporate Marketing	Website Unique Visits	CM01		10,000	20,000	30,000
			Electronic Media Subscriptions	CM02		2,000	4,000	5,000
			Campaigns	CM03		4	4	4
		Investment Marketing	Bondholder Scheme Members	CM04		500	1,000	1,500
		Advocacy	Annual Perception Improvement	CM05		5%	10%	15%
LAA LIs	CITY VIBRANCY	Economic Investment	No. of Vacant Units	LI G04b	15	11	7	3
			Footfall Figures	LI G04c	1.4m	1.5m	1.6m	1.7m
		Evening Economy	Residential Permissions	LI G04a	tbc	tbc	tbc	tbc

9. Governance

Management & Organisational Structure

Opportunity Peterborough (OP) is one of 19 Urban Regeneration Companies (URC's) established across the country to drive forward regeneration in areas of market failure. Like all URC's, OP is a not for profit company limited by guarantee with neither planning powers nor the ability to own land.

OP is funded by the public sector but driven forward by a private sector board comprising the three main funding partners and seven independent directors. The Executive is lead by the Chief Executive with 13 staff. See Appendix 6 for Board Composition and Executive Staffing Structure

Governance Process

A Governance Manual, approved by the Board and Audit Committee is in place covering all elements of company activity including the Board sub-committees, project control, risk management and tendering procedures. The corporate risk register is updated quarterly by the Audit Committee and reported to Board (see Appendix 7).

An Employee Handbook, also approved by Board and the Remuneration Committee is in place and covers all staff related issues including health and safety, equal opportunities, disciplinary procedures and other HR related policies.

Both the Manual and the Handbook are available to all employees.

Equality and Diversity

OP operates an Equal Opportunities policy and applies the principles of equality and diversity across all its range of activities. Full details are available at Appendix 8.

Sustainable Development

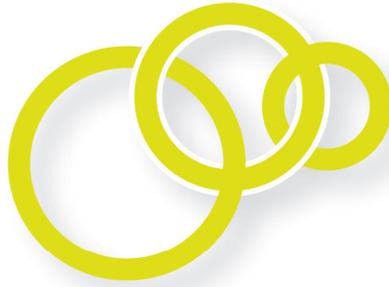
Sustainable development is a central element of our vision and delivery. We also recognise that the pressure of significant accelerated growth has the potential to erode sustainable development principles, especially in difficult market conditions as prevail at present. The partners associated with delivery of growth across the city therefore have a responsibility in facilitating and delivering growth to ensure the sustainable development principles are maintained and incorporated into projects. The partners need to ensure that the developments created will support the communities of the future; and be the places where people choose to be; to work, live and play. (see Appendix 9).

10. The Future

It is clear that this business plan is very much a transition/implementation plan for the next 12 months and OP is a playing a critical and pivotal role in bringing together its partners to focus and prioritise resources to meet the city's business needs for growth and development.

Therefore within the first 6 months of 2010/11 a comprehensive review will be undertaken by OP and its partners to ensure that the economic and development requirements of the city can be sustained in the longer term and this will include a process of succession planning and exploring future funding options to determine the type and nature of organisation needed to take these key issues forward into the future..

**2010– 2013 Business Plan
Appendices**



Opportunity Peterborough
urban regeneration company

**2010– 2013 Business Plan
Appendices**

Date: February 2010
Version: Final Draft

Stuart House
Ground Floor
Zone 5
St John's Street
Peterborough
PE1 1DD

01733 317417

APPENDICES

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- APPENDIX 2** – Interventions/Key Task Schedules
- APPENDIX 3** – OP Achievements 2009/10
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- APPENDIX 5** – Financial Overview 2009/10 and Assumptions 2010/13
- APPENDIX 6** – Board Composition /Executive Structure
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- APPENDIX 10** – Peterborough Growth Delivery Function Indicative Workplan
- APPENDIX 11** – Growth Delivery Function Contract
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- APPENDIX 14** – Links to Partners Goals
- APPENDIX 15** – Economic Commentary
- APPENDIX 16** – Evidence Base for Priorities

**APPENDIX 1
SWOT Analysis**

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

<ul style="list-style-type: none"> • Low level of high end jobs • Lack of growth in net capital expenditure • Limited effective business engagement • Low development values makes new schemes difficult to deliver 	<ul style="list-style-type: none"> • Low education attainment • Impact of credit crunch and national/global recession on the development and house building sectors • Low skills, low wages • Falling house prices leading to reduced gross development values which compromise delivery viability and anticipated planning gain • Increase in deprivation • Higher crime
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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
City Corporate Marketing	1. Website 2. Corporate Materials 3. Events	OP	EEDA/HCA/PCC/CLG/Local Key stakeholders and influences	Quarter One: 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” Ongoing: 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
Investment Marketing	<ol style="list-style-type: none"> 1. Events 2. Promotional and Proposition Development 3. City Bondholder scheme 4. Business Intelligence 5. Public and Media Relations 6. Customer Relationship Management 	OP	EEDA/HCA/PCC/CLG/Local Key stakeholders and influences	<p>Quarter One</p> <ol style="list-style-type: none"> 1. Briefing packs on all key sectors 2. Universally adopted marketing narrative for the city marketing 3. Promotional literature for key propositions 4. City Bondholder Scheme 5. Regular “sold” in press releases 6. Developed and implemented CRM Database 	<p>Ongoing</p> <p>Events – city marketing events will centre on a series of small but highly targeted events where key stakeholders and decision makers are identified.</p> <p>Ongoing</p> <p>Promotional Literature – 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>Ongoing</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
Advocacy and Stakeholder Programme	<ol style="list-style-type: none"> 1. Leverage favourable levels of funding and private investment 2. Influence the policy positions of partners to enable delivery of Opportunity Peterborough's corporate objectives 3. Influence the position of specific delivery partners on individual projects 4. Improve the perception of Opportunity Peterborough and the city 	OP	EEDA/HCA/PCC/CLG/Local Key stakeholders and influences	Quarter One: <ol style="list-style-type: none"> 1. Key stakeholder and influence database developed 2. Quarterly e-briefing issued 3. Offline corporate presentations 4. Developed city marketing ambassadors programme 	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
SKILLS DEVELOPMENT								
i) Intelligence	Collate, maintain & review data on business skills requirements	OP	Chamber of Commerce; PCC; Growth Partnership; Sector Forums.	Bi-annual: 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	On-going: business intelligence collation Sept 2010: 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. Mar 2011: HEI framework in place; Contract for HE-hub let. Sep 2012: 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	Sept 2010: 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.	Sep 2010: Environment sector focused training available Mar/Sep 2011 (&on-going): 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	May 2010: Pilot heritage skills project. Sep 2010 (&on-going): 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.
CITY VIBRANCY								
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.	April 2010: Investment Strategy agreed; Commercial agent appt'd. Sep 2010: 2 net vacant units occ'd Mar 2011: 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;	April 2010:	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 Sept 2010: Poetry Café (or similar) est'd; Food Hall viability completed. Mar 2011: 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.	Nov 2010: Venue creation; Next step Arts Hub est'd. Mar 2011: Arts development centre identified & tested; Business Case for Area Grant Scheme; Guildhall rehabilitation underway. 2011-13: 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)	April 2010: Feasibility Study completed July 2010:	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>Sept 2010: Landowners engaged;</p> <p>Mar 2010: 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>June 2010: Identify scheme for Bridge Street</p> <p>Nov 2010: Identify scheme for Cowgate/ Priestgate</p> <p>2011-13: 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 & 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
Targeted Business Support	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>Quarter One:</p> <ol style="list-style-type: none"> 1. Development of Partner agreements/ protocols 2. Signed MOU's 3. Engage Partner Management plan 4. Establish alignment to Economic & Business Intelligence Hub <p>Quarter Two:</p> <ol style="list-style-type: none"> 1. Report to Partners on Q1 activities via 'live' Forum 2. Implement any change methodologies from forum 3. Link forum outcomes to Intelligence Hub (Virtual Network) <p>Quarter Three:</p> <ol style="list-style-type: none"> 1. Report to Partners on Q2 activities via 'live' Forum 2. Implement any change methodologies from forum 3. Engage/Implement new developments 4. Link forum outcomes to Intelligence Hub (virtual Network) <p>Quarter Four:</p> <ol style="list-style-type: none"> 1. All parties Major Event (reporting lessons learned; success stories; 	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
BUSINESS ENGAGEMENT FRAMEWORK	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	Quarter One: 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 Quarter Two: 1. Launch Framework and Virtual Network portal Quarter Three: 1. Report updates via Virtual network, Quarter Four: 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.
Business Development & Inward Investment	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>Quarter One:</p> <ol style="list-style-type: none"> 1. Refresh Business Partner Programme 2. Develop Formal link to Marketing & Comm’s for provision of enhanced offering to business e.g. Bondholder Scheme 3. Develop clear and workable links to e.g. PCC ‘client facing’ departments e.g. Planning, Recognitions Centre, Neighborhoods, City Centre Office etc <p>Quarter Two:</p> <ol style="list-style-type: none"> 1. Report to ‘live’ Business Forum the ‘Business offer’ (inc virtual networks etc); 2. Launch co-branded ‘Business Pack’ <p>Quarter Three:</p> <ol style="list-style-type: none"> 1. Report updates via Virtual network and ‘live’ forum 	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>Quarter Four:</p> <ol style="list-style-type: none"> 1. Report ongoing progress 2. Present end of year report via 'Live' Forum – successes, lessons learned, new developments for 2011/12 		<p>relocation/ redevelopment initiatives</p> <ul style="list-style-type: none"> - Progress report via 'live' forum Q4 – (continuation of Q3 target) - Report via 'Live' event including all interest groups 		
Cluster/ Forum management & development programme	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>Quarter One:</p> <ol style="list-style-type: none"> 1. Develop Action to address key growth sectors 2. Develop Formal links with SSC's, New/existing 3. Present Action to key Partners/Stakeholders <p>Quarter Two:</p> <ol style="list-style-type: none"> 1. Create interface with Launch co-branded of 'Business Pack' <p>Quarter Three:</p> <ol style="list-style-type: none"> 1. Report updates via Virtual network and 'live' forum 2. Present progress report to 'live' forum – GP Board <p>Quarter Four:</p> <ol style="list-style-type: none"> 1. Report ongoing progress 	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"> - Action 'Live' - Presentation of forward look for Year ahead Q2 – Q4 - Delivery to Planned activities - Up to 50 new Businesses Engaged in funding opportunities - 3 key initiatives linked to partner event calendar - Clear links to Marketing & Communication portals across 'virtual' and live 	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
Economic / Business Intelligence Management	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	Quarter One: <ol style="list-style-type: none"> 1. Refresh current 'Intelligence' infrastructure (hardware/software) 2. Report methodology for access portals, to partners/stakeholders; 3. Formal alignment to Marketing & Comm's 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 	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>Quarter Two:</p> <ol style="list-style-type: none"> 1. Report to 'live' Business Forum the 'Intelligence Hub – offer' 2. Engage with Launch of co-branded 'Business Pack' 3. Report updates via Virtual network and 'live' forum <p>Quarter Three:</p> <ol style="list-style-type: none"> 1. Report updates via Virtual network and 'live' forum 2. Present progress report to 'live' forum – GP Board <p>Quarter Four:</p> <ol style="list-style-type: none"> 6. Report ongoing progress 7. Present end of year report via 'Live' Forum – successes, lessons learned, new developments for 2011/12 		<p>National networks</p> <ul style="list-style-type: none"> - End of quarter report Q2 – Systems to go 'Live'; - RBSIS data protocol Pilot implemented; (Inc migration of cleansed existing Data; - 1500 new users - Lead on 'Virtual' Business Road Map' Launch; - Report up 30 key successes for businesses through direct engagement in Hub activities - End of Quarter report Q3 – Report up 50 key successes for businesses through direct engagement in Hub activities - Manage 'Virtual Road Map' - Refresh user 		
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						<p>experience, to report up to 40 new user successes;</p> <ul style="list-style-type: none"> - End of Quarter report <p>Q4 - Report up 30 key successes for businesses through direct engagement in Hub activities</p> <ul style="list-style-type: none"> - Manage 'Virtual Road Map' - Refresh user experience, to report up to 20 new user successes; - Present end of year report via 'Live' Forum 		
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Innovation								
Task	Methodology	Lead	Partners	Milestones	Outcome	Performance Measures	Risk (H, M, L)	Mitigation
Supporting the development of R&D clusters, leading work with key sectors particularly the emerging environmental	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

cluster	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
Sustainable procurement for SME's	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>Quarter One Consultant appointed to engage with SME's and begin delivering the training requirements of the programme</p> <p>Ongoing 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>Cambridgeshire and Peterborough Growth Fund</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>Ongoing 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>High Growth Company Support Programme</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>Quarter One 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>Ongoing 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 31st 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
Total	£1036.5	£60	£390.5	£50	£317.7	£70	£1925

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.

%age Cut	Core Fund Impact	Mitigation Measure Options	Impact on Delivery
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:

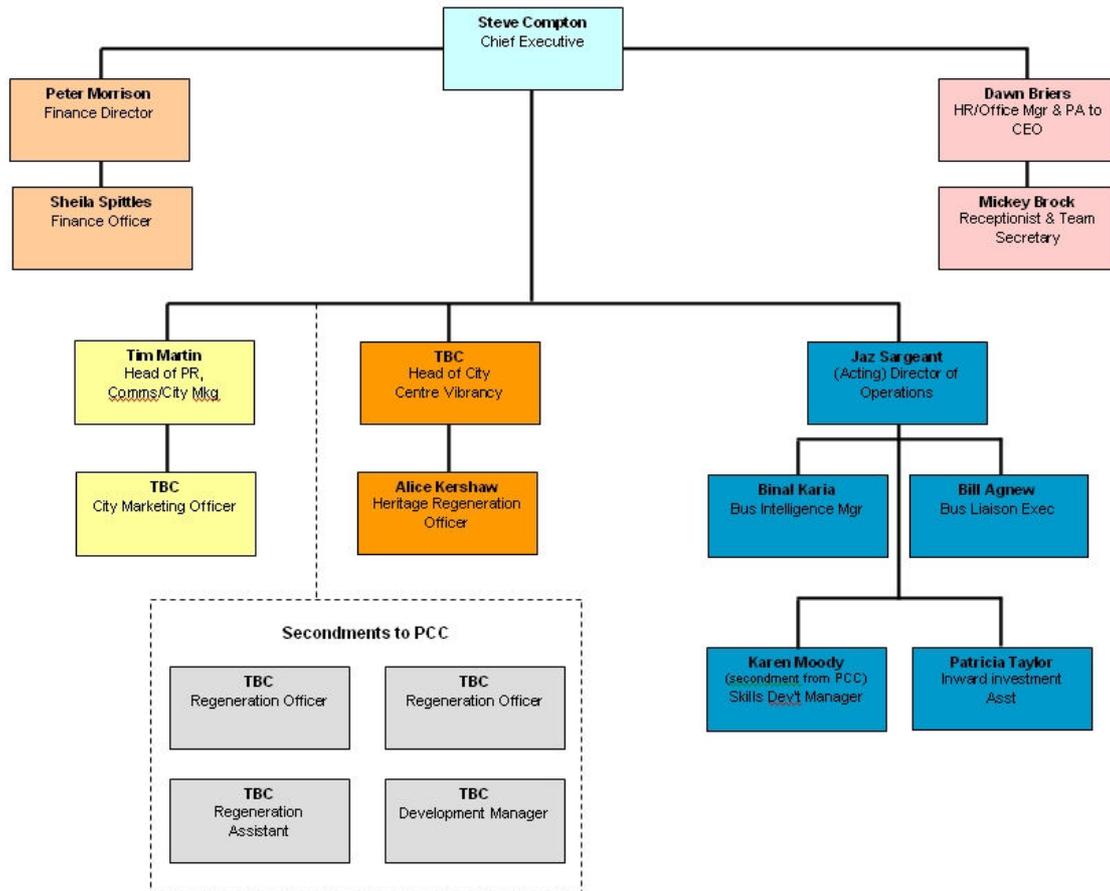
- Audit – chaired by Angus Kennedy
- Remuneration/Personnel – chaired by Clive Morton
- Search – chaired by John Bridge

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 rd 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	
TOTAL	1078	440

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

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

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

	<i>Outputs</i>	<i>Forecast quarter for completion</i>
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

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

	Outputs	Forecast quarter for completion
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

	Outputs	Forecast quarter for completion
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

	<i>Outputs</i>	<i>Forecast quarter for completion</i>
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

	Outputs	Forecast quarter for completion
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

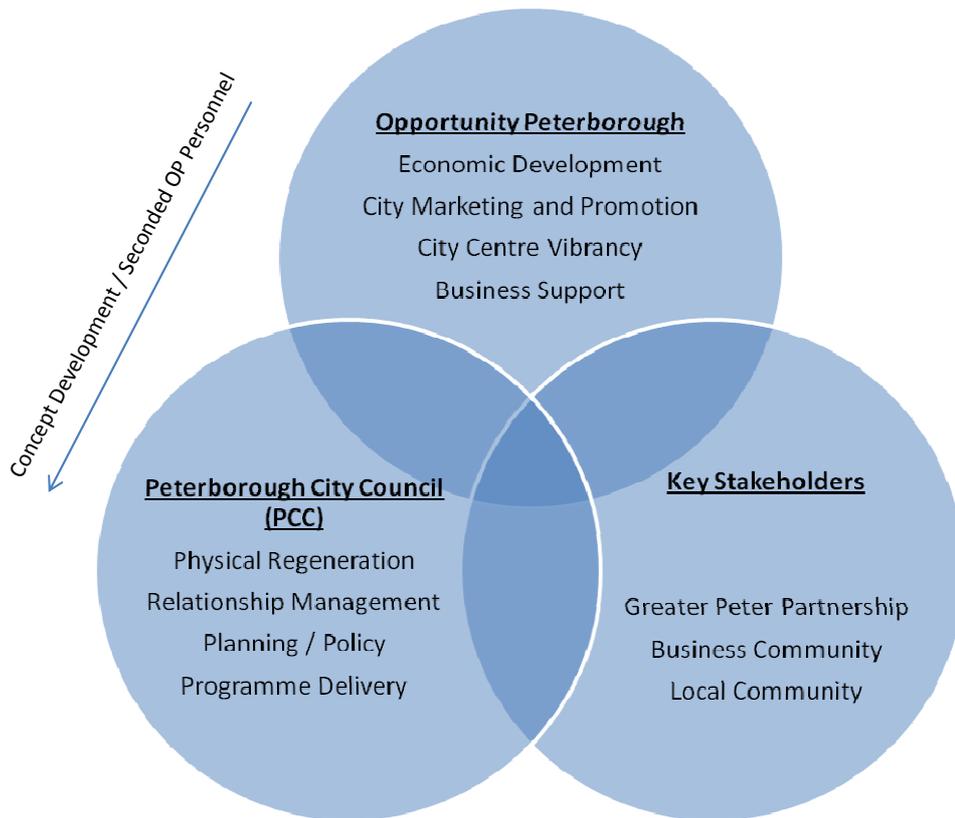
PDP year 1 cost estimates

South Bank	Forecast quarter for completion	Year 1
Outputs		
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>
 City centre developments		
Outputs		
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>
 New homes delivery partnership with Cross Keys Homes		
Outputs		
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>
 Multiversity: assets financing and delivery plan		
Outputs		
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>
 Infrastructure finance and delivery: design and establishment of long-term arrangements		
Outputs		
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>RES Vision: 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>Skills</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
Communities and Local Government's Vision: is of prosperous and cohesive communities, offering a safe, healthy and sustainable environment for all...	
GO-East Vision: Transforming Lives, Transforming Places – Creating Sustainable Communities.	
East of England Plan – Overall Spatial Vision: 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
Sustainable Community Strategy Vision: A bigger and better Peterborough that grows the right way That through truly sustainable development and growth: <ul style="list-style-type: none"> • Improves the quality of life of all its people and communities and ensures that all communities benefit from growth and the opportunities it brings • 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 	
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

PCC Priorities	OP Contribution
Peterborough City Council: 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

HCA Priorities	OP Contribution
<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.

CABINET	AGENDA ITEM No. 7.1
29 MARCH 2010	PUBLIC REPORT

Cabinet Member(s) responsible:	Cllr John Holdich, Cabinet Member for Education, Skills and University	
Contact Officer(s):	John Richards, Executive Director Children's Services; Mel Collins, Assistant Director, Children's Services)	Tel. 01733 864011

14-19 Learning Reform Strategy and the transfer of 16-18 learning responsibilities from the Learning & Skills Council (LSC) to the City Council.

R E C O M M E N D A T I O N S	
FROM : <i>Cabinet Member for Education, Skills and University</i>	Deadline date : <i>n/a</i>
1. This report is submitted to Cabinet for information on the final stage of the transition and transfer of responsibilities for 16-19 education from the Learning and Skills Council (LSC) to the Local Authority (LA) – known nationally as Machinery of Government changes (MOG).	

1. ORIGIN OF REPORT

- 1.1 Cabinet received an initial report on the changes for 16-19 year olds and Government proposals to transfer 16-18 funding from the Learning and Skills Council to the Local Authority in September 2008. This report provides an update on the position.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to:

Provide additional information to Cabinet on the progress with the MOG transfer of responsibilities for 16-19 education from the LSC to the LA.

- 2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.1 'to take collective responsibility for the delivery of all strategic executive functions within the Council's major policy framework and lead the Council's overall improvement programmes to deliver excellent services'.

- 3. TIMESCALE** (If this is not a Major Policy item, answer **NO** and delete second line of boxes).

Is this a Major Policy Item/Statutory Plan?	No
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4. WHAT IS CABINET BEING ASKED TO DECIDE?

- a) Cabinet is asked to note the progress to date in the transfer of responsibilities for 16-18 learning, the opportunities and challenges emerging from 16-18 commissioning in delivering the Government's 14-19 Learning Reforms;

- b) Endorse the strategic direction of travel proposed in this paper for integrating the 14-19 strategy and the 16-18 funding arrangements within the Children's Plan and the City's Adult Learning and Skills Strategy.

4.1 In September 2008 the Cabinet received an initial report on the Changes for 16-19 Year Olds and the Government proposals to transfer 16-18 funding from the Learning and Skills Council to the Local Authority.

Cabinet approved the Phase 2 of the Peterborough 14-19 Strategy and agreed:

- That any necessary amendments to the Phase 2 Strategy, following on from further expected guidance from the Department for Children, Schools and Families (DCSF) on partnership, planning and implementation, be delegated to the Executive Director for Children's Services in consultation with the Portfolio Holder for Education, Skills and the University;
- That in order to manage the transfer of responsibilities from the Learning & Skills Council (LSC), Peterborough participate in a formal 'sub-regional partnership' with Suffolk, Norfolk and Cambridgeshire Councils for the purpose of joint commissioning of 16 – 19 provision in the sub-region from April 2010 onwards;
- That the detailed arrangements for the establishment of the sub-regional grouping be delegated to the Executive Director for Children's Services in consultation with the Portfolio Holder for Education, Skills and the University.

Below is an update on progress since September 2008.

4.2 14-19 LEARNING REFORMS

4.2.1 The 14-19 Learning Reform programme is the most significant attempt since the second World War to reform post-16 education in England and Wales and to bring it up to the standard needed to compete effectively in the global world of the 21st Century.

Overpage is a brief outline of progress to-date in Peterborough in developing the new 14-19 Curriculum:

In 2010-11

- Seven of the new **Diplomas** will be on offer at all three levels across the City.
- **Two Foundation Learning Tier pilots, one at Peterborough College of Adult Education (PCE) and one at Peterborough Regional College (PRC)** have been launched to support young people requiring personalised learning and functional skills support.
- **New Apprenticeship** programmes will have been launched by the National Apprenticeship Service.
- A new **Common Application Process (CAP)** has been put into operation alongside the City's 14-19 Prospectus offering all Young People access to the full range of 14-19 courses on offer and the opportunity to create Individual Programmes of Learning.
- A new **Employer Engagement Strategy** is in operation supporting employer involvement in the new curriculum and expanding the range and type of work-placements and work related activities available.
- A new **Children's Services Workforce Development Programme** will be available to support staff training and team planning for the new curriculum.
- A number of **Stem Centres and Skills Centres** will be developed, one proposed for the city centre within the stadium complex and another focused on manufacturing/engineering at Arthur Mellows Village College.

And all of this will be being delivered, not by individual schools and colleges competing

for students, but by the new Team Peterborough 14-19 Partnership operating across Peterborough under the strategic direction of the Children’s Trust, through the 14 -19 Education Planning Partnership and sub operational groups. The **City Council** will be **The Commissioner** of all education and learning for 16-18 year-olds – replacing the LSC – working alongside its sub-regional partners Cambridgeshire, Suffolk and Norfolk.

4.2.2 Progress on implementing the 14-19 learning agenda in Peterborough has been satisfactory. Through the government office 14 -19 Progress Check the grading of qualitative indicators has improved with the effectiveness of 14 -19 Partnerships being graded as Amber/Green as well as the indicator for whether the area has sufficient facilities to deliver the 14 -19 reforms.

However, the City does face some particularly severe challenges with both participation rates in learning for 16-18 year-olds and the number of young people who are not in education, employment or training (NEET) above the regional average – although there are signs of improvement in recent statistics.

Equally, achievement at both GCSE and A level is below national averages and statistical neighbour comparators and so needs significant improvement to meet the targets set by the Department for Children, Schools and Families (DCSF) and the Local Area Agreement (LAA).

4.3 16-18 TRANSITION

4.3.1 Under the Machinery of Government (MOG) arrangements, responsibility for the funding and commissioning of learning for 16-18 year-olds will transfer from the Learning & Skills Council (LSC) to Peterborough City Council/Local Authority in April 2010. This transfer is designed to give local authorities (LAs) responsibility for all learning and training for children and young people aged 0 – 19 (and up to age 25 for learners with special needs) in their area and to make them fully accountable to the DCSF for planning and delivering the Government’s 14-19 Reforms from 2013 onwards.

4.3.2 For Peterborough this 16-18 transition includes the transfer of 5 LSC staff, the transfer of the LSC 16-18 budget, totalling £24,819,197 and a staffing budget of £349,272 (see table below for further detail), the creation of a sub-regional grouping (SRG) comprising Suffolk, Cambridgeshire, Norfolk and Peterborough, and the move to a National 16-18 Commissioning Framework (NCF). The period until March 2010 is referred to by the LSC as the ‘shadowing phase’ during which the new arrangements are due to settle into place ready for April 2010.

Funding Strand	April 2010 - July 2010	August 2010 - March 2011	Financial Year 2010/11
** LSC sixth form funding	3,333,401	6,052,889	9,386,290
** FE providers & Entry to Employment (E2E)	5,285,921	10,146,986	15,432,907
Staffing budgeted			349,272
Total	8,619,322	16,199,875	25,168,469

** This funding is pass ported directly to schools and FE providers

Management of the 16-18 transition programme in Peterborough and the diverse work-streams (from staffing and funding through to learning provision for children and learners with special educational needs and learning difficulties and/or disabilities – LLDD), is being co-ordinated by the Strategic Machinery of Government Group (SMoGG) chaired by the Assistant Director for Learning and Skills (Mel Collins) with operational management and oversight devolved to the Director of 14-19 (Allison Sunley).

4.3.3 Progress to date on the Peterborough 16-18 transition programme can be summarised as follows:

- The LSC team transferring to the City Council has been announced and the officers concerned are currently undergoing appropriate induction arrangements into the City Council. Led by the 14-19 Director, Allison Sunley, the LSC team will continue to organise the allocations of funding to school sixth forms and colleges locally until April 2010 and develop their working relationships with colleagues in the Children's Services Directorate.
- This is an experienced team with established working relationships with local schools, colleges and training providers. This should re-assure both members and stakeholders that this transfer of responsibilities will go smoothly with relatively little disruption.

5. 16-18 COMMISSIONING

5.1 The National Commissioning Framework (NCF) for 16-18 learning has now been published. It sets out in detail the Local Authority's responsibilities for planning, commissioning, funding and performance management of the 16-18 learning provision and the new landscape that authorities will be working within in relation to learning for young people aged 16 and over, including:

- the Young People's Learning Agency (YPLA)
- the Skills Funding Agency (SFA)
- the National Apprenticeship Service (NAS)

The roles and relationships of these new bodies are briefly described in Annex B. In particular the National Commissioning Framework (NCF) describes the Sub-Regional (SRG) and Regional Planning Groups (RPG) through which Authorities will be commissioning provision across counties and across the region. Peterborough has joined an East England Sub-Regional Group (SRG) with Suffolk, Norfolk and Cambridgeshire. This is one of the largest SRGs in the country and it reflects the diversity of Peterborough's borders and close proximity to Norfolk, Suffolk and Cambridgeshire. This group now meets regularly and has begun discussions on cross-border issues, joint support and cross-county commissioning.

5.1.1 The new 14-19 landscape is complex. The proposed National Commissioning Framework (NCF) operates to a tight timescale in ensuring that the priorities in each LA's *Local Statement of Need* are effectively negotiated with other unitaries and counties in securing funding from the DCSF. Although the National Commissioning Framework provides extensive detail on commissioning procedures, how the whole system will operate in practice has yet to be fully worked through. The NCF guidance is currently out for consultation and REACT (Raising Expectations Action Programme), the Local Government support programme for 16-18 learning, has itself published a 'high level guide' for local councils (www.lga.gov.uk/react). The City Council's response to the NCF consultation and that of its Sub-Regional Grouping (SRG) is currently being developed.

5.1.2 The initial issues that are emerging include:

- The development of a Peterborough City Council *Statement of Need* and the processes that will be needed to agree it within the context of the Children's Plan and to progress it through the Sub-Regional and Regional Planning Framework (Annex C summarises the current Peterborough Local Statement of Need drawn up by the local LSC).
- The nature and role of the Sub-Regional Group (SRG) in supporting the City Council with specialist services such as those for commissioning special educational needs (SEN) and the process by which members of the sub-regional group agree their joint application to the Young People's Learning Agency, negotiate cross-border planning and commission further education (FE) colleges and training providers.

- The actual extent of the local authority's powers to commission new provision, given that most of the 16-18 learning funding, some 95 – 98%, is already committed to post-16 providers such as school sixth forms and colleges.

The number of young people – nearly 1000 per year in all according to the LSC – who choose to study post-16 education outside of Peterborough in Lincolnshire, Bedfordshire, Northamptonshire, Essex, Norfolk and Cambridge. Given that many of these young people choose Sixth Form Colleges or FE institutions, the City is experiencing a significant outward migration of some of its most able students, which inevitably impacts on participation and performance rates within the City.

6. THE CHALLENGES & THE OPPORTUNITIES

- 6.1 The transfer of 16-18 learning responsibilities from the LSC to the City Council is undoubtedly challenging. However, with strong support from the local LSC, it is being handled effectively in Peterborough with minimum disruption.
- 6.2 The transfer, however, was also intended to create opportunities for transformational change and for enabling and encouraging LAs to plan for all children and young people aged 0-19 (and up to 25 for young people with special needs), integrating 14-19 planning within the aims of the Children's Plan and linking it effectively with the Economic and Skills strategy for the city and region.
- 6.3 The two key challenges all LAs face are:
- Raising the Participation Age (RPA) to 17 by 2013 and to 18 by 2015 and delivering the new 14-19 Curriculum to ALL young people resident in their area.
 - Delivering more for less in a period when economic recovery will be fragile and public spending highly constrained.
- 6.4 Despite the anticipated restrictions on 16-18 funding and the limited opportunities to fund growth and new provision, the new National Commissioning Framework (NCF) does offer LAs the opportunity to be more innovative, strategic and robust in their commissioning role and more decisive in 'performance managing' the 16-18 learning sector.
- 6.5 The National Commissioning Framework equally has the potential to encourage schools, colleges and training providers to develop more robust and sustainable 14-19 Partnerships; partnerships capable of achieving significant economies of scale, capable of creating their own governance arrangements, capable of serving their wider communities in a more extended form. With one 14-19 Team Peterborough Partnership in Peterborough having a combined budget totalling £24,819,197 and a staffing budget of £349,272 (refer to table in 4.3.2) there is a real opportunity for providers in Peterborough to 'weather the storm' ahead, protect their sixth forms and generate the sort of community engagement or social capital that will form the educational, social and economic landscape of the future.
- 6.6 The rationalisation of post-16 provision is likely to become an essential feature of the future if small school sixth forms are to survive and thrive. The Secretary of State, Ed Balls, has recently argued that only by joining together and by forming trusts or federations, will schools survive the forthcoming restrictions on public funding and protect their staff and their jobs ('Securing our future: using our resources well, DCSF). This is now a timely opportunity for Peterborough to consider combining the power of commissioning and integrated planning at the strategic level with the power of *partnership working* and federations or trusts at the local level. This would create a new and more unified educational framework, one that is capable of achieving substantial economies of scale whilst driving up performance and innovation equally. This in turn would liberate teachers and particularly headteachers from bureaucracy and administration allowing them to focus on teaching and pupil needs.

This is the model that is being explored by the National College of School Leadership (NCSL) and it offers a framework for drawing together many of the key developments in Peterborough such as the 14-19 Education Partnership, the Building Schools for the Future (BSF) programme and the extended schools agenda and for devolving more power and responsibility to the local community through Neighbourhood Councils and locality working.

- 6.7 The 14-19 Entitlement in turn offers the City Council the opportunity to champion the needs of the most vulnerable young people in Peterborough - whether they are young people who are NEET (Not in Education, Employment or Training), have a SEN/LDD, are in custody or in care – and to transform learning not only through the new Diplomas but through Apprenticeships and particularly the new Foundation Learning, so desperately needed by those with low GCSE grades and low functional skills in literacy, numeracy and IT.

With relatively low participation rates for 16-18 year-olds, a high percentage of youngsters categorised as NEET and an educational performance below national averages and statistical neighbours, Peterborough has to make 'step changes' to transform learning and raise participation. The new 16-18 Commissioning framework, 14-19 Strategy for Change have the potential to lead, support and drive the City's vision for transforming learning in communities alongside the other programmes of reform for children and young people in Peterborough. Much, however, depends on the City's appetite for change and the arrangements needed to lead it and co-ordinate it.

- 6.8 The National Commissioning Framework requires LAs to integrate their 14-19 strategies more closely with the Children's Plan and to link it more closely with their strategies on Adult Learning and Skills and Economic Planning. Joint work on the skills agenda and the integration of educational planning with economic planning is a significant opportunity for Peterborough to pursue its plans for community regeneration in pursuit of Peterborough's ambitions.

The Learning and Skills teams and the Young People's Service within children's Services already work closely with the 14-19 team and the notion of a 14-19 Entitlement necessitates a full Needs Analysis to be undertaken that reflects both the needs of young people and the emerging needs of the Peterborough economy. The new Diploma and Apprenticeship programmes will then be able to link up more directly with the economic and employment needs of the future and so provide real inspiration for young people today in their chosen field.

7. CONSULTATION

- 7.1 Consultation has taken place with:

- Providers
- Staff – through 1 to 1 discussions
- Young People through Connexions activity
- Wider staff groups through the consultations around the Children's Services Delivering through Localities statutory consultations.

- 7.2 It is planned that from the 1st April 2010 a provider reference/consultation group will be established to ensure that the process of transition does not impact negatively on Peterborough provider's capacity to deliver and secure improved outcomes.

8. ANTICIPATED OUTCOMES

This report is intended to inform the Cabinet on progress with the 14-19 learning agenda in Peterborough and to identify the key issues emerging from the transfer of learning responsibilities for 16-18 year-olds from the LSC. Whilst no specific approvals are being sought at this stage, the Cabinet is asked to endorse the strategic direction of travel proposed and as before, to continue to delegate to the Executive Director for Children's Services and his senior officers specific responsibility for implementing the 14-19 Reforms, for developing the

16-18 commissioning strategy and governance arrangements, and for reporting back to the Cabinet through the Portfolio Holder for Education, Skills and the University as appropriate.

9. REASONS FOR RECOMMENDATIONS

The transfer of responsibilities for 16-19 commissioning is a governmental statutory requirement. Under the Machinery of Government (MOG) arrangements, responsibility for the funding and commissioning of learning for 16-18 year-olds will transfer from the Learning & Skills Council (LSC) to Peterborough City Council/Local Authority in April 2010. This transfer is designed to give local authorities (LAs) responsibility for all learning and training for children and young people aged 0 – 19 (and up to age 25 for learners with special needs) in their area and to make them fully accountable to the DCSF for planning and delivering the Government's 14-19 Reforms from 2013 onwards.

10. ALTERNATIVE OPTIONS CONSIDERED

The LA does not have any alternative option as the transfer of responsibilities for 16-19 commissioning from the LSC to the LA is a governmental statutory requirement.

11. IMPLICATIONS

11.1 WHO WILL BE AFFECTED BY THIS DECISION?

- Peterborough City Council staff involved in the delivery of the 14-19 Strategy.
- LSC 16-18 team & commissioning duties.
- Young people aged 14-19 in Peterborough.
- 14-19 learning providers including schools and colleges.

11.2 WHAT ARE THE KEY ISSUES TO CONSIDER?

- Progress to date on the transfer of LSC staff and responsibilities for 16-18 learning to the City Council.
- The challenges and opportunities arising from the transfer.
- The implications of the new National Commissioning Framework & Commissioning arrangements for commissioning and procurement of 16-18 learning provision.

11.3 WHAT ARE THE RESOURCE AND RISK IMPLICATIONS?

The Resource implications include:

- The successful transfer of the 5 LSC staff to the City Council.
- The transfer of the budget allocation and future 16-18 funds.

The Risk implications include:

- Disruption to the 16-18 funding allocation currently handled by the Learning & Skills Council (LSC).
- Staffing shortages within the LSC team identified for the City Council.

The Machinery of Government (SMoGG) Group has instituted and prioritised a full Risk Register that is regularly reviewed and updated.

11.4 WHAT ARE THE TIMESCALES ASSOCIATED WITH THIS DECISION?

The formal transfer of 16-18 funding and responsibilities takes effect on 1st April 2010, and the transition phase or 'shadowing' is currently underway.

12. BACKGROUND DOCUMENTS

- a) 'Raising Expectations: enabling the system to deliver' (DCSF March 2008, www.publications.dcsf.gov.uk)
- b) National Commissioning Framework (www.dcsf.gov.uk/14-19)
- c) East Anglian Sub-Regional Group application to DCSF (Dec 2008)
- d) Report to the Cabinet in September 2008
- e) 'Securing our future: using our resources well' DCSF 2009 (www.teachernet.gov.uk/publications)

CABINET	AGENDA ITEM No. 7.2
29 MARCH 2010	PUBLIC REPORT

Cabinet Member(s) responsible:	Councillor David Seaton, Cabinet Member for Resources	
Contact Officer(s):	Christina Wells; Head of Strategic Improvement and Partnerships Division	Tel. 863604

PERFORMANCE MONITORING REPORT – QUARTER 3 2009/10

R E C O M M E N D A T I O N S	
FROM : Corporate Management Team (CMT)	
Cabinet is requested to note performance against the Local Area Agreement priorities for the third quarter of 2009/10.	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following a referral from CMT.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to provide Cabinet with an overview of quarter 3 (October 09 – December 09) performance against the targets and indicators in the Local Area Agreement.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.1 'to take collective responsibility for the delivery of all strategic Executive functions within the council's Major Policy and Budget Framework and lead the council's overall improvement programmes to deliver excellent services'.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO
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4. PERFORMANCE MONITORING REPORT – QUARTER 3 2009/10

4.1 Creating Strong and Supportive Communities

The recent reduction in serious acquisitive crime has continued this quarter, with continued reduction in vehicle crime in addition to reduced numbers of burglaries. Whilst the levels of robbery remain higher than its target, quarter 3 has shown improvement, with December seeing the lowest level of robbery for 7 months.

Road safety is a key area of activity for the SaferPeterborough Partnership (SPP). Although due to reporting time-lags there has not yet been any data for December, the numbers of people killed or seriously injured on Peterborough's roads in 2009 is anticipated to be close to last year's levels. In addition, the number of fatalities has fallen, despite the severe weather experienced in the early and late months of 2009.

Key areas of strong performance

- Serious acquisitive crime has fallen in Peterborough, with levels of vehicle crime and burglary improving
- Place survey results suggest that the number of our citizens who feel that they belong to their neighbourhood is increasing
- A solution centre focusing on engagement with communities has led to innovative solutions
- Delivery of Great Eastern Run with over 5000 entrants

Areas of current focus for improvement

- Secondary arson levels remain a concern, despite a fall in December
- The number of people seriously injured on Peterborough's roads has remained at similar levels to last year
- The number of assaults in Peterborough has increased from the previous quarter

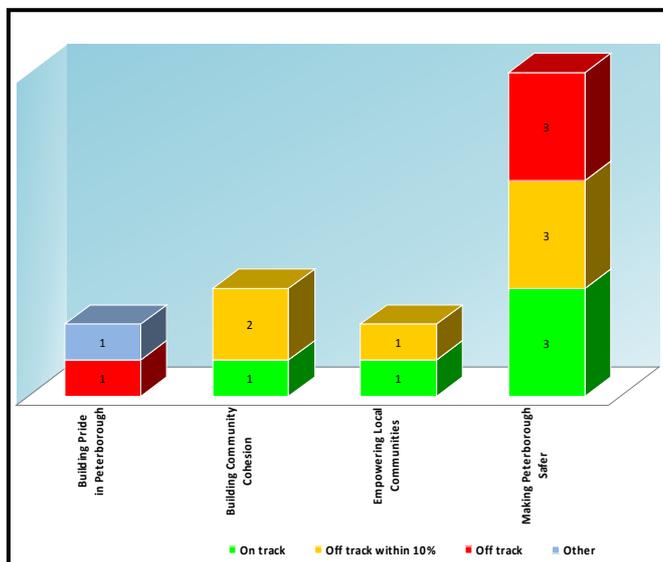
After higher levels in quarter 2, tackling violent crime has been a focus for the SPP in quarter 3. The closure of New Road, identified as a hotspot for alcohol-related violent crimes, during the evenings in the Christmas period has seen a reduction in the number of incidents in this vicinity and has been considered a success. In addition, daily management meetings within Cambridgeshire Constabulary are reviewing each incident of violent crime to ensure that there is a robust approach to preventing these crimes.

Good progress is being made with work to bring

Peterborough's diverse communities together. The festive season saw a large amount of community events including those based around Christmas and Diwali which were well-attended by people from different backgrounds. In addition, latest results from the Place Survey suggest that there has been a slight increase in the number of people who believe those from different backgrounds get on well. Our work on Preventing Violent Extremism work is now being recognised nationally as good practice. There is real engagement from groups such as the Muslim Community Reference Group and we are being asked to present to a variety of conferences.

Improvement activities in Quarter 4

- Arson Investigation Unit has been set up to work as part of the Safer Peterborough Partnership Team.
- Community planning process to continue, providing communities with input into actions within their areas.
- The SaferPeterborough Partnership has commissioned an action plan to specifically address recent increases in robbery levels



The full neighbourhood management team is now in post and are recording a significant number of early examples of joined up working through a neighbourhoods approach. Additionally, there have now been two full rounds of Neighbourhood Council meetings, with varying degrees of public attendance and participation. As part of the Neighbourhood Management model, a comprehensive community planning process has begun which will lead to the development of a prioritised and evidenced plan for activity in each of Peterborough's localities.

Five of the priority's 16 indicators are currently on track against their targets, with four off track. Compared to quarter two there are now four indicators considered to be off track, compared to only one previously. Overall this priority has declined slightly from the previous quarter.

4.2 Creating the UK's Environment Capital

Peterborough continues to focus on climate change with a number of initiatives making positive contributions to the city's ambition to become the UK's Environment Capital.

Work has continued to raise citizens' awareness of their own impact on the environment. The launch of Peterborough's Heat Loss Study has helped residents to gain an indication of their home's carbon footprint, and since its addition to the council's website has been accessed by over 6000 residents. The next stage of the study will see a handheld camera used to capture heat loss information from rural communities. Commencing in February, the Community Energy Challenge project has been set up by the newly-established Werrington Footprint group and the city council's climate change

Areas of current focus for improvement

- The number of people using the city's buses has reduced over the first half of 2009/10
- Reports of fly tipping have increased compared to last year
- Peterborough is currently missing its CO₂ emissions reduction targets
- The levels of recycling and waste being sent to landfill have not met their quarterly targets

Key areas of strong performance

- Street inspections have shown that Peterborough's streets are clean, with low levels of litter, detritus and graffiti
- The city's environmental goods and services sector continues to grow
- Peterborough's schools have developed School Travel Plans to encourage their children to use sustainable transport
- The environmental awareness of Peterborough's citizens is high thanks to effective education and promotion of the sustainability agenda
- We manage our wildlife sites effectively

team, and is funded by Improvement East. Fifty volunteer residents will be given energy monitors to see which household can

achieve the greatest reductions in energy and subsequent energy costs within an allotted time. This will help to raise awareness of energy consumption for the participants as well as being a high profile project to raise awareness in the local community. This pilot project will be extended to the rest of the city later in the year.

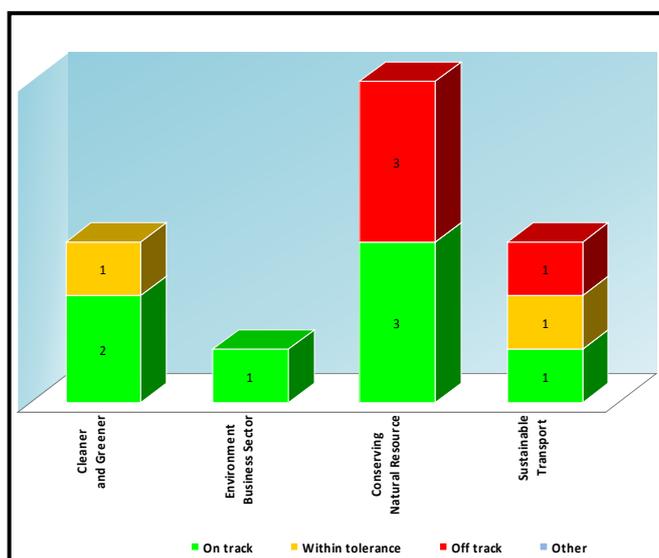
An eight-week trial to divert waste material from landfill to

become Refuse Derived Fuel was completed at the end of December – this had the effect of decreasing waste sent to landfill by 2.2%. The level of recycling rejected due to contamination has also decreased significantly to six per cent in December, showing an improvement in the quality of materials collected and the value of our education campaigns. Whilst this has not yet brought our levels of recycling back on target, this is an improvement in an area that has negatively affected our performance earlier in the year. Waste collections have moved to a four-day week, providing a more efficient service to householders. Letters to residents informing them of this change also contained recycling information in order to reiterate the message and importance of 'clean' recycling.

Improvement activities in Quarter 4

- Introduction of 'smart card' technology will help to improve convenience and reliability of buses
- A new fly tipping action plan has been created and will be implemented
- Further surveying of rural communities will identify areas of high CO₂ emissions
- Two officers have been recruited to engage with communities that have low recycling rates

Despite these positives there are some areas in which we need to improve. Quarter 2 figures received from Stagecoach show that the number of bus passenger journeys taken in the city has fallen compared to the first



half of last year; initial exploratory work suggests that the economic downturn and number of jobs lost in the city have affected the number of journeys being taken. Planning is underway to identify actions that will help to reverse this decline. Passenger Transport and Travelchoice continue to work on the promotion of buses, cycling and walking. New cycling and walking leaflets are currently being prepared and rural area guides have been released. Cycle promotions have included a large floor vinyl cycle map in the Queensgate Centre and a 'using cycle lights' campaign with the local police.

Seven of the priority's 13 indicators are currently on track against their targets, with four off track. This compares well to quarter two where only four of the indicators were on track. Overall this priority has improved from the previous quarter.

4.3 Creating Opportunities, Tackling Inequalities

Overall performance against this priority is somewhat mixed, with a number of areas of success being tempered by some important areas where improvement is needed.

A key area of success recently has been the release of validated Key Stage 2 data, which showed that we are meeting our targets for Peterborough's children progressing by two levels from KS1 in both maths and English. Maths results were particularly pleasing with Peterborough being ranked 45th of 153 local authorities for boys at KS2

Although the number of children achieving 5 A*-C grades at GCSE (including English and Maths) has increased from last

year, we are still below the national

average. Plans for addressing this risk include working with all of the city's secondary head teachers to support poorly performing schools, challenging and intervening in our 4 most needy secondary schools and employing rigorous quality assurance procedures ensuring the team are 'doing the right things, in the right schools at the right time'.

The Health and Wellbeing Partnership Board is actively challenging and supporting the delivery of improvements in healthy lifestyles which will contribute to a number of our indicators, in particular those around healthy eating, alcohol misuse, smoking

cessation and exercise. Although the level of people helped to quit smoking is marginally off target, there is confidence that by the year end we will be on track, thanks to targeted work during quarter 4, particularly in the run-up to No Smoking Day on March 10. However, it is recognised that a number of the key areas of risk within this priority, including childhood obesity and mortality rates, require long-term focus as opposed to gaining 'quick wins'.

The number of adults participating in sport and active recreation has fallen in quarter 3, although the overall use of council-run facilities for the entire year is only marginally below its targets. Quarter 3's figures were particularly affected by the poor weather in December which led to a large amount of cancelled bookings – although January is expected to show an upturn as it is traditionally a peak month with New Year's resolutions in full force.

Key areas of strong performance

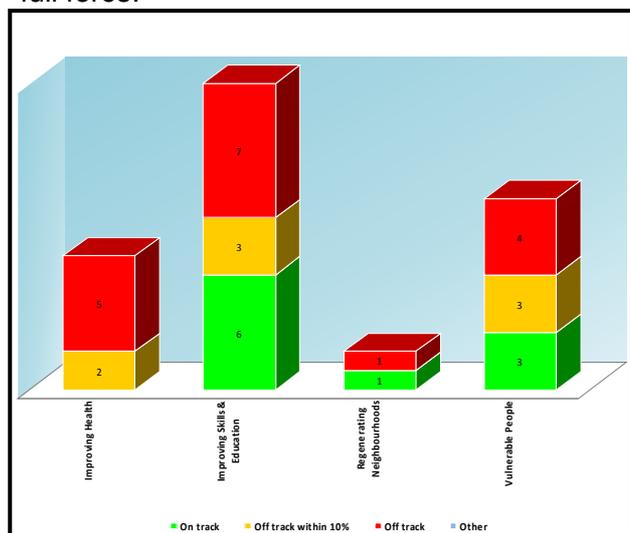
- We have exceeded expectations and targets for children progressing between KS1 and KS2 in English and Maths
- Funding secured to run three courses to improve employability of local residents
- Peterborough is above its target for providing stability for children in care.
- We have been rated better than the national average at providing services for disabled children

Areas of current focus for improvement

- Children achieving 5 good GCSEs has shown an increase but remains below target
- Levels of alcohol-related hospital admissions remain higher than last year
- Our teenage pregnancy rate is not decreasing as quickly as required
- The amount of young people not in education, employment or training has remained high due to the economic downturn

Improvement activities in Quarter 4

- A Children's Trust workshop in January 2010 will ensure that improving learning outcomes are owned by all Children's Trust partners
- Health workers have been recruited and trained to work within communities and improve health of residents.
- The Future Jobs Fund continues to provide opportunities to get young people back into work with over 80 new positions due to begin in quarter 4



Teenage pregnancy remains a concern in Peterborough – although our rate is decreasing it is not doing so quickly enough compared to either last year's figures or our LAA targets. A Sexual Health needs assessment, providing a holistic view of sexual health provision in Peterborough will inform future commissioning and help to tackle some of the problems around this area – this is due to be completed in March 2010.

Ten of the priority's 35 indicators are currently on track against their targets, with 17 off track. There are an additional 5 indicators now considered to be off track this quarter. Overall, this priority has declined from the previous quarter.

4.4 Substantial and Truly Sustainable Growth

Although the UK has officially moved out of recession, the mood about Peterborough's local economy remains one of cautious optimism. However, a recent EEDA report has suggested that Peterborough is well-placed to emerge from recession faster than other parts of the UK, even though it is recognised that full economic recovery will be a long-term process.

Due to the national economic downturn, central government has allowed the renegotiation of four National Indicators relating to the city's economic prosperity. The review process allows targets for these indicators to be renegotiated based around figures that remain challenging, yet achievable in the current economic climate. The recommendations from this process are due to be signed off in February 2010 and Peterborough's LAA document will be refreshed and resubmitted in March.

Key areas of strong performance

- It is anticipated that we will exceed the target figure for the overall number of new homes provided by end of March 2010
- By the end of quarter 3 we have already exceeded our annual LAA target for the delivery of affordable homes
- Footfall in Queensgate centre was almost 30% above its target for the quarter

Areas of current focus for improvement

- The city's overall unemployment rate is significantly higher than the national and regional averages
- A high number of vacant shop frontages remain in the city centre and district centres

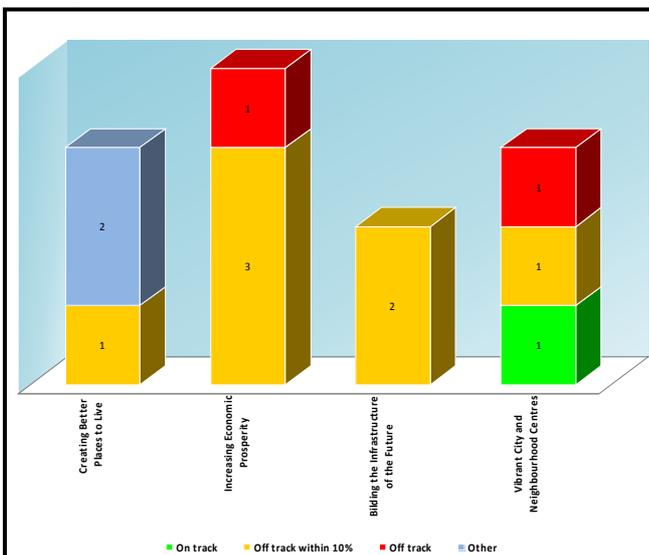
To assist with this process, there has been a restructure of the way in which growth is delivered in Peterborough. Opportunity Peterborough will focus on economic growth and development, including upskilling the city's workforce and promoting the city to businesses. PCC will house a new Delivery team which will focus on physical growth and regeneration of the city. Finally, the new Peterborough Delivery Partnership will be created to put these ideas into practice, by attracting investment and effectively managing programmes to be delivered on time and within budget for the benefit of the city.

Despite the economic downturn, Peterborough is continuing to grow. The number of new homes delivered in the city reached 2/3 of its yearly total by the end of quarter 2, and although monitoring of sites was hampered by poor weather in December and January it is anticipated that the end of year figure will be met and exceeded. The provision of affordable homes has also continued to perform well, and our yearly LAA target has already been exceeded.

Improvement activities in Quarter 4

- Stock Condition Survey due for completion, which will provide an overview of the amount of 'decent homes' in Peterborough
- Review and refresh of economic prosperity indicators to be completed, allowing renewed focus for the city to meet achievable targets

The number of visitors to Peterborough's city centre in quarter 3 vastly exceeded expectations, with the Queensgate centre seeing over 5.2 million visitors during this period – with over 2.5m in December alone. Although there are still a high number of empty shop frontages in Peterborough city centre many of these are being put to alternative use, with the opening of the new Destination Centre in Bridge Street in November and the Women's Enterprise Centre in February 2010.

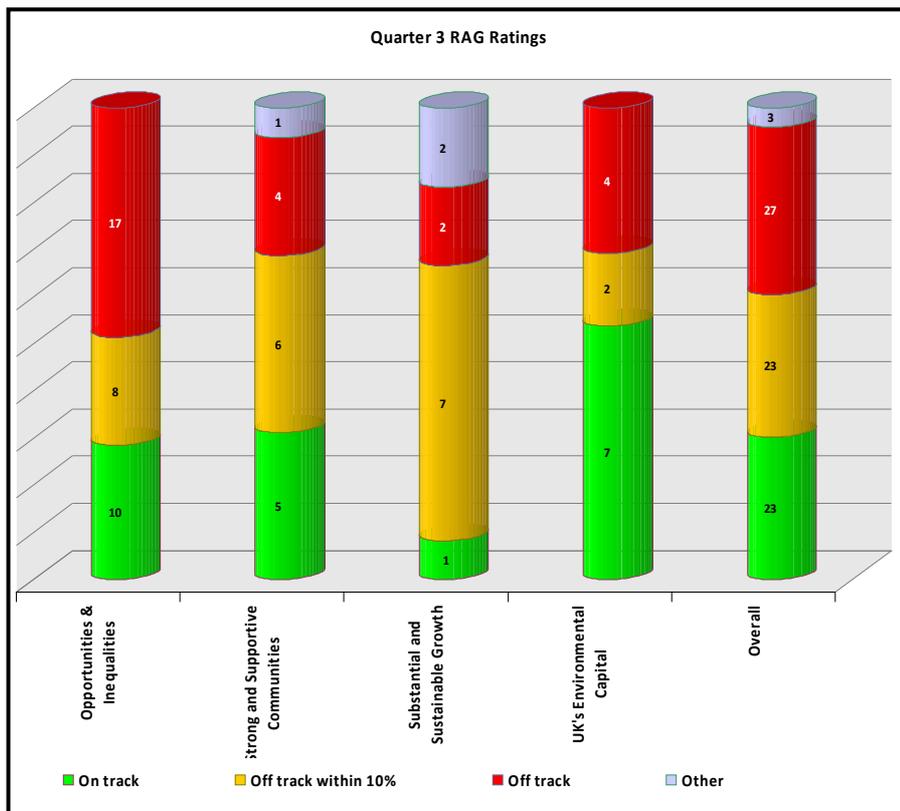


Only one of the priority's 12 indicators is currently on track against its target, with two off track.

As a consequence of the restructuring as detailed above, there have been problems with reporting across the contributors for this priority - though this is currently being resolved. Once the restructure is implemented it is anticipated that performance will improve.

4.5 The overall picture...

Quarter 3 has shown that our overall situation is very similar to that at the end of quarter 2, though there has been a slight decline in our overall RAG ratings.

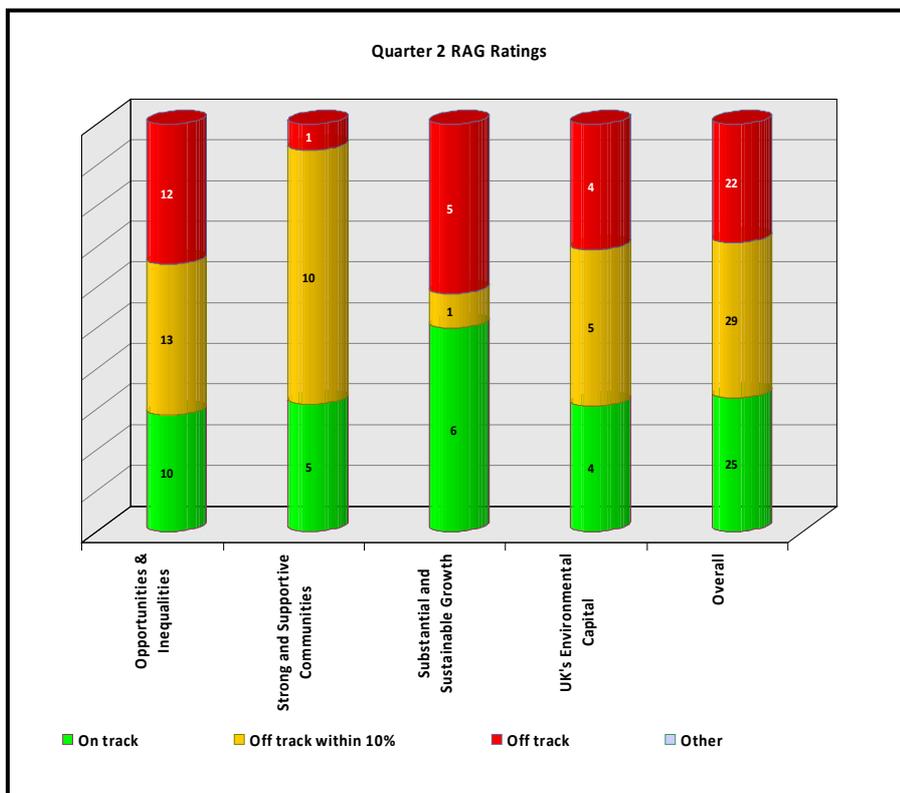


Opportunities and Inequalities has shown a decline, with 5 more indicators rated as 'red' than during quarter 2. A number of these are in the 'Improving Health' outcomes and have long-term action plans in place to tackle prevalent health inequalities.

Strong and Supportive Communities has seen a decline from quarter 2. There are an additional 3 indicators rated as 'red' although this now includes indicators measured through the Place Tracker Survey, for which data had not previously been available.

Substantial and Sustainable Growth has shown a decline since the previous quarter. However, it is anticipated that with the target re-negotiation process with GO-East being completed in February new targets will be more achievable. There have been issues around securing quantitative data for a number of indicators within this priority which has made it difficult to assess the overall performance – these are currently being resolved.

Quarter 3 has seen an improvement in the Environmental Capital priority, although areas of concern remain around waste and recycling. Our street cleanliness, with regards to litter and detritus, continues to show excellent results after two of the three annual inspections.



5. CONSULTATION

Consultation has taken place with LAA Priority Directors, Outcome Lead Officers and members of CMT.

6. ANTICIPATED OUTCOMES

Cabinet is requested to note the contents of the report.

7. REASONS FOR RECOMMENDATIONS

The report is provided to Cabinet in order to enable informed discussion around areas of performance and accurately inform future decision-making.

8. ALTERNATIVE OPTIONS CONSIDERED

This report is presented for monitoring purposes.

9. IMPLICATIONS

Financial - none

Legal - none

Human Rights - none

Human Resources - none

ICT - none

Property - none

Procurement - none

LAA targets – update on performance included within the report.

10. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

Sustainable Community Strategy 2008-2021

Local Area Agreement 2008-2011

These documents can be found at www.gpp-peterborough.org.uk

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