

**STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY  
COMMITTEE**

**WEDNESDAY 22 JULY 2015  
7.00 PM**

**Bourges/Viersen Room - Town Hall**

**AGENDA**

**Page No**

**1. Apologies for Absence**

**2. Declarations of Interest and Whipping Declarations**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification " that has been disclosed to the Solicitor to the Council.

Members must also declare if they are subject to their party group whip in relation to any items under consideration.

**3. Minutes of the Meeting held on 11 June 2015**

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**4. Call In of any Cabinet, Cabinet Member or Key Officer Decisions**

The decision notice for each decision will bear the date on which it is published and will specify that the decision may then be implemented on the expiry of 3 working days after the publication of the decision (not including the date of publication), unless a request for call-in of the decision is received from any two Members of a Scrutiny Committee or Scrutiny Commissions.. If a request for call-in of a decision is received, implementation of the decision remains suspended for consideration by the relevant Scrutiny Committee or Commission.

**5. Portfolio Progress Report from Cabinet Member for Communities and Environment Capital**

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**CRIME AND DISORDER SCRUTINY COMMITTEE**

The Crime and Disorder Scrutiny Committee will sit for item 6 only on the agenda.

**6. Safer Peterborough Partnership Cyber Crime**

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**7. Community Asset Transfers**

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**8. Visitor Economy Strategy 2015 - 2020 Progress Report**

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**9. Forward Plan of Executive Decisions**

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**10. Work Programme**

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**11. Date of Next Meeting**

Wednesday, 16 September 2015

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<http://democracy.peterborough.gov.uk/documents/s21850/Protocol%20on%20the%20use%20of%20Recording.pdf>



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**Committee Members:**

Councillors: L Forbes (Chairman), C Ash (Vice Chairman), A Iqbal, P Faustino, R Bisby, S Martin, and J R Fox

Substitutes: Councillors: S Lane, B Saltmarsh, N Khan and P Thacker

Further information about this meeting can be obtained from Dania Castagliuolo on telephone 01733 452347 or by email – [danica.castagliuolo@peterborough.gov.uk](mailto:danica.castagliuolo@peterborough.gov.uk)

**MINUTES OF A MEETING OF THE  
STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE  
HELD IN THE  
BOURGES & VIERSEN ROOMS, TOWN HALL, PETERBOROUGH  
ON  
THURSDAY 11 JUNE 2015**

**Present:** Councillors: Faustino, Bisby, Coles, Forbes, Ash, J R Fox and Khan.

**Officers in Attendance:**

Kim Sawyer	Director for Governance
Adrian Chapman	Service Director for Adult Services and Communities
Robin Sissons	Head of Safer, Stronger, Supportive Communities
Belinda Child	Head of Housing & Health Improvement
Annette Joyce	Service Director for City Services and Communications
Paulina Ford	Senior Democratic Services Officer
Dania Castagliuolo	Democratic Services Officer

**1. Election of Chair**

The Director of Governance introduced the item in her capacity as proper officer and advised the Committee that, as agreed at Annual Council on 20 May 2015, the appointment of Chair and Vice Chair of the Scrutiny Committees fell to the individual Committees to make these appointments.

The director of Governance requested nominations from the Committee for the position of Chair of the Strong and Supportive Communities Scrutiny Committee.

Councillor Khan nominated Councillor Forbes and Councillor Fox Seconded the nomination.

There be no other nominations, Councillor Forbes was therefore, elected by the Committee as Chair of the Strong and Supportive Communities Scrutiny Committee for the 2015/2016 municipal year.

**2. Election of Vice Chair**

The newly elected Chair of the Committee requested nominations from the Committee for the position of Vice Chair of the Strong and Supportive Communities Scrutiny Committee.

Councillor Fox nominated Councillor Ash and Councillor Coles seconded the nomination.

There be no other nominations, Councillor Ash was therefore, elected Vice Chair of the Strong and Supportive Communities Scrutiny Committee for the 2015/2016 municipal year.

**3. Apologies for Absence**

Apologies for absence were received from Councillor Iqbal and Councillor Martin. Councillor Coles and Councillor Khan were in attendance as substitutes. Apologies were also received from the Youth Council.

**4. Declarations of Interest and Whipping Declarations**

There were no declarations of interest or whipping declarations.

## **5. Minutes of the Meeting Held on 19 March 2015**

The minutes of the meeting held on 19 March 2015 were approved as an accurate record.

## **6. Call in of any Cabinet, Cabinet Member or Key Officer Decisions**

There were no requests for call-in to consider.

## **7. Strong and Supportive Communities: Introduction, Overview and Work Programme**

The Service Director for Adult Services and Communities introduced the report along with his team who delivered a PowerPoint presentation (Attached at appendix 1).

The Committee was asked to discuss the detail contained within the presentation and to agree a Strong and Supportive Communities Scrutiny committee programme for the forthcoming municipal year.

Questions and comments were raised around the following areas:

- The three priorities of the Safer Peterborough Partnership Plan 1) Addressing victim-based crime by reducing re-offending and protecting our residents and visitors from harm. 2) Tackling anti-social behaviour. 3) Building stronger and more supportive communities
- Restorative Justice
- Cyber Crime
- Road Safety
- Communities and Safety Delivery Model
- Alcohol and Drugs
- Rough Sleepers and Homelessness Prevention
- Licensing for the Private rented Sector
- Care and Repair
- Fuel Poverty
- Housing Stock Health Hazards
- Community Cohesion
- Urban Parishing
- Review of the Peterborough 'One Community'
- Community Centres
- Communities Strategy
- Community Capacity Needs
- Travellers in the Wider Community
- City Market, regeneration and Marketing Plan
- Visitor Economy Strategy
- CCTV Service
- Illegal Trading, Chuggers and Begging

### **ACTION AGREED**

The Committee noted the report and agreed for the Service Director for City Services and Communications to circulate figures on Peterborough's Car parking usage to the Committee.

The Committee agreed to establish a Task and Finish Group to aid the development of a new Communities Strategy.

## **8. Review of 2014/2015 and Future Work Programme**

The Senior Democratic Services Officer introduced the report which provided the Committee with a review of the work undertaken during 2014/15.

The Committee was asked to consider the 2014/2015 year in review and make recommendations on the future monitoring of these items where necessary. The Committee was also asked to determine its priorities and develop a work programme for the forthcoming year.

### **ACTION AGREED**

The Committee agreed the agenda for July's meeting and agreed for the following items to be included within the work programme for the forthcoming year, along with further discussions to be had at the group representatives meetings:

- The City Market (Item from the last municipal year).
- Communities Strategy and the establishment of a Task and Finish Group.
- Community Asset Transfer Programme
- Rough Sleepers, Homelessness, Illegal Traders and Chuggers

## **9. Forward Plan of Executive Decisions**

The Committee received the latest version of the Council's Forward Plan of Executive Decisions, containing key decisions that the Leader of the Council anticipated the Cabinet or individual Cabinet Members would make during the course of the forthcoming month. Members were invited to comment on the Plan and, where appropriate, identify any relevant areas for inclusion in the Committee's work programme.

### **ACTION AGREED**

The Committee noted the Forward Plan of Executive Decisions.

## **10. Date of the Next Meeting**

The Chair advised the Committee that the next meeting was scheduled for Wednesday 22 July 2015.

*The meeting began at 7.00pm and ended at 9.10pm*

CHAIRMAN

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<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 5</b>
<b>22 JULY 2015</b>	<b>Public Report</b>

## **Report of the Cabinet Member for Communities and Environmental Capital**

**Report Author – Robin Sissons**  
**Contact Details – 07921938092**

### **PORTFOLIO PROGRESS REPORT FROM THE CABINET MEMBER FOR COMMUNITIES AND ENVIRONMENTAL CAPITAL**

#### **1. PURPOSE**

- 1.1 To provide Members with a progress report from the Cabinet Member for Communities and Environmental Capital in relation to matters relevant to this committee.

#### **2. RECOMMENDATIONS**

- 2.1 Members are asked to scrutinise the progress made on those aspects of the Cabinet Member's portfolio relevant to this Committee by providing challenge where necessary and to suggest ideas and initiatives to support the continued delivery of priorities within that portfolio.

#### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

- 2.2 The Sustainable Community Strategy aims to deliver a bigger and better Peterborough, through improving the quality of life for all. The portfolio held by the Cabinet Member for Communities and Environmental Capital supports the aspirations of the whole Sustainable Community Strategy, including those aspects that relate to the Strong and Supportive Communities priority.

#### **4. BACKGROUND**

- 4.1 The Councils Constitution sets out the responsibilities of the Cabinet Member, describing them as including being:

*Responsible for neighbourhood and community support including strategic and long-term problem solving and operational community issues and in particular the following:*

- (i) Community Cohesion*
- (ii) Community Safety*
- (iii) Drugs prevention*
- (iv) Youth Offending Service*
- (v) Troubled Families*

All of these responsibilities fall under the remit of the Strong and Supportive Communities Scrutiny Committee.

## 5. KEY ISSUES

### 5.1 Community Safety

- 5.1.1. Community safety in Peterborough is coordinated and governed by the Safer Peterborough Partnership, the city's statutory multi-agency community safety partnership as required by the Crime and Disorder Act 1998.

The Safer Peterborough Partnership Board consists of members from all responsible authorities i.e. Peterborough City Council, Cambridgeshire Constabulary, Cambridgeshire Fire and Rescue, Health through the local Clinical Commissioning Group, and Probation. Cross Keys Homes (representing registered local landlords) also sit on the Board as a cooperating authority. There are a number of other agencies and bodies who have a part to play in helping to deliver against the objectives of the partnership.

The Cabinet Member for Communities and Environmental Capital is a full voting member of the Safer Peterborough Partnership Board and regularly attends these meetings. He also receives regular briefings and updates from relevant senior officers, including the Service Director for Adults and Communities and the Head of Community and Safety Services.

The Crime and Disorder Act 1998, as amended by the Police and Justice Act 2006, requires that community safety partnerships publish a partnership plan. In Peterborough, the Safer Peterborough Partnership works to an overarching three year plan, refreshed annually. Within this reporting period, a new three year plan has been agreed and published for the period April 2014 – March 2017.

The priorities set for the forthcoming three years are as follows:

- Priority 1 – Addressing victim-based crime by reducing re-offending and protecting our residents and visitors from harm
- Priority 2 – Tackling anti-social behaviour
- Priority 3 – Building stronger and more supportive communities

No specific targets have been set. Rather a number of desired outcomes have been agreed for each of the themes within each priority, together with a number of performance indicators to inform an assessment of progress. A bi-monthly performance report is produced which is discussed at SPP Boards with actions agreed as necessary. Additionally, performance reports and more detailed "Deep Dive" presentations are brought to this scrutiny committee by the Head of Community and Safety Services to facilitate appropriate scrutiny, challenge and recommendations.

- 5.1.2. The Community and Safety Delivery Model now exists in Bayard Place with its core principles being:

- (i) A single co-located, multi-agency, collective body that reduces duplicity whilst working on common priorities through a Daily Risk Management tasking mechanism
- (ii) Cross organisational leadership achieved by an entwined management structure
- (iii) A clear focus on achieving better outcomes and improvements in quality of life for residents
- (iv) Investing time and resources in communities to help them do more things themselves
- (v) Seeking opportunities to further diversify
- (vi) Breaking down organisational barriers by being creative and flexible in the use of resources and technology

As the work continues, benefits should include improved access for service users with simpler, clearer pathways and increased transparency, the breaking down of legislative and

organisational barriers to problem-solving and the avoidance of duplication of activity, effort and resources.

- 5.1.3. Work has continued to make the City's roads as safe as they can be by continuing to deliver road safety services in partnership including education across the age ranges and via a themed road safety plan. Peterborough is currently on track to meet the local expectations for reductions in respect of KSI (killed or seriously injured) as set in the Local Transport Plan.
- 5.1.4. The Partnership delivered a very successful Safety Challenge in June 2015 which provided a range of safety messages to approximately 1,200 year 6 pupils from across the city.
- 5.1.5. A multi-agency web based system called E-cins allows the partnership to achieve an integrated city-wide approach to managing anti-social behaviour. This links into the local Safer Neighbourhood Panel meeting structure which promotes a multi-agency problem solving focus through the use of Neighbourhood Delivery Teams, problem-solving groups and ASB case review meetings.

From October 2014 local authorities, Police and Registered social landlords received new powers under the Anti-social Behaviour Crime and Policing Act 2014. This legislation has repealed previous powers such as Anti-social Behaviour Orders, Criminal Anti-social Behaviour Orders as well as improved legislation to deal with low level ASB and closure powers. There has also been changes to the Police dispersal powers and landlords – private and social – have new powers for possession in relation to tenants causing ASB. Within PCC the new powers can be utilised by the ASB team, Housing Enforcement, Environmental Enforcement, Pollution Control and Licensing.

To date the partnership has had one successful closure order and three Criminal Behaviour Orders: one was issued to one of the city's most prolific sex workers and perpetrators of ASB; another was issued to a young person responsible for the youth related ASB in Werrington Centre; and finally one was recently served on a female who repeatedly causes problems in the city from drinking and threatening to jump from car parks.

An action group was founded and chaired by the SPP Tasking manager for the Werrington Centre in response to complaints about ASB – youths, graffiti, litter – and the general decline of the area. The meetings were very well attended by the Police, council ASB and youth in localities representatives as well as local councillors and local businesses including Tesco's. The group proved successful and has been identified by the Board of Tesco's as best practice for community engagement and as such Tesco's now want to get more involved in community projects within the area. A similar action group has been set up in response to ASB and community concerns at Manor Farm Park in Eye.

With sex working and anti-social behaviour being synonymous with each other, as of November 2014 the responsibility of the case management and strategy of on-street sex working transferred to Inspector Andy Tolley and is managed and co-ordinated by an ASB Co-ordinator and Community Safety Officer. A project is being developed to provide an evening outreach/drop-in service aimed at improving safeguarding and engagement with support services to assist women to exit the industry and be safe.

- 5.1.6. The 'My Peterborough' app has continued to be developed enabling members of the public to simply report environmental and quality of life issues via their mobile device and receive feedback on actions undertaken. We are finding a correlation between the increased number of services being added to it and its popularity.
- 5.1.7. Peterborough continues to experience a high level of unauthorised gypsy and traveller encampments in the city. With 55 reported encampments in the last 12 months (01/07/2014 – 30/06/2015). The majority of the encampments have been small generally consisting of 1-4 caravans and associated vehicles and have moved on after receiving direction to leave. We have had to obtain court orders to evict on 8 occasions in the last 12 months.

Where we have had unauthorised encampments we have reviewed their locations post eviction and installed/upgraded defence measures in an effort to prevent the sites being used again in the future. In addition we will shortly be reviewing the most commonly used locations and ensuring that the current defence measures are adequate and installing additional measures where appropriate.

## **5.2 Community Cohesion.**

5.2.1 Community Cohesion issues are governed by the Cohesion and Diversity Board. However sitting within the Safer Peterborough Partnership is the council Community Cohesion manager and the SPP inspector who holds the position of chair of the Peterborough Tension Monitoring Group (TMG). The TMG is made up of a number of professional agencies and local community leads whose purpose is to allow and enable tracking and monitoring of local trends and hot spots (alongside any national or international events which may threaten cohesion) and agree / implement actions to manage tensions on the basis that early intervention can make a real difference in preventing incidents of public disorder.

The Key functions of the group include:

- (i) Sharing and collating details of incidents and situations likely to impact upon community tensions as well as details of public order incidents which have a community cohesion angle
- (ii) Consideration for future events which have the potential to raise tensions, including planned local demonstrations by extremist groups, cultural events or sporting fixtures or national and international events
- (iii) Identifying the overall levels of tensions and likelihood of disturbance occurring
- (iv) Agree priorities and actions to address tensions and monitor trends over time

A consultation has recently been completed regarding the amalgamation of the Hate Crime Task and Finishing Group and TMG. This is due to the agendas and remits being of a similar nature around risk and safeguarding local communities, individuals or groups from suffering hate crime or being affected directly or indirectly by community tensions.

Locally Peterborough City Council has funded a Hate crime coordinator post to be employed through Cross Keys Homes, the post holder will work across the Police, Cross Keys and the Safer Peterborough Partnership and will be based in Bayard place. In addition to this, four community connector posts have been created. This is in recognition that there is the need to facilitate better community engagement with the Lithuanian, Latvian, Slovakian and Czech community. The aim is to improve awareness around local support by signposting to services and to provide preventative messages. It is believed that these community groups are likely to respond more positively to persons of the same heritage or with a proven credible background of working within these communities.

## **5.3 Drugs Prevention**

5.3.1 The Safer Peterborough Partnership has a statutory responsibility under its remit of the local Drugs and Alcohol Action Team (DAAT) to combat substance misuse. Latest data shows the number of adults engaging in drug recovery journeys nationally is consistent at 95%, this is reflective at a local level which is around 94.7%.

Adult drug treatment performance continues to be in the top quartile for comparator Local Authorities for successful completions of all clients in treatment. Re-presentation rates for Non-Opiates and Alcohol only are on par with the national average. Opiates are above national average by 3 clients. This continues to be challenged within contract monitoring by commissioners.

## 5.4 Youth Offending Service

5.4.1. The three key measures (national and local) around service performance for the Youth Offending Service are:

- (i) The re-offending rate, both binary and frequency,
- (ii) The number of young people entering the criminal justice system for the first time,
- (iii) The number of custodial sentences made on Peterborough young people.

A further local measure reviews the access to and engagement in education, training or employment by Youth Offending Service clients.

Of the three measures the re-offending rate is key, given the purpose of the youth justice system is to prevent offending. Peterborough continues to perform well. At present 31.3% of young people commit a further offence within 12 months of coming into the system which is significantly better performance than both the national position (36.5%) and our statistical neighbours (34.2%).

The frequency rate outcome is also performing well at 0.83 compared to 1.08 (national rate) and 1.03 (statistical neighbour rate). The rate of first time entrants coming into the youth justice system has fallen from the same period 12 months ago, dropping from 498 per one hundred thousand to 391. The use of custody has fallen from the same period twelve months ago from 0.55 to 0.39 per thousand.

The percentage of young people in education, training or employment when they work with the Youth Offending Service ended was 100% at the end of April 2015. However this figure fluctuates from month to month and the average figure for the whole year from April 2014 to March 2015 was 82.4%. This is a creditable outcome given the range of challenges many of these young people face.

5.4.2. Over the last 12 months the Youth Offending Service has made a number of significant changes to its service.

The number of young people going before the courts continues to fall and as a result there has been a significant increase in the support provided by the service as part of the city's early help offer. This has ensured that many young people have avoided the stigma of getting a criminal record, which could have significant implications for them later in life. The number of young people who commit offences following a Youth Offending Service early help intervention is low.

The service has further increased the involvement of volunteers in its service delivery and there are now around 70 active volunteers who support our work, covering a wide range of tasks. This includes six volunteers trained to deliver Restorative Justice with victims and offenders and several others drawn from Central and Eastern European communities, who offer mentoring support to young people from those communities.

The service has established a shoplifting Restorative Justice scheme called Restore, where first time shoplifters under 18 can meet their victims to apologise and make amends for their behaviour, rather than being dealt with by the police. This has to date proved very popular with local shops in Queensgate and work is being done to extend the scheme to include the Serpentine Green shopping centre.

The service has assumed responsibility for the Youth in Localities staff and what and how services are delivered is being reviewed to ensure outputs and outcomes are maximised.

Over the coming 12 months there will be a continued focus on developing all of the above areas, with the service looking to extend Restorative Justice delivery in conjunction with the victim's hub, increasing both the number of volunteers recruited and the projects they support and extending

the early help offer made to young people. The provision of statutory youth justice services will also be developed to maintain the current good performance.

## **5.5 Early Help Team (Connecting Families Programme)**

- 5.5.1. The Connecting Families Programme is the name given in Peterborough to the national Troubled Families agenda. The first Troubled Families Programme led the way for systematic identification of families with multiple problems. By the end of May 2015, the Peterborough Early Help Team were able to claim payment by results for the full 100% of 450 families targeted.
- 5.5.2. Phase 2 of the Connecting Families Programme will retain focus on families with multiple high cost problems and will continue to include families affected by poor school attendance, youth crime, anti-social behaviour and unemployment. However, the eligibility criteria has been broadened and inclusion into the programme will be based upon a cluster of six headline criteria.

Below each criteria sits a range of indicators with considerably more flexibility in terms of information sources and success criteria. Families must meet at least two of the following criteria:

- (i) Parents or children involved in crime or anti-social behaviour
- (ii) Children who have not been attending school regularly
- (iii) Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan
- (iv) Adults out of work or at risk of financial exclusion or young people at risk of worklessness
- (v) Families affected by domestic violence and abuse
- (vi) Parents or children with a range of health problems.

Some issues that the families face may initially be hidden from view until work begins with the family and the full extent of their needs is uncovered, resulting in many families then meeting more than two criteria.

Local Authorities have been asked to identify families from all six areas and ensure the programme's resources are being used to best effect. Families will be prioritised for inclusion in the programme on the basis of the following:

- (i) They are families with multiple problems who are most likely to benefit from an integrated, whole family approach
- (ii) They are families who are the highest cost to the public purse

We were committed to start to work with 82 families by April 2015, and with an additional 275 families by April 2016. The new programme will see Peterborough identify and work with 1640 families over the five years of the programme. In January 2015, 404 families had been identified as being eligible for the programme. This number will grow as more datasets become available

- 5.5.3. The breadth of the criteria for the new programme lends itself to the philosophy of early intervention with families and the obvious link between the programme and the Early Help agenda. We are therefore aiming to align the Connecting Families programme with Early Help. This will ensure consistency and quality of response and support to 'troubled families', and help ensure that the most appropriate multi-agency response is agreed.

The Early Help process recognises that some children, young people and their families face complex difficulties which may require the support of more than one agency to resolve. Most of these families are successfully supported through the 'Team around the Child' approach, following an assessment of their needs using the Early Help Assessment framework.

The Multi-Agency Support Group (MASG) panels that operate in three localities across the city will be used to assist in developing support plans and identifying additional resources to provide effective support to families. The MASG panels already co-ordinate appropriate resources to meet the needs of children, young people and families according to an evidenced based assessment captured by engaging in an Early Help Assessment.

The Early Help Team will ensure that families identified for the programme have an identified and appropriate Lead Professional to support the family and co-ordinate service delivery. Should additional resources be needed to help the family make changes that are not available through universal or targeted services within the community, these can be accessed via a MASG panel. Families as identified as eligible for the programme through Early Help will be tracked regularly to ensure progress is being made and further resources provided where needed.

- 5.5.4. Success for the programme will be measured in 3 ways – demonstrating significant progress, sustained progress or continuous employment, all of which will be assessed against a locally defined Connecting Families Outcomes Framework. This outlines the aims and ambitions we intend to achieve with each family, with regard to the six problems the programme aims to tackle and how this supports wider strategic objectives. The new programme continues to be incentivised on a payments by results basis: for every family identified as qualifying for the programme, worked with and subsequently turned around, a £1,800 claim can be made by the Local Authority to the Department for Communities and Local Government (DCLG). As far as possible, our payment by results revenue will be invested in preventative work. We will use the intelligence gathered through the programme to stimulate ongoing service transformation through transparent local accountability.

This programme also allows us to capture a much richer understanding of the profile of families being engaged with. This greater understanding and associated benefits will be obtained by our participation in the programme's National Impact Study and supplemented by Family Progress data. In addition the provision of information about local investment in our Connecting Families Programme together with comparative pre-programme 'business as usual' costs will be realised. Funding to support these two measures is provided within the programme's Service Transformation Grant. This forms an essential part of the new programme's increased focus on driving public service transformation across all relevant local services.

We have worked with Governance and Legal Services to update our privacy notice, website and FAQ's and created posters to comply with data sharing regulations and raise the profile of the Connecting Families Programme within the community.

## **5.6 Community Capacity**

- 5.6.1 The community capacity team are working closely with community groups and Parish Councils to explore the feasibility of devolving services and budgets. The team are also working with service providers (e.g. Amey) to develop a transfer / delivery model to support this. Enterprising support for groups will be forthcoming via collaborative working with 3<sup>rd</sup> sector partners and the Future Business Centre. One to one support will be available together with regular active learning workshops and forums.
- 5.6.2 The community capacity team are working with Cambridgeshire and Peterborough Association of Local Councils (CPALC) and representatives of existing Parish Councils in Peterborough to support the opportunity for local interest groups to explore the creation of new community or parish councils in their area.

The Local Government and Public Involvement in Health Act allows residents in previously un-parished urban and rural areas to become parish or community councils and have a greater say over how their needs are met at a local level. The legislation allows local community councils to become more involved in local decision making and have greater control over how money raised locally is spent.

5.6.3 In 2014/2015, the Department of Communities and Local Government (DCLG) provided grant funding to allow local communities to have a debate and explore if being a community or parish council is right for their area. DCLG have now frozen their support fund until July 2015, at which time only £150k will be available for the year ahead nationally (50% reduction). Funding is ring-fenced with CAPALC for all areas who have noted interest in Peterborough, all of whom are still willing and able to form a council in April 2016.

The Current position is:

- **Stanground:** Chair of resident association has resigned who was championing this opportunity and as a consequence there is no longer the appetite to pursue this amongst the remaining group members.
- **Paston:** Hopeful that interest from Paston Farm CIC will resume now the asset transfer of Paston Farm is complete. To date the area is yet to be defined by the group and so by default CAPALC would recommend the new ward boundary from 2016.
- **Walton:** CAPALC are working with elected Members to hold public meetings to gauge interest in the area. Members are keen to align to emerging plans from Paston.
- **Dogsthorpe:** a number of public meetings have now been held and a clear, strong group has naturally formed. CAPALC are working with the group on a promotion strategy and work on the petition has now commenced.
- **Werrington:** New interest from elected members promoting opportunities of parishing. A group born from Werrington Neighbourhood Council are also separately promoting. CAPALC aim to bring all interested parties together to take forward.
- **West:** Activity on hold following the loss of the key community champion. Plans to unite existing interested parties with the Big Local Group.
- **Parnwell:** New interest noted for follow up.

## 6. IMPLICATIONS

It is anticipated that the Scrutiny Committee will comment on and make recommendations relating to the updates provided in this report in order that the delivery potential is maximised for the benefit of our communities.

## 7. CONSULTATION

Not applicable

## 8. EXPECTED OUTCOMES

Comments and recommendations made by the Scrutiny Committee members will be considered as part of the ongoing development and delivery of specific business areas

## 9. BACKGROUND DOCUMENTS

None

## 11. APPENDICES

None

<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 6</b>
<b>22 JULY 2015</b>	<b>Public Report</b>

## **Report of the Head of Community and Safety Services**

**Report Author – Robin Sissons**  
**Contact Details – 07921938092**

### **SAFER PETERBOROUGH PARTNERSHIP – CYBER CRIME**

#### **1. PURPOSE**

- 1.1 To provide Members with a definition of cybercrime and what different types of cybercrime there are; the impact it is having on the community; and what activity the Safer Peterborough Partnership is doing to impact on it.

#### **2. RECOMMENDATIONS**

- 2.1 Members are asked to scrutinise this report, to challenge where necessary and to suggest ideas and initiatives which will impact on this crime type.

#### **3. BACKGROUND**

- 3.1 Computers, the internet and electronic communications play an ever-increasing part in all our lives, with the use of the internet in the home, at work or in educational establishments now standard and we expect the rapid development to continue to accelerate. This has implications for safety and security as cyber criminals are quick to spot the potential vulnerabilities of new technologies and exploit them to commit offences or to try to frustrate detection of their activities.
- 3.2 The internet has transformed the way millions of people behave ranging from how they interact with others socially right through to the way they buy goods and services. For example, the UK is the leader in Europe in terms of the size of the internet shopping market. The annual average weekly spending online in 2014 was £718.7 million. This was an increase of 11.8% compared with 2013. The annual average weekly spending online in 2009 was £341.7 million, which means that this amount has more than doubled in the last 5 years.
- 3.3 As more and more of the nation's public and private assets are stored electronically rather than physically, often outside our jurisdiction, there will be more opportunities for crime. The public, businesses and government are all at risk from organised crime groups, and from those who would seek to harm individuals, particularly children. Whether the crime is fraud, data theft from individuals, businesses, or Government, or child sexual abuse committed through the online environment, the impact of crime initiated on the internet can be devastating for its victims. This is why it is so important that the Safer Peterborough Partnership recognises the impact cybercrime is having on the community and attempts to limit the harmful aspects.

#### **4. CYBER CRIME DEFINITION**

- 4.1 There is a wide range of offences that can be committed through communication technology. Cybercrimes are commonly considered as falling into one of two categories: new offences committed using new technologies, such as offences against computer systems and data, dealt with in the Computer Misuse Act 1990; and old offences committed using new technology, where networked computers and other devices are used to facilitate the commission of an offence. In the former are crimes such as hacking or breaking into computer systems to steal or alter data; in

the latter, crimes such as the transfer of illegal images or fraud. The former are often a precursor to the latter, based on motives of financial gain. However, while the focus is often on online fraud or child protection, there is a significant number of other offences committed through the internet, such as harassment, threatening behaviour and other anti-social activity.

- 4.2 The challenge posed by crimes initiated or committed through the online environment is not so much their identification as the nature of the environment in which they are committed. Cyber criminals can operate from anywhere in the world, targeting large numbers of people or businesses across international boundaries, and there are challenges posed by the scale and volume of the crimes, the technical complexity of identifying the perpetrators as well as the need to work internationally to bring them to justice.

## **5. TYPES OF CYBERCRIME**

### **5.1 Hacking**

This is a type of crime wherein a person's or business computer is broken into so that their personal or sensitive information can be accessed. Centrally-held data typically consists of bulk payment card and identity data stored in a database. This data is targeted by criminal hackers who try to overcome security measures protecting the data so they can steal it in bulk. Highly skilled criminals are constantly scanning operating systems and application software for new security vulnerabilities.

The impact upon business from internet crime can be significant, and can lead to loss of money, reputation and disruption to businesses. Potential breaches are a constant threat especially for large companies, perhaps reflecting the much larger electronic networks that such firms have, the greater number and expertise of the IT staff in identifying incidents, and the potential gain for an offender breaching security on a large network. The cost of a breach can range from tens of thousands in small companies to millions in large ones.

### **5.2 Intellectual Property Theft**

This crime occurs when a person violates copyrights and downloads music, movies, games and software. There are even peer sharing websites which encourage software piracy. This has had a massive impact on certain business areas.

### **5.3 Cyber Stalking**

This is a kind of online harassment wherein the victim is subjected to a barrage of online messages and emails. Typically, these stalkers know their victims and instead of resorting to offline stalking, they use the Internet to stalk. However, if they notice that cyber stalking is not having the desired effect, they may begin offline stalking along with cyber stalking to make the victims' lives more miserable.

### **5.4 Identity Theft**

This has become a major problem with people using the Internet for cash transactions and banking services. In this cybercrime, a criminal accesses data about a person's bank account, credit cards, Social Security, debit card and other sensitive information to siphon money or to buy things online in the victim's name, forcing the credit card firms to suffer large losses, or they might sell the information to others who can use it in a similar fashion. Second, they might use individual credit card names and numbers to create new identities for other criminals. For example, a criminal might contact the issuing bank of a stolen credit card and change the mailing address on the account. Next, the criminal may get a passport or driver's license with their own picture but with the victim's name. With a driver's license, the criminal can easily acquire a new

Social Security card; it is then possible to open bank accounts and receive loans – all with the victim's credit record and background.

## 5.5 **Malicious Software**

These are Internet-based software or programs that are used to disrupt a network. The software is used to gain access to a system to steal sensitive information or data or causing damage to software present in the system.

## 5.6 **Internet Fraud**

Schemes to defraud consumers are abound on the Internet and continue to accelerate due to the increased use of e-mails. There are many types of fraud targeted at the public, ranging from credit and debit card fraud, lottery scams, non-delivery fraud and fraud perpetrated through online auction websites. Additionally, the public is at risk from fraud involving fake goods, such as watches or clothing, or more seriously from fake and unsafe pharmaceuticals bought online. None of these are unknown offline, but cyber criminals are able to use the internet to perpetrate these offences on a mass scale and are able to use the internet to hide their real identities and locations.

The Safer Peterborough Partnership has seen an increase in a particular ploy. Lonely vulnerable persons attempt to make friends through the use of social media. The offender strikes up a friendship by explaining that they live in a foreign country. After some weeks they explain that they intend to visit Europe. However they then state that they have short term financial issues. The message asks the recipient to cover some cost on the promise that these will be returned in the near future. Should the recipient respond with a check or money order, they are told that complications have developed and that more money is required. Over time, victims can lose thousands of pounds that are utterly unrecoverable.

## 5.7 **Child soliciting and Abuse**

From a child protection perspective a key issue facing law enforcement is not simply the volume of child sexual abuse material that is being circulated, but the ease by which this medium offers child sexual predators the opportunity to network with each other to create and distribute content, as well as the opportunity to access new victims, either offline or through online spaces, such as instant messaging or social networking sites. Online paedophile networks can easily run into tens of thousands of suspect's worldwide. Cambridgeshire Constabulary and national agencies spend a considerable amount of time monitoring chat rooms frequented by children with the hopes of reducing and preventing child abuse and soliciting.

## 5.8 **Dark Web**

The Dark Web is a term that refers specifically to a collection of websites that are publicly visible, but hide the IP addresses of the servers that run them. Thus they can be visited by any web user, but it is very difficult to work out who is behind the sites. And you cannot find these sites using search engines.

Almost all sites on the so-called Dark Web hide their identity using the Tor encryption tool which will hide your identity, and spoof your location. When a website is run through Tor it has much the same effect. Indeed, it multiplies the effect. Just as the end user's IP is bounced through several layers of encryption to appear to be at another IP address on the Tor network, so is that of the website. So there are several layers of magnitude of more secrecy than the already secret act of using Tor to visit a website on the open internet - for both parties.

## 5.9 Hate Crimes, Harassment, Political Extremism

Other forms of harm-based crime, such as racial or religious hatred, harassment, or political extremism, may be carried out by individuals or by organised groups and focus on particular issues.

Harassment and bullying are significant issues, especially for children, who often cite these as their own areas of greatest concern. The nature of the technology, which children often carry with them all the time, allows bullying to take place not only in school but continue outside. This can make the victim feel threatened and unable to escape the bullying, leading to a feeling of powerlessness. This is set to increase as it becomes normal behaviour within society, especially as the greatest use is within the young and as technology advances even further e.g. iWatch and similar devices become more popular.

The instant nature, availability, volume and ease of social networking coupled with the explosion of multiple mobile devices means that messages can be distributed worldwide very fast and reach a larger audience than ever before. This can be exploited by those who wish to promote violent extremism or terrorism.

## 6. TACKLING CYBERCRIME

- 6.1 It has been seen that most cyber criminals have a loose network wherein they collaborate and cooperate with one another. Unlike the real world, these criminals do not fight one another for supremacy or control. Instead they work together to improve their skills and even help out each other with new opportunities. Hence, the usual methods of fighting crime cannot be used against cyber criminals.
- 6.2 While law enforcement agencies are trying to keep pace with cyber criminals, it is not only proving to be a massive task but one that is accelerating. This is primarily because the methods used by cyber criminals and technology keeps changing too quickly for law enforcement agencies to be effective. In addition, the internet offers the potential for a criminal to commit offences across geographical and jurisdictional boundaries. This poses challenges for traditional law enforcement, even at a national level, as the same offence may be committed against individuals in many countries, at the same time; equally, the same act may be judged differently in each jurisdiction.
- 6.3 Those who commit cybercrime offences commonly seek to exploit this, undertaking their activities in one country but delivering the effect in another jurisdiction. This can assist in masking their undertakings and create difficulties for investigators in tracing them. In deliberately targeting their activities in or through jurisdictions where regulation or legislation is not strong, or where investigative or other co-operation is known to be poor, cyber criminals can minimise the risk of their activities being discovered or punishment being effected. International investigations require a time-critical response to help negate attacks as well as secure evidence.
- 6.4 With many forms of crime, the public and business understand the need to have proper security in place to prevent it. The same approach is required online, but the complexity of the technical solutions to provide security online can be confusing and difficult to understand for some users. Additionally, many data breaches have little to do with technology, but are caused by poor practice or carelessness. It is this that the Safer Peterborough Partnership needs to concentrate on if we are to protect the community of Peterborough.

## 7. CURRENT PREVENTION STRATEGY

- 7.1 The Safer Peterborough Partnership recognises that many of these international and national issues are beyond its capacity to have a true impact. With regards to these, its focus is on raising awareness and providing practical advice on how businesses and members of the community can protect themselves. This is done on devices that are likely to be used by potential victims

such as social media sites, websites and Android Apps as well as using more traditional crime prevention outlets such as Neighbourhood Watch etc.

7.2 Much work is done with the younger community within Safer Schools and Safety Challenge which is in addition to normal educational packages. These are done in a simple, fun way that often involve multimedia environments.

7.3 Proactive targeted work to identify the location of potential vulnerable victims takes place by the analytical team that sits within the partnership. Initiatives are then undertaken to interact with this section of the community so that they are alerted to the current criminal activity. This is dovetailed with national and local campaigns that are promoted by the partnership in partnership with other agencies such as the Citizens Advice Bureau.

## **8. IMPLICATIONS**

8.1 Not applicable

## **9. CONSULTATION**

9.1 Not applicable

## **10. EXPECTED OUTCOMES**

10.1 That the committee develops a greater understanding of the impacts of cybercrime and supports and suggests new ways of tackling it.

## **11. NEXT STEPS**

11.1 That any comment or further recommendation of the committee is duly noted and acted upon.

## **12. BACKGROUND DOCUMENTS**

12.1 None

## **13. APPENDICES**

13.1 None

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<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 7</b>
<b>22 JULY 2015</b>	<b>Public Report</b>

## **Report of the Head of Housing & Health Improvement**

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## **COMMUNITY ASSET TRANSFERS**

### **1. PURPOSE**

- 1.1 This report describes the development of Peterborough’s community asset transfer strategy, and sets out how this has been applied to date. The report then outlines how the strategy will inform and direct the community centre asset review.

### **2. RECOMMENDATIONS**

- 2.1 To scrutinise the report, and request regular briefing notes from the lead officer as the community centre asset review progresses throughout the year. Additionally, for the committee to scrutinise the outcomes of the review prior to its implementation.

### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

- 3.1 The Sustainable Community Strategy aims to deliver a bigger and better Peterborough, through improving the quality of life for all. The principles of the Community Asset Transfer Strategy supports the aspirations of the whole Sustainable Community Strategy.

### **4. BACKGROUND**

- 4.1 As part of Peterborough’s response to the Localism Act we aim to develop a proactive work programme on community asset transfer (CAT) over the next 5 years where it brings benefits and added value to communities, whilst contributing to the council’s aims and priorities.
- 4.2 The key drivers for this approach are developing community capacity and the council’s commitment to maximising and improving services.
- 4.3 The council sees community asset transfer as a positive opportunity to encourage and strengthen long term partnerships with the voluntary and community sector that will contribute towards enhancing communities and their involvement in Peterborough.
- 4.4 Peterborough City Council’s Asset Transfer Strategy 2013 - 2017 was adopted by full council in September 2013 and provides a transparent and fair process to how community assets are assessed and managed (see appendix 1). The outcomes which the strategy aims to deliver include:
- Community empowerment and benefits to the wider local community
  - Capacity building through the use of local skills, experience, knowledge and time
  - Retaining valued local provision
  - Improving local services in times of austerity
  - Contributing to savings
  - Delivering local services that address local needs through community led and community controlled assets

- Extending the use of a building or land
- Value for money and the ability to draw in other sources of funding not available to the council
- Social enterprise and social well-being, including community cohesion
- Financial viability, long term sustainability and external investment
- Delivery of council objectives through other partners
- A stimulus to partnership working

4.5 Using the strategy as the framework the Community Capacity team has developed an asset transfer process which has been used to support the asset transfer of the former play centres. Those that have completed the process so far include Thistle Drive Community Centre and The Chestnuts Community Centre.

4.6 As part of the process, a bespoke lease and management agreement have been created taking into account the principles set out in the strategy. This has been designed to enable a sense of security for the community groups and a clear line of accountability for all parties involved.

## 5. FORMER PLAY CENTRES

5.1 7 of the 8 decommissioned play centres have remained open, and are going through or have concluded the asset transfer process. Each are beginning to thrive in their own right and have been re-designated as community centres that offer a wide range of activities and services to their local communities.

- **Thistle Drive, Stanground** –The Centre was advertised as available for community asset transfer in September 2014 and the opportunity to take on the long term lease was awarded to Stanground Community Centre Space CIC. There are two sub-tenants occupying the property who deliver sports and preschool services to the community. The group are being supported by Compare the Market who are assisting them with setting up a community café which will be opening shortly.
- **The Charteris Centre, Welland** – Families First, a charitable organisation who provide free access play and support to excluded children will be taking on the lease, working in partnership with the community led group, the Dogsthorpe and Welland Neighbourhood Partnership. The group have been successful in securing a considerable amount of year two funding to make improvements and upgrades to the property enabling a new preschool to open in September 2015. They have employed a part time community development worker to assist with developing their programme of activities for the centre. The centre has been sponsored by Compare the Market who have fully redecorated the inside of the building and will be carrying out works on the garden in the upcoming months.
- **The Chestnuts Centre, Eastfield** – The Saxon Road Community Association were successful in their application to manage the centre. They are working with Peterborough City Council on a local regeneration programme in Eastfield (funded through Section 106) via which the centre will benefit from enhancement to the facilities. They have various community activities taking place in the centre including open access play
- **Crofts Corner, Bretton** – Families First have been occupying the premises on a temporary basis and have been providing open access play to over 60 children per week. They are now in discussions with the Corporate Property Officer regarding taking the premises on full time as a base for their work with excluded children. The National Citizenship Programme will be helping the centre with decorating the premises within the next two months.
- **Paston Farm, Paston** – The long term lease was completed in September 2014. The centre is up to maximum capacity and has a community café, community cinema, craft classes, police boxing club in residence and is used as a base for the Voyager school to work with pupils who would have been permanently excluded. The community capacity team are supporting the group with a bid to bring the outdoor adventure equipment back into use.
- **The Spinney, Westwood** – is being occupied by the 'Little Miracles' charity and officers are working with them to finalise the community offer.
- **The Tunnel, Orton Goldhay** – This building has been demolished to build an extension for Phoenix School. There is to be community space within the extension and discussion needs to continue with the schools team to ensure this space is available for public use.

- **Copeland, Bretton** – As the former play centre is attached to a community centre, the building has been re-designated as one community centre and the building is to be included in the community centre asset review.

## 6. COMMUNITY CENTRE ASSET REVIEW 2015/2016

- 6.1 Peterborough currently benefits from 52 community centres, the largest number of community buildings for a City this size in the UK. 33 of these centres are council-owned or leased premises, and are run by volunteer community associations:
1. Bedford Hall
  2. Belsize Community Centre
  3. Bluebell Community Centre
  4. Copeland Community Centre
  5. Dogsthorpe Community Centre
  6. East Community Centre
  7. Eye Community Centre
  8. Fleet
  9. Gladstone Park Community Centre
  10. Glinton Village Hall
  11. Hampton Community Room
  12. Hampton Vale Community Centre
  13. Herlington Community Centre
  14. Hodgson Community Centre
  15. Loxley Community Centre
  16. Matley Community Centre
  17. Millennium Centre
  18. New England Complex
  19. Newborough Village Hall
  20. Orton Goldhay Community Centre
  21. Orton Wistow Community Centre
  22. Parnwell Community Centre
  23. Paston & Gunthorpe Community Centre
  24. Pyramid Centre
  25. Riverside Pavilion
  26. St John's Hall
  27. Saxon Community Centre
  28. South Grove Community Centre
  29. Southfields Community Centre
  30. Stafford Hall
  31. Stanground Community Centre
  32. Walton Community Centre
  33. Werrington Village Centre
- 6.2 As the city's communities have changed and the way we connect with each other has developed, it is important to make sure that community buildings are well used, modern facilities that work for the whole community. The outcomes of an initial consultation on the use of centres have been previously reported to the Scrutiny Committee. 5100 responses were received and provided an evidence base of how people use, or would want to use, their local community facilities.
- 6.3 The community capacity team are working closely with a range of local partners to provide business/enterprising support for community groups / Parish Councils who wish to explore community asset transfer. Groups will be supported to develop financially sustainable business plans for managing the centre, including responsibilities for full maintenance and repair of the facility, understanding and applying effective financial management, and evidencing and responding to the direct needs of the community.

- 6.4 The council, in partnership with Peterborough Council for Voluntary Service, has been successful in securing the support of the Department for Communities and Local Government's Community Ownership and Management of Assets programme (COMA). This programme supports partnerships between local public bodies (such as local authorities) and community groups (including parish councils) to develop multiple asset transfer or single, ground breaking asset projects. In addition the COMA programme will support work to measure the social value of community assets, and help us examine alternative ownership models including trusts. COMA will act as our critical friend and honest broker throughout the review process. We are one of only 50 areas nationally to be awarded COMA status which gives us an opportunity to raise our profile at a national level.
- 6.5 The review of community centres will be carried out in close partnership with Community Associations/Groups currently running our centres and Community Action Peterborough (CAP), the partnership that represents community associations. We wish to co-produce the outcomes of the review with CAP to ensure the best interests of our communities are represented and to make sure that the right decisions about each of the centres is made. This includes taking the opportunity to review and develop a local offer of exciting, tailored and relevant services and facilities within our communities.
- 6.6 The review will also provide the opportunity to ensure that community associations and council departments work collaboratively and supportively, which we recognise hasn't always been the case and has caused some confusion and frustration amongst community associations.
- 6.7 Attached at appendix 2 is the provisional flowchart indicating the process to be undertaken for the review. It should be noted that the dates are subject to change as this has not yet been discussed or agreed with CAP.

## **7. IMPLICATIONS**

- 7.1 That the review of community centres will be completed using the principles of co-production, and a new community centre 'offer' for the communities of Peterborough is developed, agreed and implemented.

## **8. CONSULTATION**

- 8.1 The council will continue to work with Community Associations and Groups, Community Action Peterborough, PCVS and the Future Business Centre to engage with and support the local community groups involved with the community centres.

## **9. NEXT STEPS**

- 9.1
- To finalise the due diligence (asset) fact finding process.
  - To commence the assessment of asset viability and social value of each centre.
  - To implement outcomes of assessments.

## **10. BACKGROUND DOCUMENTS.**

- 10.1 N/A

## **11. APPENDICES**

11.1 There are two appendices to this report:

- Appendix 1 – Community Asset Transfer Strategy
- Appendix 2 – Community Centre review flowchart.

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**PETERBOROUGH CITY COUNCIL**  
**Encouraging positive community contribution**  
**COMMUNITY ASSET TRANSFER STRATEGY 2013 – 2017**

**We are committed to working with community, voluntary, faith groups and local people to implement a successful community asset transfer strategy in Peterborough that will result in successful, vibrant and inclusive community managed assets that are sustainable in the long term.**

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1. INTRODUCTION, OUTCOMES, AIMS AND CONTEXT
2. WHAT IS COMMUNITY ASSET TRANSFER?
3. COMMUNITY ASSET TRANSFER POLICY
4. COMMUNITY ASSET TRANSFER CRITERIA
5. COMMUNITY ASSET TRANSFER PROCESS

### Appendices

1. Community Asset Transfer Process
2. Asset Transfer Toolkit Content List

## 1. INTRODUCTION, OUTCOMES, AIMS AND CONTEXT

### 1.1 Introduction

Community organisations have owned or managed buildings or land for many years. In Peterborough this includes buildings owned and managed by the civil society sector as well as community buildings owned by the council and leased or licensed to local organisations. The council is committed to extending this much further through a proactive work programme on community asset transfer (CAT) over the next 5 years where it brings benefits and added value to communities, whilst contributing to the council's aims and priorities. The key drivers for this approach are the Localism Act which encourages community empowerment and council commitment to protect many locally valued community based facilities through community asset transfer.

### 1.2 Outcomes

The council wants to achieve the following outcomes through a proactive community asset transfer programme:

- Community empowerment and benefits to the wider local community
- Capacity building through the use of local skills, experience, knowledge and time
- Retaining valued local provision, thus improving local services in times of austerity, while contributing to savings
- Delivering local services that address local needs through community led and community controlled assets
- Extending the use of a building or land
- Value for money and the ability to draw in other sources of funding not available to the council
- Social enterprise and social well being, including community cohesion
- Financial viability, long term sustainability and external investment
- Delivery of council objectives through other partners
- A stimulus to partnership working

### 1.3 Aims

The council recognises that the increasing emphasis on localism means that it is even more important to work closely in partnership with the civil society sector to help us achieve the outcomes of delivering quality services, tackling poverty, protecting vulnerable people and encouraging growth and sustainability. Our aims are to:

- Encourage and support the retention of local facilities which are used for a variety of social, community and public purposes without the use of council funds in the future – on the basis that we are satisfied that the business case for such a transfer is financially viable and sustainable in the long term
- Increase the effectiveness and efficiency of council owned community assets through local management
- Maintain local public facilities through community management

- Explore innovative ways of enhancing existing community facilities, for example by transferring multiple assets to one provider who can then deliver benefits linked to economies of scale
- Support the development of social enterprises that clearly demonstrate the returns to the local community

#### 1.4 National Context

- From the 1970s there have been community economic development initiatives that were based on using assets as a way of meeting social and economic objectives – this included community centres, community gardens and city farms.
- Asset transfer is increasingly seen as a means of achieving a range of key objectives from promoting civic renewal, community cohesion, active citizenship and improving local public services to tackling poverty and promoting economic regeneration. In 2007 the Quirk Review ('Making Assets Work: The Quirk Review of community management and ownership of public assets') signalled the transfer of public assets to community based organisations as a mainstream activity. The council has, over time, transferred assets to community organisations but to date this has not been within an overall policy framework. Key elements of the Localism Act relating to the 'Community Right to Bid' and the 'Right to Challenge' are intrinsically linked to the intentions and principles of this strategy.

#### 1.5 Local Context

- The council sees community asset transfer as a positive opportunity to encourage and strengthen long term partnerships with the civil society sector that will contribute towards enhancing communities and their involvement in Peterborough. All successful transfers will be the beginning of long term relationships between the council and the successful civil society sector.
- The council has developed its strategic approach to asset management which includes community used buildings in localities. Community asset transfer offers a way of reconciling the consolidation of assets belonging to the council with a genuine community empowerment approach that seeks to build the capacity of local groups
- The council believes that through such asset transfer, local groups will be able to gain access to and secure other sources of additional investment

#### 1.6 Rationalisation

- The council is required to limit its financial liabilities around assets.

## 2. WHAT IS COMMUNITY ASSET TRANSFER (CAT)?

- The council owns and manages a wide variety of property assets including land and buildings. For the purpose of this strategy, the council defines a Community Asset as a building in the freehold ownership of the council that has a community use and from which a community based activity or service is delivered. Asset transfer means moving the responsibility for management and running of assets from the council to a civil society sector organisation. This also has the potential of achieving a range of key objectives from promoting civic renewal, community cohesion, active citizenship and improving local public services to tackling poverty and promoting economic regeneration.
- The Peterborough CAT relates primarily to long leasehold arrangements with organisations from the civil society sector and covers buildings owned by Peterborough City Council. The terms of transfer to an organisation will be negotiated on a case by case basis. This strategy applies to council owned assets where community based services and activities are offered for the benefit of local residents (e.g. community centres, youth centres and children's/play facilities). The council will not consider applications for transfer with respect to schools (with the exception of free schools), social care establishments, sheltered accommodation and other properties from which council run services are delivered that are not deemed by the council as suitable for transfer. The council will not transfer properties to be used solely for religious activities. The council also retains the right not to transfer assets that have been identified as having potential significant capital receipt.
- The council recognises that in some cases, buildings that are available for CAT may not be vacant and a transfer may take place with a sitting tenant. In such situations details will be discussed on an asset by asset basis in liaison with the existing tenants, relevant council departments and other stakeholders (where applicable). Furthermore organisations interested in transferring the freehold of a property will be assessed by an alternative process on a case by case basis.

## 3. COMMUNITY ASSET TRANSFER STRATEGY

Our policy is based on our commitment to community empowerment and supports the development and sustainability of a thriving community and voluntary sector. This strategy sets out the principles and process we will use to manage applications for the transfer of community based buildings to an organisation from the civil society sector, in a way that also complies with the council's Corporate Property Strategy, Asset Management Plan and other relevant council policies. The Community Asset Transfer strategy is accompanied by a toolkit, which signposts to a range of accessible and practical resources that will enable applicants to make a suitable application.

This policy will take into account relevant legislation that relates to the transfer of buildings at less than market value, provided the transfer is likely to contribute to the "promotion or improvement" of the economic, social or environmental well-

being of the area, and the difference between market value and actual price paid is less than £2 million (If the difference is more than £2million then the request will require ministerial approval). The council's disposals policy reflects this legislation and all transfers will ultimately be considered by Cabinet.

We recognise that community asset transfer comes with risks and liabilities to both the council as well as the civil society sector. Therefore the process must include a robust framework to assess and manage risks so that all parties can make informed decisions. We want to have a transparent framework to enable the transfer of assets and our policy is based on the following principles:

- Strategic approach, supported by a small team to oversee the programme
- Transparency in process, timescales and decision making (Appendix 1)
- Partnership with organisations from the civil society sector and encouragement of collaboration between groups
- Inclusivity of provision so that the assets remain genuinely open and accessible to all sections of the community irrespective of their faith, culture, gender, sexuality or religion
- Decisions will be based on clear proposals, robust business plans and sound, evidence based rationale for the transfer of assets – each proposal will be based on individual merits
- Any proposed transfer of asset must promote social, economic or environmental well being and support the aims and priorities of the council
- Asset transfer will be in exchange for the agreement by the civil society sector based organisation to deliver agreed benefits to local people
- Proactive consideration will be given for the co-location of services supported by dual use agreements
- Transfer decisions will not be made on a 'first come first served' basis but on a 'best fit' basis
- An 'asset lock' will be included in the terms of a transfer to ensure that the building remains for community benefit and use.
- Agreement of disposals by negotiation will mean that there will be no need to invoke the extensive procedures in the "Community Right to Bid" legislation
- Disposals at less than best consideration will follow relevant legislation, Government guidance and the Royal Institute of Chartered Surveyors (RICS) document "Local Authority Asset Management Best Practice" and state the best consideration that would otherwise have been received

#### 4. COMMUNITY ASSET TRANSFER CRITERIA

In the interest of supporting a vibrant local civil society sector, the council will consider and prioritise the transfer of assets to local organisations. Therefore, it is unlikely that the council will prioritise transfer of assets to organisations whose remit is regional or nationwide. The prioritisations will be based on a geographical analysis of the community based properties within an area and the needs of that area. The transfer of assets may be to either long established, stable and secure formal organisations or newly formed community based groups provided they can demonstrate they have the necessary expertise and experience to manage the asset.

The council will consider transferring assets in the following circumstances:

- They must be in the ownership of the council
- They are currently delivering community based services where there is a demonstrable need for the asset and associated services to continue
- They are assets that the council has identified in savings proposals, or as potentially surplus or where there is no clear rationale for the retention to continue due to cost of maintenance, condition of the building or low levels of usage

The council will not consider applications for transfer in the following circumstances:

- Assets which accommodate fixed or core services (e.g. schools, social care establishments, sheltered accommodation etc - this is not an exhaustive list)
- Assets which have been identified as having a potential significant capital receipt, or where a significant amount of revenue income would be lost
- Assets which have been identified as being required for strategic, planning or redevelopment/regeneration reasons
- Transfers to individuals or businesses to be used **purely** as a vehicle for commercial ventures
- Transfers to individuals
- Where transfers contravene State Aid or procurement rules
- Assets which may be used solely for religious or political purposes/activities.

The criteria is strict; this is to ensure that any successful transfer is sustainable, will be of benefit to local communities as well as the civil society sector organisation and will instil long term reassurance for the community which it serves.

The final decision on any transfer will be reached in line with the council's constitutional approvals process by delegated officers unless the value of the asset exceeds £500,000.00. In these instances a Cabinet Members Decision Notice (CMDN) will be required.

#### 4.1 Who can apply?

Civil society Sector organisations who can demonstrate that they:

- Are an incorporated body working to charitable objectives with strong and open governance arrangements
- There are no restrictions in the Memorandum and Articles of Association limiting the body from undertaking asset management responsibilities
- Have a track record of strong financial and performance management and accountable processes
- Are non profit making and exist for community/ social/ environmental/ economic benefit, whilst recognising that they may have a business element to how they operate, such as a community café. However, this type of business and financial gain will not be the main driver and it will not distribute any financial surplus to owners or members but apply it to serving its core community aims and objectives
- Are open to and demonstrate an inclusive approach to members of the wider community

#### 4.2 Criteria

Any application received will be assessed through a staged process, starting with an expression of interest. Following assessment of this, organisations will be invited to submit a detailed application. (More information is provided in the Asset Transfer Toolkit, available on the council's website and appendix 2). Applicants must demonstrate how they meet the following criteria:

- Clear benefits to the council, its aims and priorities, the community based group and the wider community to justify the subsidised transfer
- Demonstrate that it will continue to be used to support local community based services and activities
- Demonstrate strong and robust governance arrangements (including how local people will be involved in decision making in relation to the building and its use) and must meet, or be prepared to meet within two years, 'pre-Visible'

Standard <sup>1</sup>. (As there are various Governance and Risk Management models if your organisation is accredited by/working towards another programme then this must be made clear within the initial expression of interest)

- Evidence of a track record in delivering services and/or managing property (if a new group evidence of this track record linked to management committee members and/or staff)
- Have in place a robust and sustainable business plan, for a 5 year period (3 years in detail, 2 in outline) or show the willingness to create an acceptable plan within a specified time frame before the building is transferred. This business plan will need to:
  - Demonstrate a realistic approach to managing and running the facility
  - Identify sources of finance that asset transfer will release or attract, future investment in and maintenance of the asset
  - Include a needs and equality impact assessment
  - Describe the planned outcomes and social, economic and environmental benefits to result from the asset transfer and how these will be measured and reported back to the council
  - Identify liabilities and how these will be addressed
  - Provide evidence of the capability and skills within the community based group to manage, repair and maintain, insure and sustain the asset transfer (and/or any capacity/skills building requirements), including a capacity building plan and how this will be delivered
  - Outline how much space is required and its potential usage, how services and activities will be 'joined up' with those of other organisations to maximise the efficient use of the asset by providing new and innovative services, which may be linked to current council provision
  - Provide evidence of compliance with legislation and regulatory controls such as equality legislation, child and vulnerable adult protection, health and safety, employment and plans for regular monitoring and evaluation
  - Include a consultation strategy which clearly demonstrates community engagement techniques to be utilised to evidence the needs of the local community

A business plan checklist is available as part of the council's Asset Transfer Toolkit, together with links to local and national organisations who will be able to support and assist with planning and implementation.

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<sup>1</sup> VISIBLE Communities™ is the quality systems and standards for the charity and community sector. Developed by Community Matters in consultation with its members and other core stakeholders, VISIBLE Communities™ is a unique approach to promoting quality and best practice in the charity and community sector

### 4.3 Risk Management

It is accepted that there are a number of risks which may arise from asset transfer. The proposals must show that the group has considered the key risks and how they will be managed, including:

- Potential for a negative impact on community cohesion
- Potential loss of existing community services or facilities
- Capacity of recipient to deliver promised services/outcomes
- Control of asset by unrepresentative minority
- Conflict with other legal, regulatory constraints
- Potential for ongoing council liability
- Financial sustainability
- Lack of value for money
- Conflict with other funders
- Potential unfair advantage for one group over another

Risks will be discussed and allocated to the organisation(s) best equipped to manage them. Delivery terms and risks will be proportionate to the nature and value of the transfer.

### 4.4 Basis for the Asset Transfer

- Long term lease
- The organisation will be responsible for upkeep, running costs, repairs and maintenance, compliance with statutory inspections, health and safety regulations and other legislation
- The asset will revert back to the council in cases of bankruptcy, corruption, non payment of rent, non performance, a breach of the agreement and if the organisation wants to return the asset – in these cases, the council will reserve its right to dispose of the asset in the open market.
- The organisation cannot transfer the asset on to a third party

## **6. COMMUNITY ASSET TRANSFER PROCESS**

Any community asset transfer (CAT) process works best when all parties are open, flexible and accessible. The process itself is about being of mutual benefit to all parties involved and the main aim is to achieve a joint investment in a goal that is shared. If there is any part of the process which the applying organisation doesn't understand, then seeking clarity at an early stage is encouraged.

The process may be initiated in two ways:

- By the council identifying assets as being appropriate to transfer, in which case the council will invite civil society sector organisations to submit proposals. This will be based on a proper review of assets in line with the PCC Asset Management Plan and an agreement that they are suitable for transfer.
- By a civil society sector organisation approaching the council with a proposal, in which case the council will assess the initial request to determine whether the asset is suitable for transfer. Should the asset be deemed suitable to transfer, it will be promoted as being so in order to ensure an open and transparent process.

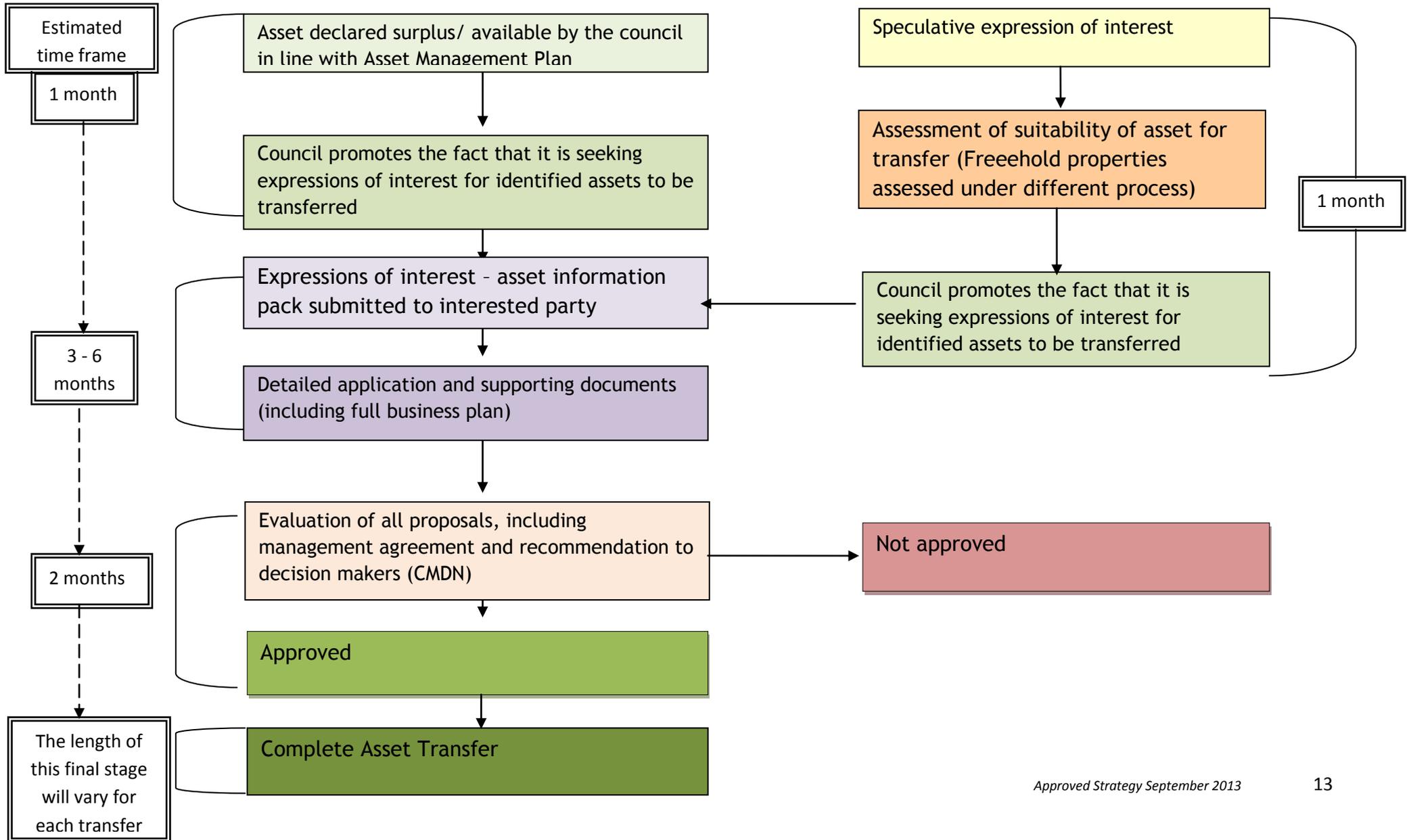
## Appendix 2: Community Asset Transfer Managing Risks Toolkit

Content list:

- FAQ
- Guidance for submitting an Expression of Interest
- Scoring & criteria for assessment (Due diligence)
- Expectations document
- Heads of Terms
- Management Agreement
- Asset information Pack
- Provision for community group Health Check and Asset Management Training
- Asset information pack:
  - Sample Full Repairing Lease Terms
  - Condition Survey & Asbestos Report
  - Site, Service & Floor Plans
  - Energy Performance Certificate (EPC)
  - Utility Providers and average costs
  - Valuation for insurance purposes
  - Levels of security
  - Cleaning and other existing contractual obligations
  - Procedures for statutory testing
  - Information on rates
  - Inventory

Note that an individual commissioning brief will be available for each centre when the community asset transfer process is triggered

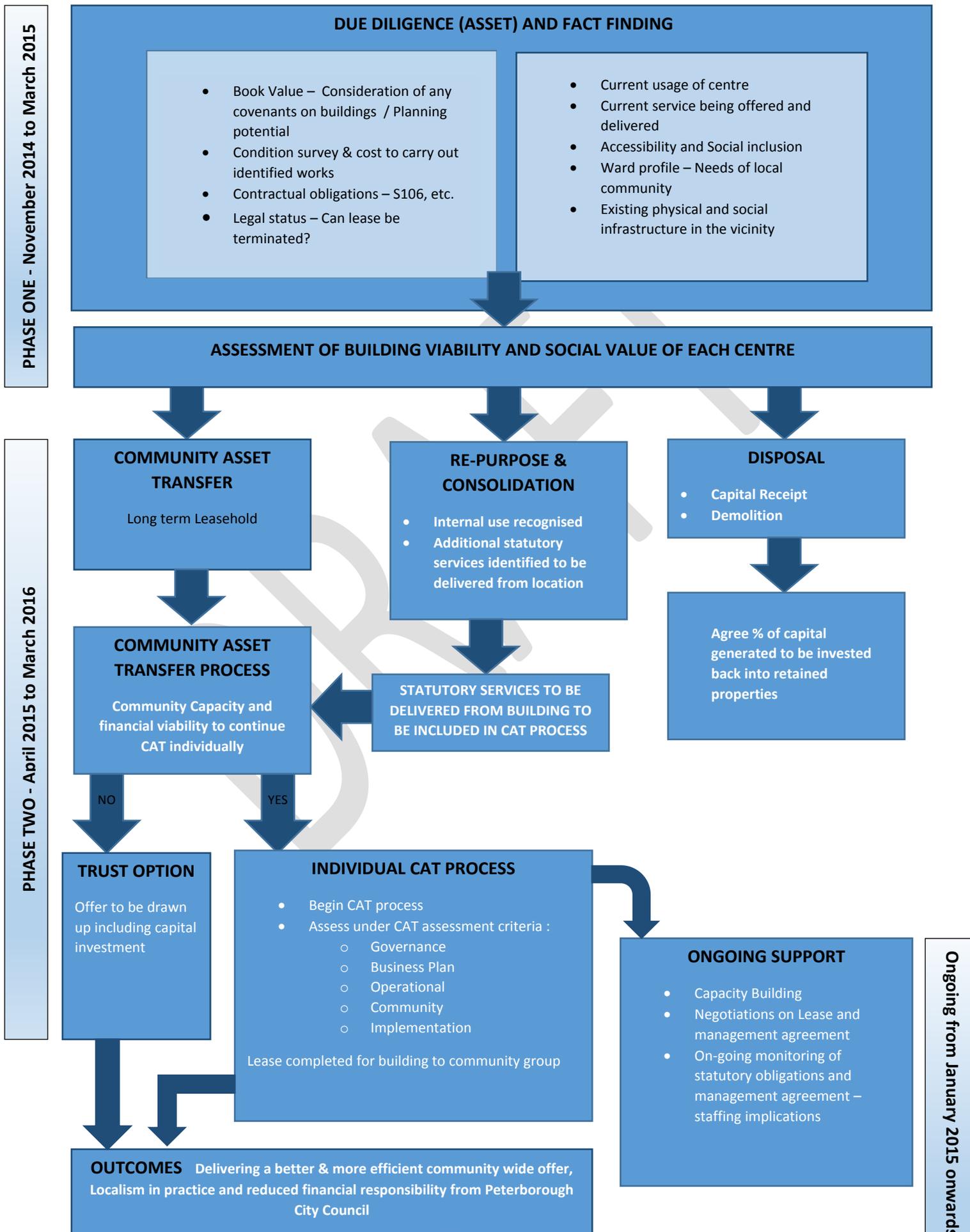
Appendix 1: Key Stages in the Community Asset Transfer Process



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**DRAFT COMMUNITY CENTRE ASSET REVIEW**  
 Delivering a better and more efficient community wide offer



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<b>Strong and Supportive Communities Scrutiny Committee</b>	<b>Agenda Item No. 8</b>
<b>22 JULY 2015</b>	<b>Public Report</b>

## Report of the Executive Director of Governance

**Contact Officer(s)** – Dr Douglas Gyte, Strategic Tourism Manager  
**Contact Details** - 01733 453490

### VISITOR ECONOMY STRATEGY 2015-2020 PROGRESS REPORT

#### 1. PURPOSE

- 1.1 The purpose of this strategy will be for the city council to establish a strategy for development of the Visitor Economy for Peterborough that will form part of the policy. It will make clear how and why the city council can best facilitate the development of the visitor economy and achieve progress in support of key corporate policy objectives.

#### 2. RECOMMENDATIONS

- 2.1 That Scrutiny Committee note progress on the Visitor Economy Strategy 2015-2020 and its scheduled submission to the Cabinet 21<sup>st</sup> September

#### 3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 It is designed to be a contribution to the delivery of corporate policies: It is aligned with and will support delivery of the [ONE vision for Peterborough](#) Sustainable Community Strategy and planning policies and with the Culture Strategy 2015-2020 (Arts and Heritage).

A key focus is on residents as visitors as an enhancement to their quality of life. It is crucial that we secure their understanding and commitment to the visitor economy project. The strategy shows how everything we do is actually for residents 365 days a year and shows how they will be involved. It aims to focus partnerships practically between the public and private sectors towards the common purpose as envisaged in the sustainable community strategy.

The strategy will aim to maximise the contribution of the visitor economy to the Sustainable Community and Growth agenda for the city. It is designed to create a new framework for development of the city as a destination and its local, regional, national and international promotion.

#### 4. BACKGROUND

- 4.1 This report and strategy is submitted to Scrutiny following a year of development and consultations. The alignment of the whole visitor economy and city management approach being adopted will put the city at the cutting-edge of destination development following best practice advocated by VisitEngland and outlined in the national Strategic Framework for Tourism 2010-2020.

Peterborough Visitor Economy Strategy 2015-2020:

- Creating a City Management Partnership  
*Where we want to be and how we get there*
- Executive Summary and Contents
- Action Plan

### *Background papers*

- Destination Review and Appendices
- *Destination Review: the Evidence Base*  
*What we do and where we are*
- Appendices: Detailed background original research and papers

The full sets of documents are designed to be an online resource and are available as electronic documents. However hard copy will also be placed in the Members Lounge and Group Rooms for perusal.

## **5. KEY ISSUES**

5.1 Overall the aim is to bring together a wide range of business and community interests aligned with the delivery of the council's corporate agenda in this regard.

- Although it is presented as a council policy document it is designed to be primarily on how the city council and its officers can work directly with public and private partners across the city to develop the value of the visitor economy to the city together: the visitor economy development can only work as a shared project.
- It is designed to be an important step in the evolution of the city identity and image that is both understood and supported by residents and becomes a key attracting supporting component of the city identity across: Invest, Work, Live, Learn and Visit.
- It is also aligned with and will support delivery of planning policies and with the Culture Strategy 2015-2020 (Arts and Heritage).
- It is designed to be at the heart of the promotion of economic, environmental and social well-being of the city
- A key focus will be the emphasis on the inclusion of the people of Peterborough and all its communities both urban and rural in the ongoing development of the city.

5.2 *A summary of key information and ideas from the review of Peterborough as a destination*

- *Visitor Economy:* Clarifies what we mean by the wider Visitor Economy to include not just attractions, accommodation, retail and food and drink but the notion of the visitor journey and how all the services and management of the city must be aligned to create this experience of a welcoming city experience for residents as visitors. It is made clear that this applies to both development of the urban and rural areas of the city as an integrated offer.
- *Facilitating the growth of the visitor economy starts with local residents*  
However it is essential to the surrounding region and it is this organic growth that will ensure we make the city also desirable to others and secure longer-term success nationally and internationally. In the national context the direct links to London and national and regional airports will reinforce the city location and its growing importance and influence. This strategy will help us plan ahead for the coming growth of the city to ensure that it is sustainable and that the visitor economy is ready and welcoming for all.
- *The Volume and Value of the Visitor economy.*  
The latest report for the city commissioned (December 2014) as the baseline for this strategy outlines the importance of the wider visitor economy the importance of tourism to Peterborough estimated 5.7 million visitors per year: 5.25m day visitors and 482,000 staying visitors. The economic value of tourism to the Peterborough economy from visitors alone is over £291m (£185.4m day and £94.9m staying visitors). The wider economic benefit across the visitor economy with additional and supplier effects is £376.4m. Peterborough direct tourism employment was estimated at 5,416 and total actual with tourism related employment as 7,167. The proportion of tourism and additional employment in the city is 9.7 %. It illustrates the importance to the economy and well-being of the city of tourism and the wider visitor economy.
- *Residents:* a key focus is on residents as visitors as an enhancement to their quality of life. It is crucial that we secure their understanding and commitment. The strategy shows how everything we do is for residents all year and how they will be involved.

- *2018 Peterborough 900 year of celebrations*  
In the period 2015-2020 there is the once in a generation opportunity of “2018 Peterborough 900: year of celebrations” as a key driver for ALL actions during 2015-2018. These are explored to create a focus and a real sense of urgency whereby all project development can consider the potential for growth to build capacity towards a peak by 2018 and a commitment to 2017 as a year of promotion nationally and internationally in the preceding year. Initial meetings have explored the possibilities and these will be developed further in 2015 and 2016. The mechanisms have already been put in place with VisitEngland nationally and internationally to achieve this.
- *Developing Peterborough as a Destination for visitors and residents*  
*City themes:* are identified based on consultation and development work for the 2014 Visit Peterborough Handbook and Visit Peterborough website review. A core reason for changing the approach was also to align with the VisitEngland “experiential” approach to city marketing and product development. The visitor economy strategy shows exactly how we are to develop Peterborough to fit in with the national best practice guidelines. The Peterborough city identity and image structure developed for the visitor economy aspects of the city identity are as follows:
  - Primary themes: Heritage City, Environment City, Event City
  - Secondary themes: Sport City, Culture City, Shop City, Family City, Night City, Stay City Food & Drink City
  - City region themes: Regional City, Opportunity City, Smart City, Gigabit City, Conference City, Wedding City, Language City, Learning City,

These will be reinforced throughout all future developments and promotions.

*City Areas:* In addition to the Historic City core and urban areas there are 3 distinct landscapes that all form attractive propositions for the image and identity of the unitary city area that resonate with the surrounding areas. These areas will structure and clarify the “Peterborough story” and also guide how local visitor economy cluster development can be encouraged.

- The Historic Core of Peterborough
- Peterborough Nene Valley with a great range of leisure opportunities
- John Clare Country: northern rural areas with beautiful stone villages
- The Fens of the East and South East and their unique character and landscape

This is developed into a clear structure for how different areas of the city will be developed in partnership with surrounding districts. This visitor economy structure will ensure that we proceed on a consistent rational basis.

- *Selling the city: Team Peterborough*  
The marketing of the city is an important part of continuing to support the growing city and its people. The [Visit Peterborough Handbook and website](#) has been developed to be part of the “family” using the Peterborough (P) city logo and associated imagery and created a particular related style needed for visitor economy promotion. It also echoes many elements and guidelines already developed to:
  - promote the city externally [Invest in Peterborough](#) inward investment website
  - promote the [Environment Capital](#) as a city-wide partner project

The strategy proposes development of new guidelines to achieve progression to wider cross-council understanding through corporate marketing and on to greater shared-use with all key partners as the truly city-wide “Team Peterborough” ownership envisaged originally.

### 5.3 *The Visitor Economy Strategy 2015-2020:* Creating a City Management Partnership

In order to develop the visitor economy and clearly link to corporate policy the following Vision, principles, objectives and action areas have been identified.

#### *Vision*

To develop and promote Peterborough as an excellent, accessible, unified and varied visitor and business destination throughout the year. Contribute to the social, environmental and economic development of the urban and rural areas of the city and support the ONE vision for Peterborough policy towards sustainable communities.

#### *Principles*

To deliver the vision and 5 cross-cutting principles for ALL projects are established

- *Working for a common goal and ONE vision for Peterborough partnership approach*  
The visitor economy is as much about residents as visitors and contributing to local quality of life, economy and employment and the benefits it can bring as it is about encouraging new visitors from “away” in the early stages especially.
- *Developing the city*  
Reinforcement of the city themes  
Maintain and grow the value of business and conference tourism
- *Positioning the city*  
Peterborough is an important growing city at the heart of East England  
Peterborough is both heritage and modern
- *Develop links between the urban and rural areas*  
Reinforce the 4 City areas of Peterborough as interrelated components of the city  
Historic Core, Nene Valley, John Clare Country and the Fens
- *Integrate sustainability in development plans*  
Development of sustainability, accessibility and social inclusion are key to supporting the *Creating the UKs environment capital* aspiration for the city.

#### *Strategic Objectives and Action Areas*

- *Objective O1 - Promoting the city*  
Action areas (27): The strategic development of events and product development and marketing to build the image and identity of the city are explored.
- *Objective O2 - Managing the City*  
Action areas (6): The management of the city centre specifically will be covered, however as outlined earlier the strategy is to evolve the team to work across the outer and inner city centre, wider urban areas and support city-wide development.
- *Objective O3 - Improving the Environment and public spaces*  
Action areas (12): The infrastructure and facilities development and management of the public realm are scoped and key strategic areas highlighted that will need partnership discussion and working relationships to be reviewed or established.
- *Objective O4 - A Prosperous City*  
Action areas (7): Visitor Economy Conference, Visitor Economy Networks, Visitor Economy Forum and building towards a shared Destination Management Framework

### 5.4 *Delivering the strategy and governance:*

#### *Background*

Local Authority and Visitor economy: Local Authorities have a duty to promote social, economic and environmental well-being and the visitor economy is a powerful way of working in partnership with the private sector and the community to benefit all. The role is to be a facilitator and bring together strategic harmonisation that assists the market but does not interfere or attempt to duplicate or replace private sector activity. Successful destination development and place-shaping can only be achieved by local government playing its influencing and facilitating role and empowering the private sector and the community to create the place that is good for business, good for our people and good for the environment we are seeking to create across the city.

A key task therefore is the creation and coordination of partnerships towards a shared agenda. Whilst this is a city council corporate policy document in so far as it clarifies the agenda of HOW we can all work together to a common purpose. Therefore there are 4 ways in which delivery will be monitored and managed.

i) *The City Council Monitoring of its input and delivery of the strategy*

There is significant commitment by City Services and Communications to drive and deliver actions that will deliver the city council's commitment to facilitating growth of the Visitor economy

The 4 Strategic Objectives of the strategy ARE the corporate objectives set for the department. The strategy will be benchmarked with:

- A Peterborough Visitor Economy volume and value research to be repeated and reported annually and volume and value figures for comparison to the city region.
- Progress will be reported on the action areas under the 4 key objectives and the 57 key *action areas* for progress to be reported annually to committee.

These will be reported on by City Operations and Communications across all its activity as part of the unit's ongoing reporting schedule. They will also be linked to staff PDRs and work targets. A council monitoring committee for the strategy will meet annually to monitor progress overall of the partnership working arrangements as outlined below.

ii) *Visitor Economy Networks:*

The Visitor Economy Network groups will be the main vehicles for engagement with private and public sector visitor economy businesses. The Hotel and Conference Group and the Peterborough Attractions Group will also be taking on delivery of the VES. Other meeting structures will be reviewed to be brought into delivery of the VES and this is set as a work objective for 2015 for Commercial Operations and partners.

iii) *Visitor Economy Partnership group (Forum)*

The Visitor Economy Partnership group will be "a strategic forum to oversee *Visitor Economy Strategy* and the VENs delivery. It will clarify the relationships between all key networks. It will in time create a more private sector led ethos within the partnership framework. It will actually strategically plan and work together to ensure shared delivery across all the groups. It will be made up of the Chairs of the Visitor Economy Network Groups and the major organisations such as Commercial Operations, Vivacity, the Cathedral and the Arena, Opportunity Peterborough and member representation through the Briefholder for Visitor Economy or their representative.

(iv) *Visitor Economy Conference*

There will be an annual conference where all partners and networks will be invited for a review of progress and discussion of priorities for the next year.

The 5 year plan for the evolution of these structures into full Destination Management ones is outlined in Figure 4 and discussed in the conclusion.

## 6. IMPLICATIONS

6.1 *Financial:* There are no new financial resources requested, it is stated throughout that the strategy and core principle 1 is that it is based on the best use of existing resources both of the city council and in liaison with partners. The aim is to align and harmonise development activity to maximise the benefits of cooperation, avoid duplication and make best use of existing resources. Any proposals that may emerge will be able to be judged within a clear strategic framework that will simply aim inform future strategic decisions and investment planning. At its best the Visitor Economy idea is an approach that makes this possible and will allow difficult investment decisions to be made on a sound basis.

*Legal:* The Visitor Economy Strategy will be listed in the Major Policy framework but as a "local

choice". It is a significant document and is intended to go to full council for adoption. As a partnership framework document there are no specific legal issues raised by this strategy.

*Corporate Priorities: Environment Capital and Discrimination and Equality.*

The strategy and all action areas proposed are preceded and underpinned by 5 core principles Principle 5 is "Wise Growth" and specifies that all action areas and development proposals will actively consider the sustainability, accessibility and social inclusion requirements and opportunities. The aspiration to be the UK's Environment Capital is also supported by other action areas identified across the development of sustainable tourism activity cycling walking and active leisure and sustainable transport. The designation of *environment city* is already incorporated as one of the 3 headline messages along with *heritage city* and *event city*.

*Crime and Disorder / Community Safety:* These issues are fundamental to the development of an attractive place to visit that is safe and open. These issues are fundamental to the city management team of commercial operations and will be part of the evolution of a growing evening and night-time economy and the integrated use of CCTV in city management for example.

*Human Resources:* No HR issues are raised although ongoing review of the Visitor Information service to change to support delivery of the Visitor Economy Strategy will continue.

*ICT:* The VisitPeterborough website and ICT management systems will be reviewed in the light of current ICT innovations. No immediate implications are envisaged.

*Cross-Service Implications:* The Visitor Economy Strategy approach will require adoption as a concept and influencing factor going forward across the council. Consultations on the draft strategy have taken place particularly with planning and with corporate marketing to begin this journey. In particular external links with economic development (Opportunity Peterborough) and Culture, Heritage Sports and Libraries (Vivacity) will be crucial in the early stages especially and have all been consulted.

*Property and Procurement* none are raised by this strategy

## 7. CONSULTATION

7.1 This report has been developed in partnership with public and private sector Visitor Economy agencies and network groups. Whilst this is a city council strategy document it frames how our activity can best support and facilitate the development of the visitor economy of the city. The strategy has been developed through discussion for the last year and represents the views and commitments of the wide range of the Visitor Economy providers of the city. We have ensured we have secured the "buy" in of all the key players and partner organisations across the visitor economy and that the main direction of travel is supported by all.

The strategy has been framed in response to ongoing consultations and working with: major partner provider organisations Opportunity Peterborough and Vivacity especially Heritage and Arts development and attractions such as Peterborough Cathedral, Peterborough Arena, Nene Park Trust and Burghley House, the Peterborough Hotel and Conference Group and the Peterborough Heritage Attractions Group and individual discussions with a cross-section of visitor economy businesses individually as for example in those involved in the range involved in the new model [VisitPeterborough Handbook and website](#). The Chamber of Commerce, Travelchoice, Queensgate, Wildlife Trust and PECT in different ways have all been key to the development of the framework for the development of the Visitor Economy.

In addition and specifically the Visitor Economy approach has been part of the ongoing consultations for the "Heritage Ambition" and the Peterborough Cultural consultations that has led to the Peterborough Cultural Strategy and commitments are made to continue these consultations and working relationships as the strategy is developed during 2015-2020.

The strategy action plan outlines all the main "action areas" that will need to be developed and

which organisations will need to be involved in to deliver the ongoing developments within this Visitor Economy Framework for the city. It will involve more systematic development of Visitor Economy Networks in the urban and rural areas, it is envisaged these will be locally responsive and involve local public and private sectors to develop each locality but within the outlined overall framework for the city and its region.

## **8. NEXT STEPS**

- 8.1 The report will be considered by Cabinet for adoption on the XX March TBC

## **9. BACKGROUND DOCUMENTS**

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

- 9.1 There is a full bibliography of corporate and other strategic documents referred to in the strategy at the end of the document with website links for follow up access.

The Visitor Economy Strategy and Action Plan is based on a comprehensive Destination Review that is available as background papers

- Peterborough destination review: *the Evidence Base*  
*What we do and where we are*
- Review Appendices: Detailed original research and papers

## **10. APPENDICES**

- 10.1 The Visitor Economy Strategy 2015-2020

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# PETERBOROUGH VISITOR ECONOMY STRATEGY 2015-20







## **Visitor Economy Strategy**

### **2015-2020**

Creating a City Management Partnership  
*Where we want to be and how we get there*  
July 2015



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**Visitor Economy Strategy 2015-2020**  
*Creating a City Management Partnership*

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## Peterborough Visitor Economy Strategy 2015-2020

### Introduction and Executive Summary

These are exciting times for Peterborough, one of the fastest growing city in the UK with plans in place to “grow in the right way” over the next decade and beyond. This strategy shows how we can develop the potential of the visitor economy of the city over the next 5 years. It also creates the framework that will be the foundation for the next decade and beyond. The approach of this strategy is to take a wider *Visitor Economy* view of what constitutes a *visitor* as opposed to a *tourist*. The emphasis is on boosting the economy of the city by concentrating not just on accommodation and attractions but also on the wider and deeper economic effects of food and drink, retailing and the wider cultural and social life of the city.

All reference to “the city” or “city-wide” follow the definition of the City of Peterborough unitary area and includes the urban and rural areas of the city. The visitor economy approach will help focus on residents of the urban and rural areas of unitary Peterborough and the surrounding districts as potential visitors in a 5, 15, 25 and 40+ miles radius as well as the areas beyond nationally and internationally. The city has many landmark places of national and international significance. A strong, secure, sustainable city is one that is based on the local quality and pride of place by local residents, happy with their quality of life and proud to welcome visitors. At its simplest we will *shape our place* for our people that will then be attractive because of the “life and vibrancy” of the local culture: *our city, our lifestyle, our visitors*. It is important that we create greater awareness and pride in our city, this strategy aims to play a key role in achieving this goal and for residents to become ambassadors for the city.

The focus on a year of celebrations in 2018 for Peterborough 900 is a once in a generation opportunity. The communications networks are already in place with VisitEngland nationally and internationally to promote the city for 2018. However we need to build consensus and local awareness, pride and participation to a point where the city can launch itself nationally and internationally with confidence and with pride by 2017 with a year of advance publicity to take full advantage. There is therefore a real sense of urgency from the outset for this 5 year strategy. We need to make rapid progress in 2015 to begin to develop the action areas that have been identified. The continued development of events and festivals such as the Heritage Festival, Arts Festival, Green Festival, Great Eastern Run and the local culture and community festivals that celebrate our place should all be harmonised to build to new heights for 2018. The focus is on retention of the capacity to build the city to the next stage and ensure the benefits are sustainable for the long-term.

Essentially all the benefits that flow from the place shaping of our city are primarily for the residents of the city urban and rural areas. This is an important point to grasp from the outset: the emphasis is always on developing *our city, our place for our lifestyle* that then is attractive for *our visitors*. The communication of this strategy to residents is an important part of building the city identity and image. This is especially important in the early years, and will lead to sustainable progress being made through consistency of action. If we are to build an identity and image for Peterborough that is locally strong, authentic and sustainable, then the planned developments and the marketing messages must make sense to residents

for them to be inspired and adopted by them. This will not be done overnight but will be part of the process of the development of the city the next 5 years.

### **The Visitor Economy Strategy and Action Plan**

The role of local authorities and current arrangements and links between partners are explored and a model for the development of a Visitor Economy Framework leading to a City Management Partnership is described (section 1)

- The vision for Peterborough as a visitor destination is outlined and 5 cross-cutting principles are established (section 2)
- City development action areas are specified in line with delivery of the corporate policy and the 4 corporate objectives (section 3)
  - Promoting the city
  - Managing the city
  - Improving the environment and public spaces
  - Prosperous City

As will become clear the core message is that sustainable city development and management is about far more than promotion. It is about taking account of all aspects that create the visitor experience and ensuring the creation of these is primarily for the benefit of all residents as discussed under sustainable “Wise Growth”.

This strategy is intended to be the framework and important reference point for the evolution of and harmonisation with other development plans and strategies of the council and partners. It is important that the key development aims for Peterborough as a visitor destination are incorporated and supported as part of a shared mission. The scale of the ambition for this strategy is to support the creation of the regional, national and international profile and identity for the city as it grows to 2020. Ultimately this is a major contribution and integral part of driving forward corporate and community plans for the city and towards the ONE vision for Peterborough, the sustainable community strategy and the longer-term policy ambition of “Creating the UK’s Environment Capital”. The strategy is founded on an evidence base of review and research as outlined in the footnote. It is available as online background documents.

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#### **Footnote: Background papers: Review of Peterborough as a Destination**

*This is the evidence base for the strategy:*

- *The visitor economy concept is explored and recent changes in the political and economic landscape outlined (section 1).*
- *The role of the City Council and City Services and Communications is described (section 2).*
- *The city destination inventory work and initial consultations undertaken that informed the 2014 developments that will be the basis for the future are explained (section 3).*
- *The local, regional and national strategic frameworks are outlined (section 4).*
- *The destination profile of Peterborough is analysed across all relevant aspects for the city and surrounding districts and comparisons made nationally and with surrounding regions and districts (section 5 to 9).*
  - *Population, Employment and Accommodation stock (section 5)*
  - *Domestic Visitor profiles, Volume and Value and Occupancy (section 6)*
  - *Overseas Visitors national regional and local (section 7)*
  - *Visitor attraction comparisons (section 8)*
  - *Tourism and Leisure Trends*

*There are also Appendices and these are all listed at the end of the Strategy for quick reference*

## Executive Summary

The strategy and action plan they are summarised as follows.

### **The Peterborough Visitor Economy Strategy** *Creating the City Management Partnership*

#### **1. The foundations for developing the Visitor Economy**

The Visitor Economy Strategy outlines the vision, aims and objectives for development of the local visitor economy and Peterborough as a destination. All reference to “the city” or “city-wide” follow the definition of the City of Peterborough unitary area and includes the urban and rural areas of the city. It also refers to the districts in the city-region that Peterborough needs to attract to the city centre/historic core as part of developing a strong service centre that is clear how it will engage with its sphere of influence as the city grows. The value of the visitor economy as a driver of economic growth is made clear by the Local Government Association (LGA)

The LGA sees a clear role whereby:

“Local authorities are taking advantage of the visitor economy’s local growth potential through playing a strong leadership role and catalyst for growth; creating the conditions for it to thrive”

*Source: The Visitor Economy: a potential powerhouse of local growth (LGA 2013)*

It also helps to fulfil its responsibilities for sustainable community development.

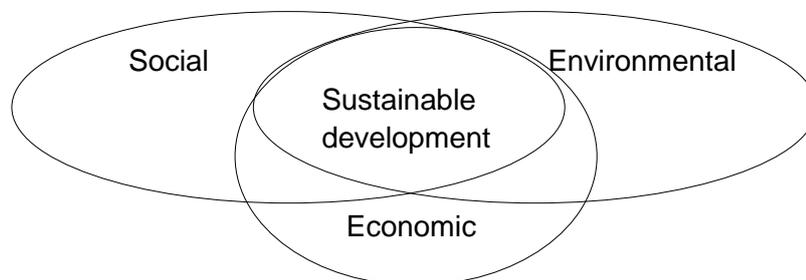


Figure 1: Social, environmental and economic well-being

The strategy provides a clear framework within which partners can cooperate that will harmonise activity to a common goal. It also entails a shift in how the city council works, in particular the change of the city centre team to operate more strategically as a city-wide destination team that supports developments in urban and rural communities. The meetings and ongoing partnerships that are being developed will all become *Visitor Economy Networks* that will be mapped and coordinated towards city destination development objectives outlined in the action plan.

#### **2. Development of the visitor economy 2015-2020**

In order to develop the visitor economy and clearly link to corporate policy the following Vision, principles, objectives and action areas have been identified.

### *Vision*

Peterborough will be an excellent, accessible, unified and varied visitor and business destination throughout the year, based on the quality of life offer to residents and the social, environmental and economic development of the urban and rural areas of the city it will bring.

### *Mission*

To support the ONE vision for Peterborough policy towards sustainable communities. To develop Peterborough as a visitor destination by harmonisation of activity and investments across multiple delivery agencies to achieve more effective use of resources and a more focussed strategic approach. To develop the quality of life for residents and the create a vibrant city and lifestyle that is also attractive to visitors. To develop a context for all place and product developments and events that is brought together in a single planning framework.

### *Principles*

To deliver the vision and mission 5 cross-cutting principles are established that must be borne in mind at the outset by all action planning activity in future.

1. *Work for a common goal and ONE vision for Peterborough partnerships*
  - i. The visitor economy is as much about residents as visitors and contributing to local quality of life, economy and employment and the benefits it can bring as it is about encouraging new visitors from “away” in the early stages especially.
2. *Develop the city*
  - i. Reinforcement of the city themes and city areas
  - ii. Maintain and grow the value of business and conference tourism
3. *Position the city*
  - i. Peterborough is an important growing city at the heart of East England
  - ii. Peterborough is both heritage and modern
4. *Develop links between the urban and rural areas*
  - i. Reinforce the 4 City areas of Peterborough as interrelated components of the city: Historic Core, Nene Valley, John Clare Country (the Soke) and the Fens
5. *Integrate sustainability in development plans*
  - i. Development of sustainability, accessibility and social inclusion are key to supporting the *Creating the UK’s environment capital* aspiration for the city.

### *Strategic Objectives and Action Areas*

Under the 4 key strategic objectives a number of *action areas* are specified.

It is appropriate that these are the city council corporate objectives set for City Services and Communications. They also work as broad objectives and work areas for the wider partnership development for the city.

- *Objective O1 - Promoting the city*

The strategic development of events and product development and marketing to build the identity and image of the city are explored.

- *Objective O2 - Managing the City*  
The management of the city centre specifically will be covered, however as outlined earlier the strategy is to evolve the team to work across the outer and inner city centre, wider urban areas and support city-wide development.
- *Objective O3 - Improving the Environment and public spaces*  
The infrastructure and facilities development and management of the public realm are scoped and key strategic areas highlighted that will need partnership discussion and working relationships to be reviewed or established.
- *Objective O4 - A Prosperous City*  
Visitor Economy Conference, Visitor Economy Clusters (Networks), Visitor Economy Forum and building towards a shared City Management Framework

### **3. The Action Plan: Developing Peterborough as a destination**

This strategy aims to create a clear *City Management Framework* that will allow strategic choices to be made. At this stage different partners will lead on the action areas that are proposed. Each action area will be developed with partners as joint projects towards common goals. Awareness raising and discussion of plans will be a priority for 2015 however the aim is to draw up ideas for longer-term plans to 2018 and beyond.

There will be financial challenges for the council and partners to face in the 5 years of this strategy. The aim will be to ensure that by taking partnership working to the next level these challenges will be faced together and implications worked through to ensure best use of resources whilst maximising outcomes. Additional funding and grants will be sought wherever possible.

The term *Wise Growth* is from the national visitor economy strategy and our strategy will follow these principles of sustainable development :

- Inclusive: accessible experiences for all,
- Engaging: involving local residents,
- Well-being: sustaining quality of life and place,
- Caring: for local culture and traditions for both residents and visitors,
- Distinctive: sustaining the quality of the environment,
- Fun: Appealing giving wide access whilst not damaging environment.

#### *Strategic Objectives and action areas*

##### *Objective 1: Promoting the city*

It is important that the development of the product of Peterborough precedes and guides promotion. The first 16 objectives create this clarity and a framework into which all development should now fit. First how the city visitor economy should be promoted as a key part of the city identity and image is shown. It is clear that the rural communities are locally distinctive but these will be grouped using the natural landscape areas of the city. The city will be developed and promoted as a single destination with 4 distinct *city areas*. This will create more clarity and impact for development of the *city themes* that are identified. These action areas give substance to the aim of developing the visitor economy of both the urban and rural areas of the city. A *city destination framework* is created as a start towards mapping out which settlements, attractions, facilities and

landscape management bodies may be grouped into localised networks (Figure 3 and Table 3). These are quite powerful ideas and this framework will also help us decide who and how we work with in adjacent districts in the future.

The strategic planning of events (objectives 17 to 27) is seen as an important objective. Whilst the city council has a core role to play through the management of the public realm and proactive event management, they are a facilitator to encourage, support and help manage events by others. A series of events types is drawn up to help all partners understand the whole picture together. This will be a key part of work in 2015 to create wider understanding by all partners and sharing of experience and plans for the future

*Objective 2: Managing the city*

The six action areas under this objective, focus on how the city council, through City Services and Communications and partners, will seek to manage council responsibilities across city centre management and evening economy, Parking, CCTV, Highways Traffic Management, City Markets and public realm management. All these activities are in partnership with a wide range of agencies and individuals and support the aims of the Sustainable Communities Strategy. The aim is to facilitate an excellent visitor experience and maximise the economic social and environmental benefits.

*Objective 3: Improving the environment and public spaces.*

The infrastructure and facilities development and management of the public realm are highlighted. The visitor economy development must be an integral part of future planning for development of the City Plan, River Nene Embankment facilities development, management of fairs and circuses and use of parks and open spaces. The green infrastructure of Peterborough is a key aspect of the quality of life and the city identity. It should be developed for better and wider access by all residents and visitors. This will be achieved through harmonised development and use of the visitor economy approach. Again the use of the 4 *city areas* of the unitary city will be a useful template to structure future development. Discussions are already taking place with Travel Choice on this.

*Objective 4: A prosperous city*

The Visitor Economy approach has clear benefits for the economy of the city, the businesses and people of the city. The aim is to maximise these benefits through partnerships and by the city council taking a clear pro-active, facilitating role. In order to achieve this clear structures need to be put in place to manage the process. This strategy will lead to the creation of shared structures to do this.

- *Visitor Economy Framework*: the strategy shows how agreement of how to work together with partners and harmonise partnership working can be achieved.
- *Visitor Economy Networks*: to harmonise business development groups
- *Visitor Economy Forum* and annual *Visitor Economy Conference*
- *Visitor Economy Strategy and action plan*: to set targets and monitor progress

What form the management structures develop into will emerge naturally from the next few years' work as the visitor economy approach is introduced and these structures mature into a *city management partnership*.

*Conclusion: Creating a City Management Partnership*

The strategy will focus initially on the development of the visitor economy approach. The Visitor Economy approach is only a means to an end and will lead to more formal arrangements and ways of working together as "Team Peterborough" to develop the city's potential as a visitor destination. The strategy concludes with a diagram (Fig 4) to illustrate how we will start by getting over the ideas of what the visitor economy approach is and then move towards the shared management structures.

Peterborough is one of the fastest growing city in the UK, with projections to grow steadily over the next decade, this will bring great economic opportunities. As one of the greenest city in the UK\* with a vision of *Creating the UK's Environment Capital* by 2050 there are responsibilities to ensure that the growth is achieved "in the right way". This strategy attempts to lay the foundations for sustainable visitor economy development as a major contribution to the shaping of the experiences of the city for all.

The work starts now to build the exciting future that Peterborough has before it. The city, its urban and rural areas, its people and its places, by working together, "Team Peterborough" can achieve great things.

\* *green space per person*



## **The Peterborough Visitor Economy Strategy 2015-2020** *Creating a City Management Partnership*

### **1. The foundations for developing the Visitor Economy**

The Visitor Economy Strategy outlines the vision, aims and objectives for development of the local visitor economy and Peterborough as a destination. All reference to “the city” or “city-wide” follow the definition of the City of Peterborough unitary area and includes the urban and rural areas of the city. Peterborough also needs to attract people from the surrounding districts in the city-region. The city is developing a regional service centre and the city centre/historic core is a key focus. The strategy is based on a review of Peterborough as a city-wide destination and these are available online as background documents.

However it is important first to review where we are now and what role the council will play in partnership with others to drive forward this strategy. The aim is to help create the visitor economy framework for joint action in the future that will lead to a city management partnership. The value of the visitor economy as a driver of economic growth and the local authority role is made clear by the Local Government Association (LGA)

#### **1.1 The role of the Local Authority in the development of the Visitor Economy.**

In *The Visitor Economy: a potential powerhouse of local growth (LGA 2013)*, the importance of the visitor economy was demonstrated. Key aspects were outlined of how visitor economy development can be taken forward and the pivotal role Local Authorities are well placed to play in this.

“Local authorities are taking advantage of the visitor economy’s local growth potential through playing a strong leadership role and catalyst for growth; creating the conditions for it to thrive through easier-to-understand and more proportionate regulation, consolidating planning reforms, investing in infrastructure, improving skills and incentivising inward investment.

They also play a crucial role, along with the Destination Management Organisation (DMO), in helping coordinate the activities of stakeholders (this) was seen as central to improving the quality of destination offer, investing in the arts and heritage to attract visitors, developing and promoting a brand and place image and increasing access to sustainable transport.”

The Council’s leadership role in driving local growth was seen as central and saw the future potential growth coming in higher productivity. It could be achieved by increasing the visitor spend for example by converting day visits to overnight stays. Securing the durability of “staycations” once the economy recovers was seen as a key strategic aim that would benefit all English destinations.

#### **1.2 Peterborough City Council and the local visitor economy**

In terms of the Peterborough Visitor Economy Strategy, at the current stage of development as a visitor destination, there is clearly also scope for simply attracting more visitors to maximise use of existing capacity, particularly in late week and weekends. Peterborough does not have a Destination Management Organisation in place and there is no requirement to do so. It very much depends on local

circumstances. What is being outlined in this strategy is how to bring together stakeholders more closely to function better as a city management partnership. The city council City Services and Communications section is a key resource that has a focus on visitor economy development.

Essentially this strategy will aim to bring together over the next 5 years individuals, groups and networks, many of which are already working together due to the excellent progress made in recent years, but in a new harmonised way. The focus will be on the visitor economy approach and how development across heritage, culture, the environment, sports, transport, visitor infrastructure, retail, events, food and drink sector, and ultimately the wider local service and product supply chain providers and workforce and skills development, can all be brought under an integrated approach. It will take time but it is essential this be done in order to fulfil the potential of the visitor economy approach and this should underpin the development of the city beyond 2020. This in turn will create the city activity and quality required to make this a sustainable and permanent part of the city's character and its economic, social and community life.

The role of the Local Authority is important in driving the local visitor economy to establish the foundations, the infrastructure and supporting activity, so that it becomes successful and established. A key focus must be in involving residents in the journey of developing Peterborough as a visitor destination: what are the benefits, what is the approach and what are we aiming to create? The emphasis is on our residents, our city our lifestyle that in turn is attractive to visitors. The city council has a duty to be active in the development and promotion of activity to improve the social, economic and environmental well-being of the city for its citizens. It aims to be a catalyst and facilitator with others to achieve this.

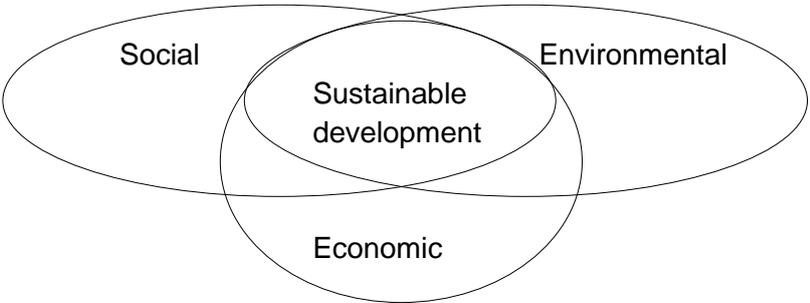


Figure 1: Social environmental and economic well-being

It should be made clear that good effective economic development strategies must always balance activity to include the social and environmental improvements and potential negative impacts. This visitor economy strategy should be seen as part of this broad approach: it is a key part of an economic development. The strategy also seeks to enhance the social, environmental fabric of the city: tourism, heritage, arts, sports, landscape and environment. The wider visitor economy is a crucial part of the fabric of the city, and is essential part of attracting new business, residents and indeed, with time, more visitors.

### 1.3 Development of the city council role, partnerships and management arrangements

The first step in realising the vision for developing Peterborough’s visitor economy was to also align activity with city council provider partners. Opportunity Peterborough, economic development and inward investment, Vivacity, Peterborough Arts Heritage and Leisure and Peterborough Environment City Trust. Good progress is already being made but there is more to come from this approach that will be beneficial to all organisations concerned and our primary customers, our residents. There will be further opportunities for bringing development and marketing work together to mutual benefit whilst also creating a city destination of substance that understands itself and works together. These plans, developed together, will be jointly “owned” to contribute to the city’s place identity and the image we project.

The city is composed of the centre and urban areas where the majority of the population live and the large rural area with 27 villages. Both are important parts of the place identity and image we, have a quality historic core and 3 distinct but interrelated landscape areas. This is the strength and foundation of the “Peterborough proposition” as one of the greenest cities in the UK (by ratio of green space per capita) and part of “creating the UK’s Environment Capital”. A healthy city centre relies on strong links with its rural areas and surrounding districts. Peterborough is the central city for around 1500 sq miles and this must be embraced as our city-region on all levels. In order to deliver the cosmopolitan, quality of life for our people we need to engage with all our region. The city is growing fast but it is essential that the city centre attracts more residents more often from its city-region and builds a strong day, evening and night time economy. The City Services and Communications remit aligns with this scope of place management.

The recent guidance document, “*City centre management and the visitor economy*” (VisitEngland, August 2014) outlines the importance of both city centre management and city-wide destination development working in tandem to shared objectives. There is no blueprint of which type of delivery is “best” or whether they should be managed separately or together, both exist. It is always local circumstances, history and finance that govern which arrangement is most appropriate. The visitor economy approach should be the basis for both. The management arrangements that are put in place should also best suit the city and local circumstances. Some broad organisational arrangements exist across the country that can be summarised as follows, this will then help explain the current approach in Peterborough and how we intend arrangements will evolve.

<b>Destination Management</b>	<b>City Centre Management</b>
1. Local Authority Tourism teams: <i>Usually in Economic Development or Tourism/Leisure/Culture/Heritage groupings</i>	1. City Centre Teams <i>May be public or private sector led or loose partnership Public realm, Ch of Comm, Retail, trade assoc, events</i>
2. Destination Management Partnership <i>Informal networks &amp; working relationships. Advisory capacity to form a common destination agenda</i>	2. City Centre management partnership <i>Informal networks and working relationships towards a common city centre alliance/agenda</i>
3. Destination Management Organisations (DMO) <i>Formally constituted public/private sector bodies. Public private sector funding mix.</i>	3. City Centre Management companies <i>Formally constituted public/private sector bodies. Public private sector funding mix.</i>

Table 1 : Destination and city centre management structures

In Peterborough both City Centre management and wider destination development are in City Services and Communications. The full range of services include public realm management, parking, CCTV. Highway and traffic management and is well matched for developing the visitor economy approach. Great progress has been made in City Centre management in recent years and convergence of city centre and city-wide destination development has been the next step forward. The intention is to build Peterborough as a strong city centre historic core with beautiful rural areas at the heart of a quality city-region. The historic core and city centre are crucial to the health of the city region and vice versa. For Peterborough a convergence of these is the natural next step.

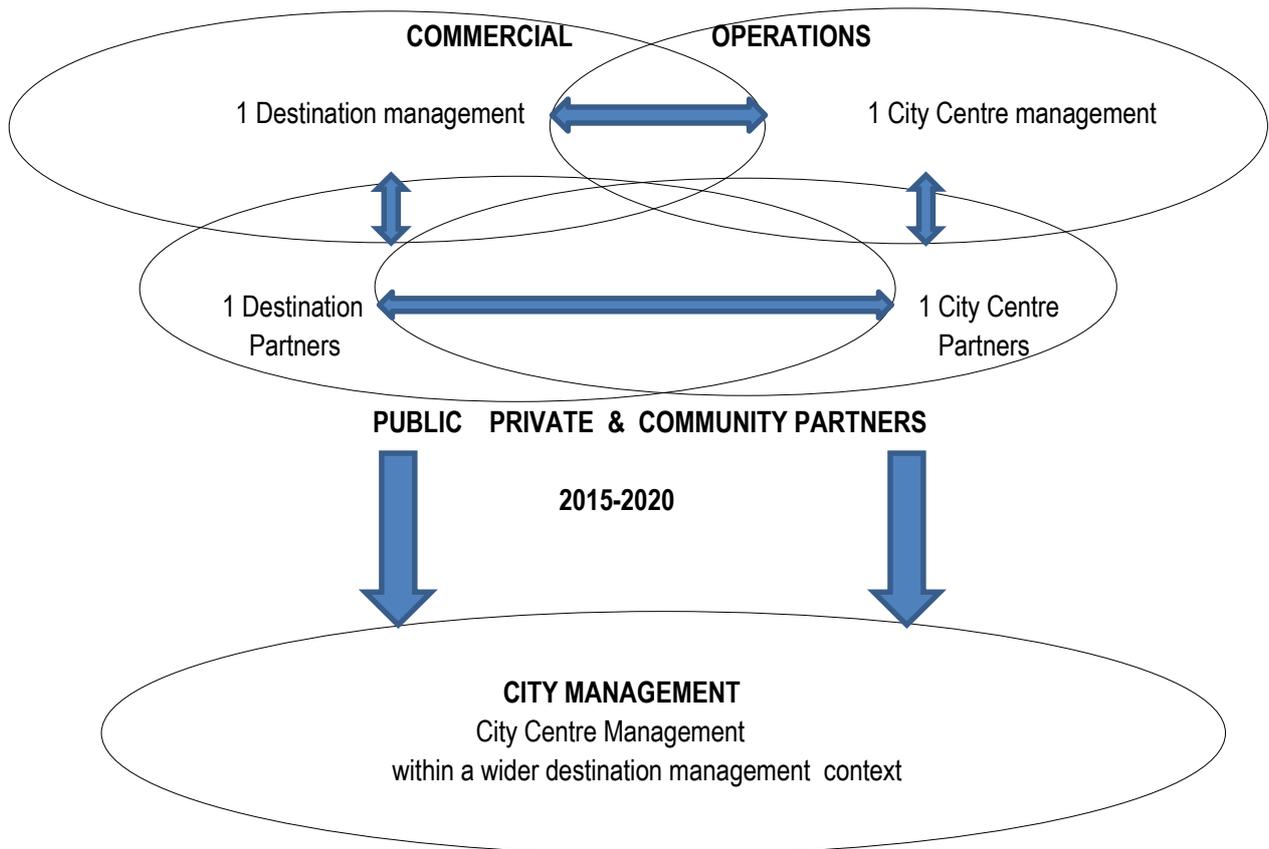


Figure 2: Building the city as a destination and evolution of management processes.

#### *Visitor Economy Networks*

For the duration of this strategy the focus should be very clearly on developing the visitor economy ideas, working it out together, coming up with innovative ideas and activity that seek to share resources for greater efficiency. The *visitor economy networks* will emerge from this foundation using the wider visitor economy model. The intention is to develop informal *city destination management* structures that will begin to manage the whole process together. The focus for 2015-2020 will therefore be more on facilitating the conditions for growth by working in partnership with the public, private and voluntary and third sector bodies that will eventually lead to the formation of joint management arrangements.

## **2. Development of the visitor economy 2015-2020**

### **2.1 Vision**

Peterborough will be an excellent, accessible, unified and varied visitor and business destination throughout the year. This will be based on the quality of life offer to residents and the social, environmental and economic development of both urban and rural areas of the city.

### **2.2 Mission**

To support the ONE vision for Peterborough policy towards sustainable communities. Develop Peterborough as a visitor destination by harmonisation of activity and investments across multiple delivery agencies to achieve more effective use of resources and a more focussed strategic approach. Develop the quality of life for residents and create a vibrant city and lifestyle that is also attractive to visitors. Create a single partnership planning framework for all product and events development.

### **2.3 Aims and principles**

The aim will be to develop structures that will bring together existing and form new relationships with the private sector and community partners, to create an overarching framework and development networks based on the visitor economy model. The intention is that private sector visitor economy businesses and community groups will then inform and influence larger strategic decisions on the future of Peterborough as a visitor destination. These will be built over time to be in harmony with residents' aspirations and visitor needs as the city grows in the right way. This will also develop the possibility for more formal City Management structures (City Centre and city-wide) and the foundations for a City Destination Management Organisation at some stage if required in future.

A series of cross-cutting principles will underpin the action areas under every objective and will be a first reference point for all action groups. They will reinforce the top-level aspirations that will shape how the identity and image of Peterborough is developed and how it comes to be seen.

#### **P1 Work together towards ONE vision for Peterborough partnership**

The visitor economy is as much about residents as visitors and contributing to local quality of life, economy and employment and the benefits it can bring, as it is about encouraging new visitors from "away" in the early stages especially. Resources are tight and will remain so for the foreseeable future. Partnership working will be essential not only because it results in better projects embedded in the community but it is the most likely way that resources can be maximised by sharing and unlocking external partnership funding.

#### **P2 Develop the city as a visitor destination**

##### *P2a Develop Peterborough as a visitor destination*

Peterborough is a successful business tourism destination with capacity for growth late week and weekends. Development of products/experiences for visitors under agreed

themes that will also improve local quality of life, attract and retain residents and promote investment.

*P2b Maintain and grow the value of business and conference tourism*

As the city grows so will business and conference opportunities and the city must plan to not only to keep pace with change but anticipate and plan ahead for expected growth and the opportunities it will bring. We must instil this awareness and confidence in the future to encourage residents to see their city in this positive way.

**P3 Position the city**

*P3a Peterborough is an important growing city at the heart of East England*

Geographically position Peterborough as the heritage city of rural East England with a beautiful rural hinterland. Create awareness of the space in the country it occupies on the edge of the 2 Eastern regions of the East Midlands and East Anglia and the counties of Lincolnshire, Leicestershire/Rutland, Northamptonshire, Cambridgeshire: as a city at the heart of the arc of county towns of Lincoln, Nottingham, Leicester, Northampton, Cambridge and Norwich.

*P3b Peterborough is both heritage and modern*

Position Peterborough as:

- i) **heritage city** and associations of images with other middle-scale heritage cities Winchester, Canterbury, Chester,
- ii) **environment city** with associated imagery of beautiful urban/rural areas for cycling, walking, sailing, boating, bird watching. Ally with UK Environment Capital and England's greenest city claims
- iii) **event city** with imagery of a vibrant modern and cultural life: culture city and secondary themes.
- iv) Use also the **secondary themes** and **regional city** themes outlined in Background Document section 3.6

**P4 Develop links between the urban and rural areas**

*Reinforce the 4 City areas of Peterborough and their relationship*

The essence of a developing a successful visitor economy will be to link the urban and rural areas of the city and where appropriate to its rural borders districts. By building the historic core/city centre as a positive focus for the unitary city and the edges of the surrounding counties will bear dividends for both. The focus on 3 distinct geographical areas: Nene Valley, John Clare Country (the Soke) and the Fens, will assist the process. By embracing the particular qualities and local cultures these will form key parts of the national awareness of the quality of the wider Peterborough city-region.

**P5 Integrate sustainability, accessibility and social inclusion across action areas**

The aspiration to be *the UK's Environment Capital* and all the work undertaken since Peterborough was designated an Environment City should be reflected in visitor economy development. This could not only be through development of sustainable tourism products (e.g. walking cycling) but also sustainable business practices to reduce energy use and waste generation. These should be integrated into business planning and product development as part of sound business sense or "wise growth". PECT will be a key partner in development of mainstreaming of sustainability.

## 2.4 Strategic objectives

It is appropriate that these are the city council corporate objectives set for City Services and Communications. They also work as broad objectives and action areas for the wider partnership development for the city. The *action areas* are now outlined under each objective. The types of *action areas* in section 3 under each objective are in summary:

### **Objective O1 - Promoting the city**

Broadening the visitor offer of the city by extending the range of events and marketing existing attractions more extensively.

Action areas: The strategic development of events and product development and marketing to build the image and identity of the city.

### **Objective O2 - Managing the City**

To communicate and co-ordinate the work of all city stakeholders and monitor outputs. To communicate and engage effectively with businesses.

Action areas: The management of the city centre specifically will be covered. However as outlined earlier, the strategy is to enable the team to work across the outer and inner city centre, wider urban areas and support city-wide development.

### **Objective O3 - Improving the Environment and public spaces**

To encourage and facilitate improvements to the environment and public spaces that is inviting, clean, and is safe environment to be enjoyed.

Action areas: The development of infrastructure and facilities management of the public realm are scoped and key strategic areas highlighted that will need partnership discussion and working relationships to be established.

### **Objective O4 - A Prosperous City**

Diversifying and strengthening the economic base. The city should be the catalyst for encouraging the growth of both new and existing business within the city.

Action areas: The mechanisms and meeting groups will all be related to the development of the visitor economy approach. The creation or adaption of existing groups and meetings will be explored as a range of Visitor Economy Networks.

The effectiveness and sustainability of the action in each area will depend on the successful creation of partnership structures to progressively involve more partners in joint strategic planning and bringing all the wider partners together as a *City Development Partnership*.

City Council City Services and Communications is a key resource to help drive forward the development of the visitor economy of the city. This strategy should be seen as creating a *City Development Framework* that will enable all key partners to cooperate better to a common goal.

### **3. The Action Plan: The development of Peterborough as a city destination**

#### **3.1 Creating the City Management Partnership**

There are a range of action areas needed to develop the visitor economy of Peterborough and the city as a destination. These are now outlined and are founded on the evidence base of research and recommendations in the city destination review. These actions reflect the City Council's commitment to the development of the visitor economy and Peterborough as a destination. It is especially important given the projected growth of the city the next 10 years and the opportunities that will flow from this.

Overall this strategy aims to create a clear City Management Framework that will allow strategic choices to be made. It aims to inform the higher decision-making processes of the city council and public and private sector partners. This will help create a City Management Partnership that can become a forum for helping address hard choices and prioritisation together.

#### *Action Areas*

The key city council resource in driving visitor economy development activity is City Services and Communications and the following action areas are outlined so that the role of council as catalyst can best be developed with partners. Many partnerships already exist but the intention is to take them to the next level. Many of these action areas will rely as much on partners' activity as the council's. Indeed at this stage the specific groups, budgets and timescales are not set as they will need to be developed and agreed during the lifetime of the strategy. The key focus of this strategy is for the council's role to be one of facilitator and catalyst. Action areas are outlined that will start the development of the destination and management structures to achieve this. The full detail of the scope of each action area will emerge only as each area is worked on, structures put in place and work programmes agreed and developed with partners.

#### *Finance*

Given the financial challenges the council and partners will face, a key aim will be on bringing partner structures, strategies, plans and resources together to agree cooperation to mutual benefit and maximise efficient use of resources. The aim is to agree city-wide development and marketing that will be mutually beneficial. It is without doubt that this will create great challenges but it is also the most likely way to free up creativity and be the foundation for successful funding bids. Any resource implications will be assessed and discussed together, on the basis of strong partnerships and agreements. It is clear that some areas will proceed further and faster than others and will only be taken forward if delivery partnerships and shared resourcing can be put in place.

#### *Conclusion*

The following action plan is initially focussed on how city council activity over the next 5 years can best facilitate sustainable growth of the visitor economy. All these action areas will be progressed and developed with partners as will be described.

### 3.2 Sustainable city development: the principles of “Wise Growth”

The term *Wise Growth* is from the national visitor economy strategy and our strategy will follow these principles of sustainable development outlined in the national Action plan. These are aligned with the principles in the ONE vision for Peterborough and the intention that the city will “grow in the right way”, sustainably.

“The term *Wise Growth* is used rather than sustainable tourism in order to link and balance the growth aspirations of the Strategic Framework for England with the principles of sustainability in tourism. These principles are drawn from a range of globally recognised definitions and characterise *Wise Growth* in tourism as:

- Inclusive: visitor experiences are fun, inspirational, safe, open and accessible to all with no discrimination based on gender, race or disability.
- Engaging: involving local residents in tourism development through working relationships, consultation and cooperation.
- Well-being: tourism activities strengthen and sustain the quality of life of the communities in which they take place by improving access to local resources and amenities for residents.
- Caring: the cultural heritage of places, the authenticity and distinctiveness is protected or enhanced through preserving traditions and local culture for both residents and visitors.
- Distinctive: the quality of the urban, coastal and rural environment is maintained or enhanced without physical or visual degradation.
- Fun and appealing: capitalise on the enjoyment of England’s natural and built environments, habitats and wildlife but ensure these are not damaged in the process.”

Source: *Wise Growth Action Plan, Strategic Framework for England 2010-20*

<b>Principle 5: Wise Growth Actions</b>	
1	Support and promote all the above aspects of <i>Wise Growth</i> as a checklist for all action areas and are aligned with the ONE vision for Peterborough to “grow in the right way”
2	Work with <u>Peterborough Environment City Trust</u> to create opportunities for linking business and community sustainability. Reinforce “ <i>environment city</i> ” theme and experiences in product development and marketing.
3	Support aspirations of Environment Capital Action Plan targets and 2050 vision. Develop sustainable tourism and encourage sustainable business practice
4	Sustainability development will follow principles laid out by VisitEngland and “Keep It Real for Destinations” guidelines.
5	Engage visitor economy business in the development of sustainability best practice. Work with VisitEngland “ <u>Green Start</u> ” with all business free advice. Encourage official graded <u>Green Tourism Business Scheme</u> accreditation

6	Accessibility development will follow principles laid out by VisitEngland and will engage with businesses to promote accessibility issues as part of business planning and development opportunities.
7	Promote best practice and promote online training opportunities
8	Encourage visitor economy businesses to prepare access statements
9	Improve accessibility information on <a href="http://www.visitpeterborough.com">www.visitpeterborough.com</a>
10	Engage with local access groups to advise on possible destination audit

### 3.3 Action Areas under Corporate Strategic Objectives

#### Objective O1 - Promoting the city

Broadening the visitor offer of the city by extending the range of **events** and **marketing** existing attractions more extensively.

The 2 parts of this objective are grouped together:

- Product **Development and Marketing** to develop city image and identity  
O1.1 to O1.16
- **Events** development and management  
O1.17 to O1.27

#### Product Development and Marketing to develop city image and identity

##### O1.1 Peterborough “P” city branding with partners

The promotion and extension of the Peterborough “P” city branding with partners will ensure that all activity outlined below by the city council and its partners will result in city-wide and external promotion of the city. However it is more than simply a logo where in the past it has been just dropped on occasionally as one logo amongst many. It is still little understood on how it should be used because this has not been done proactively or systematically. It is important to be clear on this, misconceptions are that it is either the logo and house style of “Opportunity Peterborough” for economic development promotion or it is almost “the council’s other logo” because it is used for the Environment Capital UK work. The intention now is that the 3 uses of the city branding will be clarified and this will lead to better understanding and adoption of it by partners. The outcome will be that it will be used more consistently to promote the city and become the signifier for the city across its region and beyond.

The Visitor Handbook, Visit Peterborough website development has created a third main element. The intention is to extend to more shared use by others of the Peterborough branding whenever appropriate. The proactive process with key partners of the City Council with Opportunity Peterborough, Vivacity and Peterborough Environment City Trust will be the basis for developing wider understanding and use of the city branding. The following actions will help clarify with partners how it should be used more

prominently in current publications and for future planning to use it. It emerged from work the council did with partners that there is a desire but a lack of clarity as to how they should use it.

<b>O1.1</b>	<b>Peterborough “P” city branding</b>
1.1	The existing brand guidelines for “UK Environment Capital” will be reviewed and extended to also include other appropriate city-wide themes, inward investment, city destination development and clearer guidelines for partners.
1.2	Work with visitor economy businesses to promote the “P” city brand on their websites and other publicity along with links to visitpeterborough.com as the city’s lifestyle and visitor site for use by all visitors and residents as a resource for all.
1.3	Any city wide-publicity and wider regional promotions by partners to incorporate the “P” city branding and Peterborough city messages (image structure) to reinforce the idea that it is the Place Branding used by all so it becomes understood across the region and nationally.
1.4	Reinforce that it is distinct from the city council logo and guidelines for their use Separate new brand guidelines for use of the “P” city branding will be developed that will also clarify how it is used in conjunction with a partners own branding.
1.5	Partners will be asked to use it on the same prominent basis wherever it is appropriate
1.6	Promote the wider us by partners of the UK Map Rainbow logo where appropriate.
1.7	Explore the potential for partner use of the “Passion for Peterborough” theme and “heart” symbol (Background Destination review section 3.6.5)

## **O1.2 Product development and city branding structure**

### *City Themes*

A key aim that will underpin all the following actions will be the creation of visitor economy resources to harmonise with and reinforce the primary themes of *heritage city*, *environment city* and *event city* and related secondary themes such as *culture city*, *sport city*, *family city*, *shop city*, *night city* and *stay city*.

### *City Areas*

These themes are designed to fit the following 4 distinct areas of Peterborough as a destination that have been identified. These have been outlined in the Background Destination Review as:

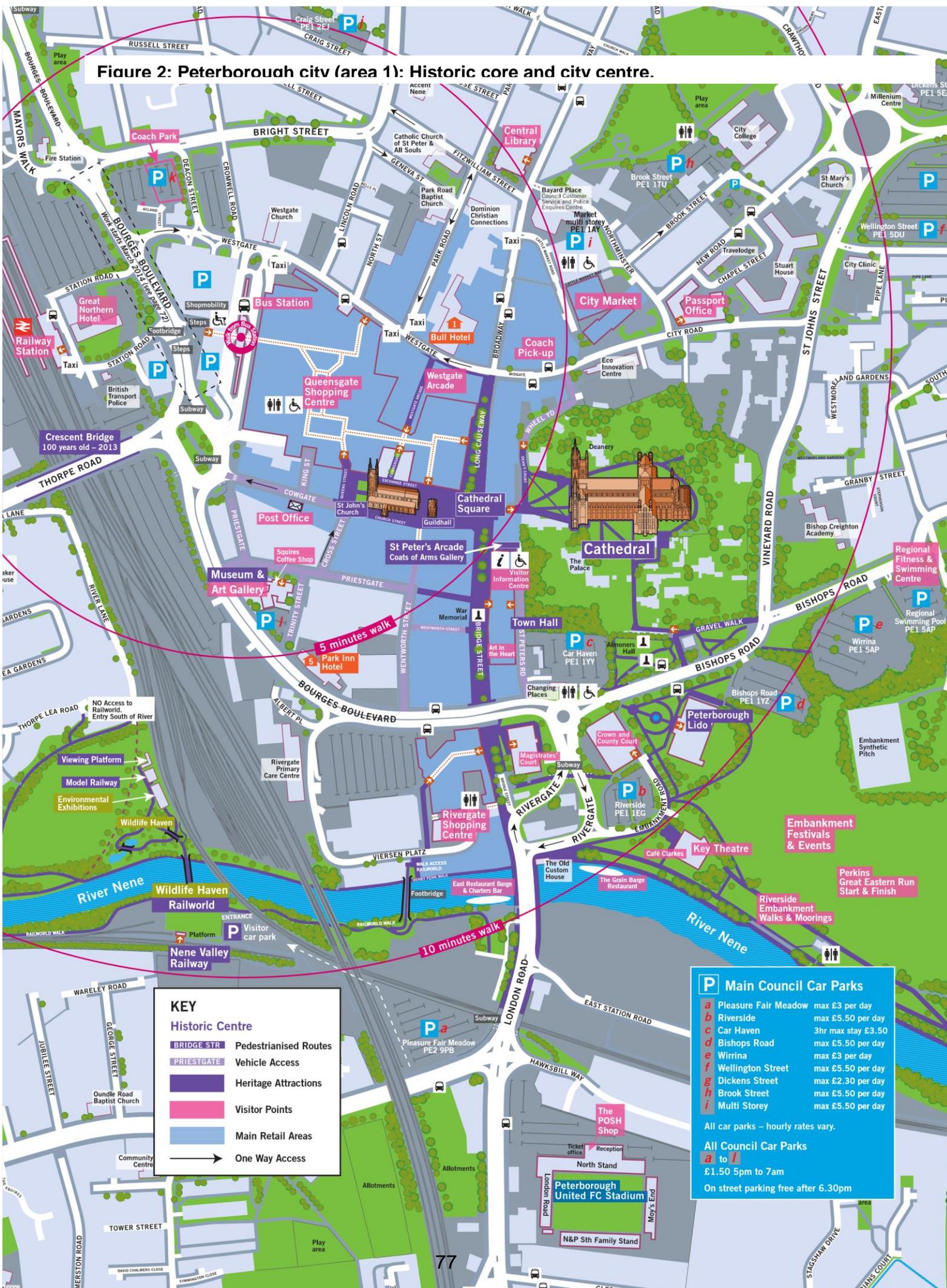
- a) Peterborough historic core (city centre) (O1.3)
- b) Peterborough Nene Valley, (O1.4)
- c) Peterborough John Clare Country (O1.5)
- d) Peterborough Fens (O1.6).

Product development and marketing work is explored in O1.2 to O1.6. The city is unlike many in that it has a clear urban/rural border and a strong urban and rural dual aspect product to be built on. The following action areas outline a structured approach to achieve a unified city image with clear sub areas that ALL can reflect the city-wide themes.

This product development and marketing work will have visitor infrastructure implications and these are explored under Objective 3 Visitor Economy Infrastructure.

<b>O1.1</b>	<b>Actions: City Themes</b>
2.1	Maintain consistency and promote further development of the <i>destination themes</i> (also see Background Destination Review 3.6)
2.2	Promote awareness of the themes to all visitor economy businesses, development partners and residents of the city
2.3	Align with visitor product development for the city as a destination
<b>O1.2</b>	<b>Actions: City Areas</b>
2.4	Create consistency and awareness of and promote further development of the 4 key <i>city areas</i> of the city outlined in Table 3.
2.5	Incorporate the <i>city areas</i> messaging into the long-term development of product and infrastructure such as interpretation boards in each area
2.6	Use <i>city areas</i> as a focus for development of visitor economy networks
<i>NOTE: Figure 3 and Table 3 illustrate possible development of these actions</i>	
<b>O1.3</b>	<b>City Destination aims</b>
3.1	To increase volume and value of the visitor economy. Develop creative linkage of attractions, events, landscape, the leisure infrastructure accommodation and wider visitor experiences.
3.2	Ensure successful, sustainable, marketing based on sound product development. Increase levels of promotion as city products are developed, do not overpromise and under deliver.
3.3	Ensure the Visit Peterborough Handbook structures the main themes & branding for the city to reflect this product development
3.4	Create the partnerships to develop products and experiences to make them more easily accessible and purchasable as parts of day trips and short breaks.
3.5	Development cross-marketing potential, interlink destination websites and other city development themes
<b>O1.4</b>	<b>Develop the visitor potential of the city and rural areas</b>
4.1	Adopt the 4 natural landscape areas designated by Natural England as <i>Living Landscapes</i> of the city: John Clare Country northern rural areas (Soke of Peterborough), the Nene Valley the Fens to structure the development of the city destination as one of its key features,
4.2	Develop the Peterborough city region and urban to rural to border areas.
4.3	Create visitor economy alliances and negotiate cross-promotion and explore possible longer-term relationships and possible partnerships including working with bordering districts
<b>O1.5</b>	<b>Peterborough historic core/city centre</b>
5.1	Develop the potential of the historic core/city centre and its importance at the heart of the city region and the city as a visitor destination as outlined above and in Objectives O1.16 to O1.28 and O3.8 to O3.12.
5.2	Develop links to support the development and promotion of the rural areas as outlined in O1.6 to O1.8 and on Figure 2 and Table 3.

Figure 2: Peterborough city (area 1): Historic core and city centre.



**KEY**

**Historic Centre**

- Pedestrianised Routes
- Vehicle Access
- Heritage Attractions
- Visitor Points
- Main Retail Areas
- One Way Access

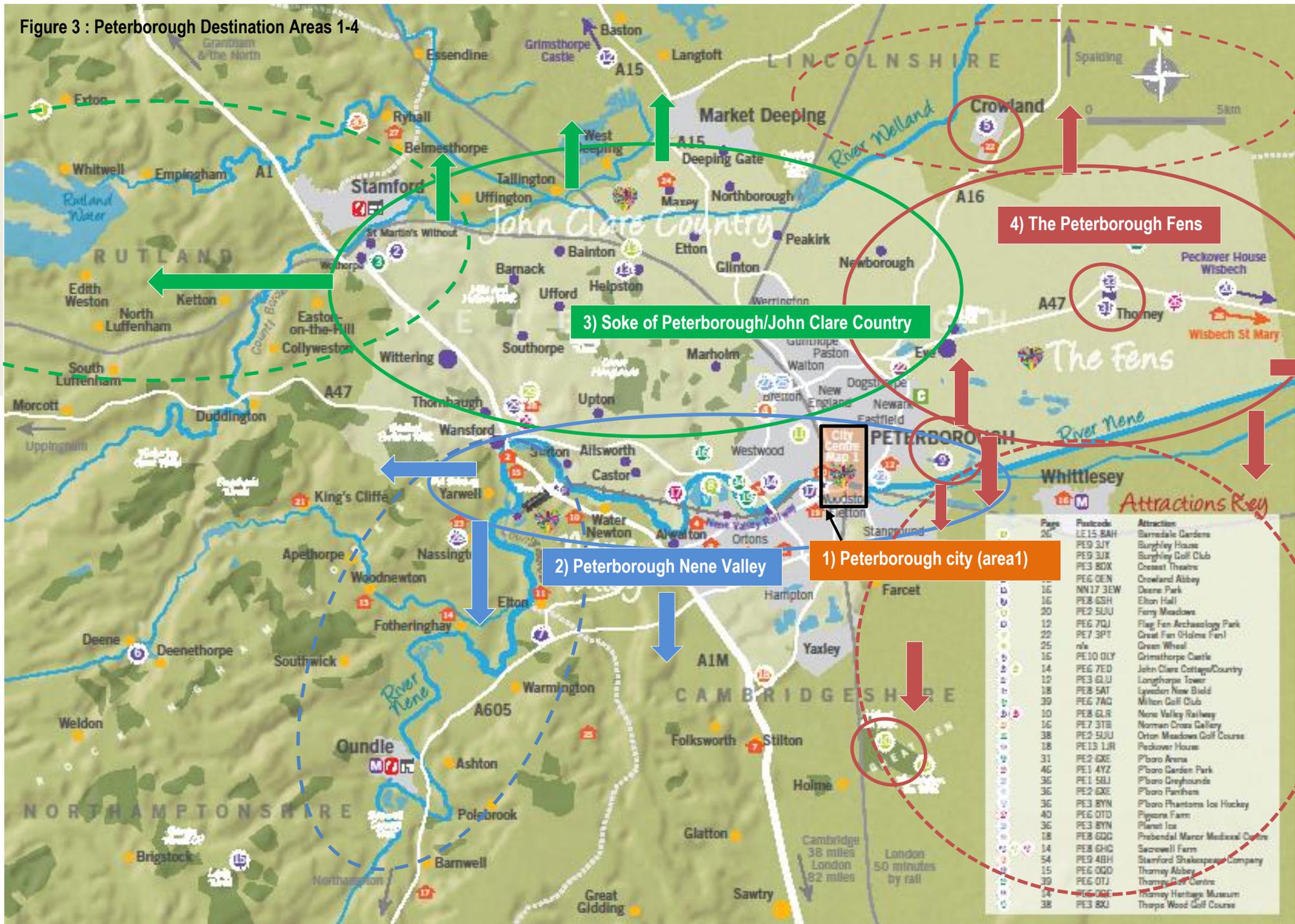
**P Main Council Car Parks**

a	Pleasure Fair Meadow	max £3 per day
b	Riverside	max £5.50 per day
c	Car Haven	3hr max stay £3.50
d	Bishops Road	max £5.50 per day
e	Wirrina	max £3 per day
f	Wellington Street	max £5.50 per day
g	Dickens Street	max £2.30 per day
h	Brook Street	max £5.50 per day
i	Multi Storey	max £5.50 per day

All car parks – hourly rates vary.

**All Council Car Parks**  
a to i  
£1.50 5pm to 7am  
On street parking free after 6.30pm

Figure 3 : Peterborough Destination Areas 1-4



**Table 3 : Peterborough City Areas and City Themes: a matrix to assist city destination development planning 2015-2020**

	City Areas	Key development focus	Comments	Possible links with borders
ALL	<p>Peterborough: <i>Themes and Areas</i></p>  <p>Peterborough</p>	<p>ALL <i>city areas</i>. support the 3 main City Themes</p> <ul style="list-style-type: none"> <li>• <i>heritage city</i></li> <li>• <i>environment city</i></li> <li>• <i>event city</i></li> </ul> <p>The secondary city-wide <i>city themes</i> will ALL be supported by current or future developments: <i>culture city, sport city, family city shop city, night city stay city, regional city, wedding city, conference city</i></p>	<p>ALL the <i>themes</i> will be developed for the city as a whole. All the following <i>city areas</i> enrich and clarify the product &amp; experiences. Activities e.g. cycling will be developed as a whole, the “split” is only made to tease out a) which Visitor Economy businesses could group together within each <i>area</i> b) create the visitor experience and themes that make them an important part of the destination and c) how they may interface with border regions.</p>	<p>Peterborough as a city destination has clear primary or iconic attractions as a focal point for each <i>city area</i>:</p> <ul style="list-style-type: none"> <li>• Peterborough Cathedral (a)</li> <li>• Nene Park/Nene Valley Railway (b)</li> <li>• Peterborough Arena E of E Showgr’d (b)</li> <li>• Burghley House (c)</li> <li>• Flag Fen Archaeology Park (d)</li> </ul> <p>Each will be a focus within the following <i>city areas</i></p>
1) 79	<p>Peterborough City</p>  <p>Peterborough</p>	<p><b>Peterborough Cathedral</b> and St John’s Cathedral Square &amp; Guildhall Peterborough Museum and City Gallery River Nene &amp; Embankment events space Key &amp; Cresset Theatres, Lido &amp; Reg pool City Market. City Library &amp; J Clare Theatre <b>Queensgate</b>, Riverside &amp; street shopping Railworld with Wildlife Haven., Nene Valley Peterboro Railway Station &amp; Link to PNV</p>	<p>City Centre Heritage Trail Links to Hotels and serviced accommodation Retail offer of the city centre and outer core to include Peterborough Garden Park, Brotherhood, Retail Parks. Link “city” villages Longthorpe, Ortons, Werrington <i>sport city</i>: stadiums/teams: football, ice hockey, speedway, greyhounds</p>	<p>Peterborough city (historic core and city centre). Explore proactive links with rest of <i>city areas</i> as below. b) the actual physical linkage of the River Nene and the Nene Valley Railway and Nene Park that all bridge the city centre to the rural areas and villages. c) create north and west links to JCC and d) create east and south links to Peterboro fens</p>
2)	 <p>Peterborough</p> <p>Nene Valley</p>	<p><b>Nene Park</b>: Ferry Meadows/Sailing Centre Rural villages Ailsworth Castor to Yarwell <b>Nene Valley Railway</b> &amp; Railworld Archaeology trail in development <b>Peterborough Arena</b> Peterborough Panthers</p>	<p>Multiple key attractions present crucial importance to develop Nene Valley visitor economy network to next level as key to the success as a visitor destination. Also Key links from city core to rural city to border areas to be developed as an essential <i>visitor journey</i> to stimulate staying and return visitors</p>	<p>Elton Hall, Prebendal Manor Medieval Centre, Oundle town, museum, trails and selected events Explore links with East Northants Huntingdonshire Links to <a href="#">East Northants (Visit Nene Valley)</a> already established and <a href="#">Huntingdonshire</a></p>
3)	 <p>Peterborough</p> <p>John Clare Country</p>	<p><b>Burghley House</b> Sacrewell Farm &amp; Country Centre John Clare Cottage The Granary Willowbrook Farm, Helpston Moor Farm Farm Shop, Newborough. Majority of rural settlements opportunity to develop visitor offer as appropriate</p>	<p>Prospect of partnership funding with Rutland LEADER funding from 2015. Links to existing Hotels. Encourage more serviced accommodation in villages. Build on rural tourism heritage &amp; culture potential. Develop locale based structures for walking cycling and promotions within the strategic Peterborough development framework.</p>	<p>East Rutland attractions engaged, explore further links with Rutland, Stamford and Town Council and South Kesteven. Establish cross-promotion of attractions and accommodation Links to <a href="#">Discover Rutland</a> and <a href="#">South Kesteven</a> already established. Peterborough to Stamford (Torpel) walk developm’t</p>
4)	 <p>Peterborough</p> <p>The Fens</p>	<p><b>Flag Fen Archaeology Park</b> Thorney Abbey Thorney Heritage Museum Pigeons Farm Thorney Golf Centre Eye &amp; Eye Green</p>	<p>The fens landscape is an important aspect with Flag Fen as core attraction with development potential that should be linked with Great Fen “the greatest landscape recreation project in Europe”. Link to Cathedral/ Thorney/ Crowland monastic story of Fens integrate other attractions &amp; villages</p>	<p>Must Farm boats and Flag Fen with Fenland, Great Fen project with Hunts, Crowland &amp; Abbey with South Holland already begun. <a href="#">Visit Cambridgeshire Fens</a> <a href="#">Great Fen Project</a> and <a href="#">South Holland</a> and <a href="#">Spalding</a></p>

<b>O1.6</b>	<b>Peterborough Nene Valley</b>
6.1	Develop the potential of the historic core/city centre and its importance at the heart of the city region and the city as a visitor destination as outlined above and in Objectives O1.17 to O1.27 and O3.8 to O3.12
6.2	Develop links to support the development and promotion of the rural areas as outlined in O1.6 to O1.8 and on Figure 2 and Table 3.
6.3	Bring together the Peterborough Nene Valley attractions and resources as a single strong coordinated strand of the Peterborough experience and overall Peterborough city image and identity.
6.4	Explore links with East Northants/ Nene Valley city promotion.
6.5	Develop as part of a broader Peterborough Rutland EU LEADER economic development project

<b>O1.7</b>	<b>Soke of Peterborough /John Clare Country</b>
7.1	Work with Burghley House as headline attraction with Sacrewell Farm Country Centre and John Clare Cottage and visitor economy businesses and communities
7.2	Explore links with Rutland as distinct geographical area and Stamford/ South Lincolnshire (South Kesteven).
7.3	Develop as part of a broader Peterborough Rutland EU LEADER economic development project

<b>O1.8</b>	<b>The Peterborough Fens</b>
8.1	Incorporate the story of the Fens into the Peterborough city image Flag Fen, Thorney and Great Fen as key hubs to tell this “story”,
8.2	Explore links with Fenland, South Holland and Huntingdon borders.
8.3	Develop as part of a broader Peterborough Rutland EU LEADER economic development project

<b>O1.9</b>	<b>Encourage the day visitor market of both residents and visitors</b>
9.1	Work with attractions and visitor economy businesses to explore the potential for a city day visitor guide.
9.2	Incorporate each year any new products and events developed for the day visitor market.
9.3	Reflect the experiences of the city centre as a key focus for the publication whilst also reflecting aspects of the rural areas and economy depending on possible advertising income generation.
9.4	Attract greater usage by residents and Visiting Friends and Relatives (VFR) to the city centre and rural areas VFR from both domestic and overseas VFR as day visitors
9.5	Investigate the longer term options for a) cross-marketing and b) possible joint promotion with adjacent districts as appropriate.

<b>O1.10</b>	<b>Develop the staying visitor market</b>
10.1	Continue the evolution of the Visitor Handbook 2015 as the national promotional print and e-media to promote the city in line with “P” city branding and themes
10.2	Maintain current increased levels of income to sustain 2014 levels of national distribution levels
10.3	Work with VisitEngland in partnership with local partners to allow national marketing of the city and grant for 2015 publicity

10.4	Aim to raise further income to facilitate increased scope and activity from 2016 onwards.
10.5	Develop the potential for events and stay packages to help support increased weekend stay with event partners.
10.6	Investigate the benefits and cost of joining Britain's Heritage Cities Group

<b>01.11</b>	<b>Overseas visits</b>
11.1	Investigate with partners any overseas marketing currently being carried out to establish if any synergy
11.2	Work with VisitEngland and VisitBritain and locally with major attractions and accommodation providers to identify priority markets, appropriate themes and possibilities for ways to develop the product/experience message for the city for overseas target markets.
11.3	Aim to establish a foundation for a campaign for <b>Peterborough 900 celebrations 2018</b> to give an international dimension to the celebrations.

<b>01.12</b>	<b>Business and Conference Tourism</b>
12.1	Work with Hotel and Conference Group to explore potential for joint working as a destination to retain existing success and promote the city together. (i) Domestic markets ii) Overseas market potential development Harmonised with O1.12
12.2	Review current website presence and possibilities for income generated print and promotional shows.
12.3	Review major current provisions and integration into a longer-term planning for themed conferences linked to events and festivals or other city destination development work (events O1.17 to 28) and as an objective for visitor economy networks strategic planning meetings.

<b>01.13</b>	<b>Develop the potential of Group Visits and Educational Tourism</b>
13.1	Work with the Peterborough Heritage Attractions group as a key visitor economy network to investigate the development of a city-wide approach to build on current good practice i) Group visits ii) Educational visits
13.2	Work with VIC and Parking services to review current Group Visits arrangements for the city centre and with key central attractions with a view to develop possible itineraries and joint offers
13.3	Investigate the potential for group visits and development of a city wide approach to the promotion of Unitary Peterborough to include rural attractions and possible itineraries.

<b>01.14</b>	<b>Website and social media</b>
14.1	Work with VisitEngland to continue to develop the online presence on the national VisitEngland website based on the new destination experiences approach.
14.2	Complete the rebranding and updating of the current website, investigate options for new website with increased functionality and benefits to partner visitor economy businesses and end users
14.3	Build the Twitter and Facebook presence of the city being developed as a pilot VIC in national project with VisitEngland
14.4	Create relationships and pathways to attractions, accommodation providers and other visitor economy businesses social media outlets to enhance the ways the city is promoted and reflect the immediate visitor offer when in the city

14.5	Work with ICT on visitor information development of “My Peterborough” as a key element of communications with residents to promote awareness visitor resource as their quality of life information source.
<b>O1.15 Research</b>	
15.1	Increase participation of Peterborough attractions in the national Visitor attraction survey
15.2	Increase participation of Peterborough accommodation providers in VisitEngland accommodation research to boost sample size so that trends can be monitored more reliably at destination level.
15.3	Monitor changes in Peterborough performance levels using free data available via VisitEngland
15.4	Monitor trends on the Visit Peterborough website usage.
15.5	Track footfall for the Visitor Information service
15.6	Investigate costs of analysis of events economic benefits as part of event planning and economic volume and value research work with partners to establish a review of what research is also carried out
<b>O1.16 Visitor Information Service</b>	
16.1	Continue the development of the service as the hub for Peterborough visitor economy development, promotion and networks as they are developed across accommodation, attractions, food and drink providers and with other visitor economy businesses
16.2	Continue the development of VIC income generation opportunities by rearrangement of retail space and the extension of the associated development of the Peterborough Gift Range to promote “P” city branding for the city. (also see Background Destination Review section 3.6.5)
16.3	Travel Choice Centre to maintain incomes levels to minimise running costs to promote sustainable travel. Offer more sales items within space constraints.
16.4	Develop the social media information service and communication platforms for enquirers in line with e-media plans
16.5	Increase awareness of national information service for residents and extend the range of ticket sales and regional events information programme as service for residents and visitors.
16.6	Trial “pop-up” presence at selected events and across city centre and establish cost/benefits to the service within existing budgets.

### Events: O1.17 to O1.28

An important focus for development in recent years has been the range of events generated by City Services and Communications and community partners. The model has been to facilitate and support community festivals, work with partners and sponsors to firstly ensure sustainability year on year to develop the scale and quality of events where appropriate. The following aspects describe the intentions to 2020. Event opportunities often emerge at relatively short notice. The range of types of event organisation below will be used to ensure that any *ad hoc* events on short timescales are judged within this framework. The aim is to ensure they fit in with the strategic destination development objectives outlined in 12.4A and maximise benefits to the city.

<b>O1.17</b>	<b>Major events city-wide planning</b>
17.1	Investigate with partners the possibilities for <b>Peterborough 900 year of celebrations 2018</b> to become a focus for all events planning and possibilities for raising national and international profile of the city

17.2	Integrate the 2018 Centenary of the end of WW1 into the <b>Peterborough Peterborough 900 year of celebrations 2018</b>
17.3	Create a visitor economy network (VEN) for Major Events City planning to review all events for 2015, leading to constant improvements and harmonised advance planning from 2016/20118(see O4).
17.4	Consider how major events such as the Heritage Festival, Katharine of Aragon Festival, the Green festival, the Arts Festival and the Great Eastern Run could raise the international profile of the city. These should become the key events for the city branding themes of <i>heritage city, environment city, culture city sports city</i> and of course <i>events city</i>
17.5	Consider how development of O1.19 to O1.21 can enhance the volume and value and the social, environmental benefits to the Visitor Economy. Identify other events with major long-term potential

<b>O1.18</b>	<b>Major Events: Peterborough Arena</b>
18.1	Work with Peterborough Arena to maximise potential of their major Events to help maximise visitors to the events.
18.2	Create more synergy and activity between the Arena and the rural and city area to provide a good visitor experience for their staying visitors and establish repeat visitor patterns for future years and to maximise visitor spend over the period
18.3	Investigate possible transport between the Arena with other sites to maximise efficiency of time and encourage visits to the city and rural areas as part of the Arena package to mutual benefit.
18.4	Develop plans for cross-marketing of Arena and city-wide events and raise regional and national profile of the key venue for the city.
18.5	Invite Peterborough Arena as a key member of the Visitor Economy Network: Major events O1.2.1 and O4.

<b>O1.19</b>	<b>Major events: City Services and Communications led</b>
<i>Great Eastern Run</i>	
19.1	To continue the development of the Great Eastern Run as a major regional event with an emerging national profile. This should be the signifier main event for the <i>sport city</i> theme
19.2	Develop plan to maximise participation and increase visitor spectator numbers within capacity limits of the Embankment in order to retain the focus as a city centre event.
19.3	Develop the scope of the event prior to the race to increase potential for overnight stays and evening economy benefits for visitors and the local economy.
<i>Attracting and retaining existing national events to the city.</i>	
19.4	Proactively consider options for attracting major national events that will have synergy with the major development themes and image of the city being developed (also see Background Destination review section 3.6.5)
19.5	Seek potential growth and sustainability as permanent events in the calendar and consistently build on the local participation and regional and national profile they will bring
19.6	Investigate the development of the Cycle Tour series that reinforces the <i>environment city</i> and the <i>heritage city</i> through city centre route and by definition <i>events city</i> themes and secondary themes such as <i>sport city</i> .
<i>Developing other commercial events in the city</i>	
19.7	Classic Car Festival: being trialled 2014, investigate future potential and synergy with other car events at the Peterborough Arena (see O1.5)

19.8	Motorbike Rally investigate future potential and synergy with other motorcycle events at the Peterborough Arena (O1.5)
<i>Christmas markets, events and lights</i>	
19.9	Maintain the Christmas celebrations as landmark community and visitor event.
19.10	Explore potential for partnership funding to sustain events
19.11	Review and extend the range of events in the lead up to Christmas period for start in November
19.12	Ensure maximum publicity and public profile by working with partners to harmonise plans August/September to promote a varied programme for greater city centre.
19.13	Harmonise or integrate visitor attractions, Christmas activities and performance venues programmes, to consolidate a city event and campaign.
19.14	Review the range of themed markets to increase variety and create a varied and changing programme over the period.
19.15	Seek to increase group visits for the Christmas markets and trading period

<b>O1.20</b>	<b>Major events by others with City Services and Communications support</b>
20.1	Seek to develop the following events with partners within a visitor economy based approach, to achieve agreed city development aims.
20.2	Peterborough Cathedral development plans for <b>Peterborough 900 year of celebrations 2018</b> and plans for development on capacity in build-up projects. Long standing events 20.3 to 20.6 should be key planks in the aspirations for the Peterborough 900 year of celebrations.
20.3	The Katharine of Aragon Festival (Cathedral and Vivacity) has national and international dimensions and can be important to both the heritage and culture themes for the city.
20.4	Peterborough Heritage Festival (Vivacity): In line with the Culture Strategy (Arts and Heritage) Along with the Museum's city and museum tours and exhibitions 20.2. to 20.4 will be a key focus for the development and products for the <i>heritage city</i> theme.
20.5	Peterborough Green Festival with Peterborough Environment City Trust (PECT), now in its 23 <sup>rd</sup> year. It has scope for growth as a major festival to promote Peterborough's <i>environment city</i> theme and the aspiration of <i>Creating the UK's Environment Capital</i> . It can bring together community involvement and awareness of PECT with the "experience providers" of the quality of life and visitor experiences the city offers.
20.6	Peterborough Arts Festival (Vivacity): Develop the visitor economy potential of this international festival. Development of its profile will enhance the product of the <i>culture city</i> theme and be an important part of raising the profile of the city
20.7	Burghley Horse Trials seek to develop links with Burghley and scope for related events and links with accommodation providers
20.8	Peterborough Beer festival now in its 38th year remains a major event and will continue to be promoted as such under the <i>events city</i> theme
20.9	Other major events as occur with other partners will be evaluated with reference to the VE strategy context and the benefits and costs evaluated.
20.10	Invite as partners in the Visitor Economy Network: Major events O1.2.1 & O4

<b>O1.21</b>	<b>River Nene Embankment Events space</b>
21.1	Review the range and type of events stage with partners, assess scope for future growth and integration into strategic planning in future proposed developments emerging from the City Centre DPD

21.2	Review specific events for future use requirements to assist their development and sustainable growth of Beer festival, Travellers Horse festival, Music Concerts e.g. Willow Festival
21.3	Review Fairs and circus events and designated areas (see O3)
21.4	Prepare costed inventory for facilities required to ensure sustainability of current events and support future growth and attraction of larger events more regularly.
21.5	Ensure integration into O3, wider review of all infrastructure including Key Theatre, (i) waterfront and mooring/possible small scale camper van facility and (ii) as part of the emerging City Centre DPD Reviews envisaged infrastructure and facilities linked to other infrastructure opportunities.

<b>O1.22</b>	<b>Community Festivals</b>
22.1	Establish the sustainability of the Italian Festival, Portuguese Festival, Diwali Festival, Latvian festival, Ashura Festival, Black History Month.
22.2	Maximise efficiency and encourage increased input from community groups year on year as they learn and build their own capacity for staging the event to ensure the team continues to build other events and retains current capacity and continues to supports events sustainably.
22.3	Encourage existing organisers to also mentor new event organisers.
22.4	Green Festival (Peterborough Environment City Trust) explore potential for extending the <i>environment city</i> event with other partners such as cultural performance input (Culture Strategy)

<b>O1.23</b>	<b>Regular annual “civic” events</b>
23.1	Continue support for Mayor’s office staging of civic related events
23.2	Remembrance Day
23.3	Holocaust Memorial Day
23.4	Good Friday Procession
23.5	others as required

<b>O1.24</b>	<b>Events Marketing Plan</b>
24.1	Develop an integrated events marketing plan for City Services and Communications
24.2	Incorporate all sections of the department to ensure harmonisation
24.3	Align with the Visitor Economy Strategy principles & emerging marketing plans

<b>O1.25</b>	<b>City Centre Publicity Infrastructure management</b>
25.1	Continue development and management of the city centre outside advertising boards (JCDescaux) to: i) Raise revenues to support wider operations to set dual management of commercial hire and ii) Support for the promotion of the visitor offer, events and messaging that reinforce the image of the city as a vibrant heritage and modern city
25.2	Reinforce and improve the use of the city “P” Peterborough branding wherever feasible and appropriate within all publicity in a) ii) above both with JC Decaux and roundabout signage to reinforce the “P” city branding displayed on Points of Entry to the city.
25.3	Ensure “P” city branding is reinforced across all City Services and Communications activity. Create plans for delivery with corporate marketing to ensure synergy and harmonisation with new City Council branding guidelines so they are clear internally for city council logo and for all partners to promote better understanding & use of the shared city branding externally.

<b>01.26</b>	<b>Regional Events Diary</b>
26.1	Further develop the Regional Events diary on <a href="http://www.visitpeterborough.com">www.visitpeterborough.com</a>
26.2	Promote to residents and visitors as the main city “one-stop” for events within a 15 mile radius.
26.3	Promote other specific key events listing providers of events e.g. Vivacity, Peterborough Arena to enrich available information sources.
26.4	Link to other events listings to give greater “granularity” to the events listings in extended range and descriptions of events
26.5	Maintain proactive regular monthly contact with all major event providers, visitor economy businesses and community partners to inform updates and requests for information.

<b>01.28</b>	<b>Peterborough Culture Strategy and events.</b>
28.1	Harmonise events emerging from the Peterborough Cultural Strategy development work into wider city programming and strategic planning.
28.2	Encourage integration of arts components in existing Festivals as appropriate Work with Vivacity to develop the potential of the Heritage Festival and the Arts Festival as major regional events with national visitor potential.
28.3	Work with Culture Strategy development groups and heritage and culture activity in the city centre and support and promote more integration within events where appropriate and feasible.

## Objective O2 - Managing the City

“To communicate and co-ordinate the work of all city stakeholders and monitor outputs. To communicate and engage effectively with businesses”

Action areas: The management of the city centre specifically will be covered in the context of the wider urban and rural areas of the city. Development of the city centre visitor economy and visitor offer will focus on the day, evening and night-time economy. It will be a key part of the product and quality of life resource for visitors and residents of unitary Peterborough and borders. In turn engagement with these areas will be central to the success of city centre/historic core development.

<b>02.1</b>	<b>City Centre Management</b>
1.1	Locate the historic core as focus of heritage and modern with “café culture” ambience with Queensgate Centre as a key central focus whilst also linking to the specifics of the wide diverse & quality offer for visitors & Cathedral Square.
1.2	Work with city centre retailers to review plans and meeting structures to reflect the broader strategic aims of city-wide management and development to aim to maximise footfall to the greater city centre as a regional resource. Referenced to the City Centre DPD and aims of the Core strategy DPD.
1.3	Develop links with the wider city centre to involve outer centre retail parks as part of an integrated retail and visitor economy business offer that reflects the high level of the city as a growing regional centre. Promote as an integrated product as part of the City development objectives (Obj 1)

<b>02.2</b>	<b>Evening economy development</b>
2.1	Work with partners to develop plans for the evening economy as part of the city centre DPD planning.

2.2	Investigate the feasibility of pursuing <a href="#">Purple Flag</a> accreditation?
2.3	Develop relationship with visitor economy businesses especially retail to extend into evening hours opening linked with events & other themed activities.
2.4	Work to harmonise and integrate Culture Strategy development plans with evening economy development

<b>O2.3</b>	<b>City Markets</b>
3.1	Review signage and promotion of the City Markets and place within the “P” branded welcome to the city
3.2	Investigate staging of events or themed weeks for promotion within city marketing and ongoing events promotion
3.3	Develop a Food Court/Quarter of high quality providers representing ethnic diversity of the city to raise the profile and draw in new users
3.4	Review City Markets Forum to assist planning and events development (Obj 4)
3.5	Develop Food Festival and with PECT an event aimed at raising quality and range of visitor offer and reflect sustainability and community themes. Aim possible future development as a city-wide event.
3.6	Ensure Market facilities are reviewed as part of development plans for the area outlined in the city centre DPD & multi-storey car park development.
3.7	Work with partner businesses adjacent to the City Market to further the development of the Markets Quarter concept. Link to events planning Objective 1 and multi-cultural festivals 01.2

<b>O2.4</b>	<b>Parking</b>
4.1	Review plans for assessing the Multi-storey car park (City Market) and ensure input into City Centre DPD plans for the surrounding areas and link to City Market plans.
4.2	Ensure that with any possible sale of any existing car park land, City Services and Communications is involved from an early stage to ensure a positive impact on the visitor experience and consider any effects on car park incomes and operations as part of decision-making process.
4.3	Work with Cathedral to review coach facilities in the city centre re the emerging Visitor Centre and the Visitor Information service to ensure good group visitors experience.

<b>O2.5</b>	<b>CCTV</b>
5.1	As City Fibre project proceeds, to investigate cost benefits of the investment and future proof CCTV arrangements. Review locations and effectiveness of the CCTV network to increase efficiency of coverage and costs.
5.2	Further develop wider working relationships with Safer Peterborough Partnership including police and emergency services to adjust to changing circumstances and funding opportunities.
5.3	Ensure the Peterborough City Safe, radio communications network is sustainable by providing co-ordinated coverage for public and retail partners re health and safety, prevention and detection of crime and anti-social behaviour.
5.4	Reassurance and safer environment creation i) Work as a discreet yet integral part of the development of the image and identity of the city as a pleasant and secure place to be and to visit, day and night-time. ii) Contribute as a core underlying service to assist the development of the evening economy as envisaged in the City Centre DPD. iii) Assist the city centre business retention and investment attraction of retail, food and drink and visitor economy businesses.

<b>O2.6</b>	<b>Highways and Traffic Management</b>
6.1	Ensure that the city development (O1.1-17) and events development (O1.18-27) are supported with consistent, transparent and effective advice to ensure that partners, visitors and residents are served as seamlessly as feasible
6.2	Review highway signage to ensure consistency and effectiveness of signage as the city grows and ensure visitor economy signage reflects the offer and city messaging (Figure 3 Table 2) as far as possible within legislation.
6.3	Review pedestrian signage in city centre to ensure it evolves as the usage of the city centre changes. Ensure continuity of route signage is preserved.
6.4	Review the management of road closure requests from internal and external clients to involve partners to create a transparent, sustainable and flexible process.
6.5	Create signage for a heritage city route signage

### **Objective 03 - Improving the Environment and the public spaces**

“To encourage and facilitate improvements to the environment and public spaces that is inviting, clean, and is a safe environment to be enjoyed.”

Action areas: The infrastructure and facilities development and management of the public realm are scoped and key strategic areas highlighted that will need partnership discussion and working relationships to be established. This will include the management of the public realm in the city centre in particular with the possible scope to extend this city-wide.

<b>O3.1</b>	<b>City Centre DPD</b>
1.1	Continue to work with partners on ideas for development of the City Centre DPD and ensure involvement in meeting structures and partnerships from early stage of developments that further the development and visitor experiences
1.2	Ensure integration of visitor economy concepts to support development and enhance the future use and management of new public spaces.
1.3	Seek involvement in key place-shaping developments of the public realm to align with future usage and reinforce the strategic image of the city being developed: product development and marketing and events O1.1 to O1.28

<b>O3.2</b>	<b>River Nene Embankment and its management</b>
2.1	Work with partners across the city council and private sector to promote the visitor economy approach in the future regeneration of the riverside and its management
2.2	Take a leading role in review of the management arrangements for moorings and the infrastructure required to promote greater use and becoming a key aspect of Peterborough Image as intended
2.3	Consider feasibility of plans for a integration of a small-scale Campervan facility as part of any proposed re-development.

<b>O3.3</b>	<b>Public parks and open spaces across the city.</b>
3.1	Review current usage and opportunities to develop value to the visitor economy and possible use for events
3.2	Consult with community and business partners re possible appropriate activities, events use of public parks and open spaces.
3.3	Develop options as part of strategic event planning (O1.17)

<b>O3.4</b>	<b>Fairs and circus events and designated areas</b>
4.1	Review the policy and current usage and Fairs, investigate the longer-term use and activity development at sites and infrastructure implications.
4.2	Consult with existing and potential users of designated areas

<b>O3.5</b>	<b>City Centre Public realm</b>
5.1	Continue the management of the city centre core hire spaces
5.2	Maximise commercial incomes where possible
5.3	Ensure balanced access to community space hire and use
5.4	Ensure that the continued quality of infrastructure projects such as St Peters Arcade and Cathedral Square Fountains are maintained.

<b>O3.6</b>	<b>Culture and the public realm</b>
6.1	Support the cultural strategy developments to enhance the image of the city
6.2	Ensure any infrastructure issues to increase use of public spaces for culture (the arts and heritage) are considered in line with events development (O1.18-O1.27)
6.3	Creative City: work with project delivery of Creative City 2015-2018 arts infrastructure/ capacity building project.
6.4	to integrate culture activity where possible within wider event programmes where feasible in line with events development

<b>O3.7</b>	<b>Green Infrastructure</b>
7.1	Influence the development of the landscape/green infrastructure of the city, urban and rural areas
7.2	Ensure the visitor communications and facilities opportunities of any major green infrastructure projects for the city as part of Environment City UK are considered from the outset
7.3	Establish a review of Walking trails and signage across the district to create a series that will fit with and support the brand structure for the city.
7.4	Coordinate with possible LEADER project to engage with villages communities and align the 2 project with this strategy.

<b>O3.8</b>	<b>Visitor Economy Infrastructure: <i>city themes and development areas</i></b>
8.1	Consider implications and needs emerging for infrastructure development, footpath and road signage, visit information and interpretation of Peterborough around the four distinct areas identified (O1.1 to O1.8)
8.2	Peterborough historic core/city centre (O3.9)
8.3	Peterborough Nene Valley, (O3.10)
8.4	John Clare Country/ Soke of Peterborough (O3.11)
8.5	The Peterborough Fens (O3.12)

<b>O3.9</b>	<b>Peterborough city: historic core/city centre.</b>
9.1	Peterborough heritage city, environment city, event city and secondary themes
9.2	Strong focus on historic core and city centre and as overarching structure for Peterborough city proper and surrounding districts.
9.3	Develop heritage city route and possible signage and interpretation
9.4	Develop series of city centre walks around city themes with Travel choice and key partners with colour coding street manifestations
9.5	Review signage in 2019 as product development progresses

<b>O3.10</b>	<b>Peterborough Nene Valley.</b>
10.1	Establish Visitor Economy Networking for Nene Valley attractions: Nene Valley Trust, Nene Valley Railway, Railworld
10.2	Evaluate all aspects of Nene Valley to ensure infrastructure development reflects development of Visitor Economy Network for Nene Valley.
10.3	Explore possible links with East Northants and Nene Valley. Nene Valley destination development and marketing: <a href="http://www.nenevalley.net/">http://www.nenevalley.net/</a> Sustainable city development and links between PECT and <a href="http://www.greenernorthants.org/portfolio/destination-nene-valley/">http://www.greenernorthants.org/portfolio/destination-nene-valley/</a>

<b>O3.11</b>	<b>John Clare Country (the Soke of Peterborough)</b>
11.1	Develop infrastructure and interpretation of rural area as opportunities emerge from LEADER project. Ensure alignment of projects with Visitor Economy Strategy and City development objectives
11.2	Review signage as product development progresses, walks, cycle trails.
11.3	Build relations with Rutland and South Kesteven (Stamford) to explore future shared city infrastructure development and alignment of activity

<b>O3.12</b>	<b>Peterborough Fens.</b>
12.1	Develop infrastructure and interpretation of rural area as opportunities emerge from LEADER project. Ensure alignment of projects with Visitor economy Strategy and City development objectives
12.2	Review signage and develop infrastructure and interpretation of rural area as opportunities emerge from LEADER project.
12.3	Review signage as product development progresses, walks, cycle trails.
12.4	Build relations with Fenland, Huntingdonshire and South Holland to reflect the full Peterborough Fens messages to mutual advantage.
12.5	Consider infrastructure development to support key components to reflect the development Fens landscape of Peterborough. i) Flag Fen development and Must Farm Boats. ii) Thorney Abbey, Museum, attractions, Cathedral/Thorney Abbey/Crowland monastic origins, iii) Great Fen project one of largest landscape recreation projects in Europe.

#### **Objective O4 - A Prosperous City**

“Diversifying and strengthening the economic base. The city should be the catalyst for encouraging the growth of both new and existing business within the city.”

To maximise the economic benefits of the strategy and the City Partnerships described in section 1.3 and to facilitate the development of appropriate visitor economy business networks and match to business development support available.

<b>O4.1</b>	<b>Visitor Economy Networks</b>
1.1	Establish or adapt visitor economy networks to ensure coordinated project planning in line with strategy.
1.2	Develop Hotel and Conference group to support investigation of development of business and conference
1.3	Establish an events development partnership group to discuss strategically future events being planned leading to convergence and harmonisation of planning for activity. (O1.1 to O1.17)

1.4	Work with the Heritage Attractions Group to support development of coordinated the heritage city, environment city, event city and other themes and a city wide approach to group and educational visits (O1.18- O1.27)
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<b>O4.2</b>	<b>Visitor Economy Conference</b>
2.1	Develop an Annual Visitor Economy Conference late spring
2.2	Engage with and invite all accommodation providers and attractions and wider visitor economy partners across culture, heritage, arts and sports.
2.3	Provide a forum for exchange of idea, plans for the future and promotions.
2.4	Promote development themes for the coming year and assess progress annually.

<b>O4.3</b>	<b>Visitor Economy Forum</b>
4.1	Develop a Visitor Economy Forum and Investigate with partners the establishment of a Visitor Economy Forum to represent the visitor economy of the city and establish a structure for working groups on specific themes. Many will already exist and can begin the convergence process
4.2	Investigate whether a City Destination Membership scheme can be developed as the range of marketing activity is developed in order to create a shared public/private sector funding pot.
4.3	Investigate the creation of a trade/membership section within the future redevelopment of the city website so that it has both visitor-facing and trade-facing sections

<b>O4.4</b>	<b>Business and skills development</b>
4.1	Develop proactive links with business development activity of partners
4.2	Links to Planning and the DPD inputs
4.3	Link to the business development aspects emerging from the Visitor Economy Strategy, the Peterborough Culture Strategy for heritage and culture and the Peterborough Sports Strategy from 2015 onwards
4.4	Work with University City Campus, Regional College and education community to develop skills training with visitor economy businesses

<b>O4.5</b>	<b>Economic Development</b>
5.1	Integrate visitor economy development rural development with Peterborough Rutland LEADER economic development project
5.2	Work with Opportunity Peterborough to facilitate engagement with visitor economy businesses to access advice for business development. Develop ideas for development of the Visitor Economy Cluster (Appendix 4)
5.3	Ensure visitor economy is part of future harmonised and coordinated strategic marketing of the City of Peterborough economic development promotions
5.4	Work with the Peterborough Strategic Marketing Partnership Group with Opportunity Peterborough and partners on strategic economic development marketing of the city.

<b>O4.6</b>	<b>Riverside development and management</b>
6.1	Work with Planning, environment to establish a development group to scope longer term development issues of the Riverside as set out in City Centre DPD
6.2	Review across City Services and Communications management arrangements to identify gaps and opportunities for developments
6.3	Ensure input from Events and development activity (Objective 1) are taken into account with any emerging city council corporate and partnership plans

<b>O4.7</b>	<b>City Market Forum</b>
7.1	Review the operation of the Forum to develop longer term planning input, staging of events and solutions to ongoing problems
7.2	Involve friends of the Market in the development of Forum initiatives and staging of events.

## Conclusion

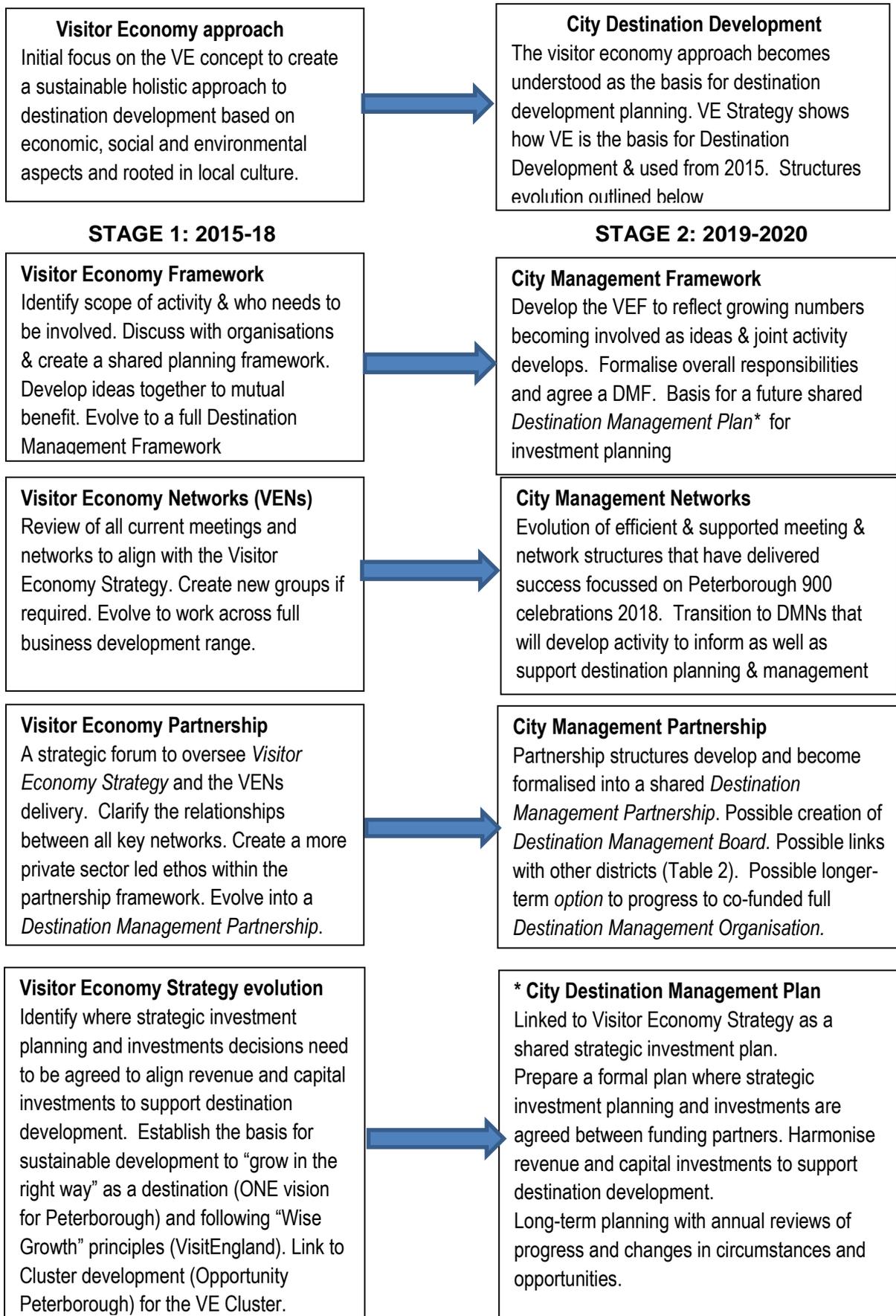
The action areas covered will help to build Peterborough as a visitor destination. It has been outlined how a series of visitor economy networks will be established that will start to manage the city as a partnership. It is envisaged that the visitor economy structures outlined in Objective 4 will start this process. These will mature into a city destination management partnership whereby all partners come to see themselves as part of the city development framework and this will inform their own strategic planning. Figure 4 summarises how this can be seen as stages in the development process started by this strategy. In the medium-term some of the Visitor Economy Networks will develop into full Visitor Economy Clusters that will also focus on the wider economic development of their businesses, skills development innovations, product development.

This strategy has also proposed a structure for how we may work as a city council in partnership with adjacent local authorities as Peterborough's influence grows and the city "grows in the right way". The decision of whether to go on to form and fund an independent city Destination Management Organisation is one for the future, it may not be necessary and the city management partnership works well and is sufficient. However ideas and opportunities will emerge naturally as work progresses and a flexible, open approach will be taken to allow all ideas to be considered. This strategy has laid the foundations for the development of the city 2015-2020 however the intention is that this will continue to be the model for the next 10 to 15 years.

Figure 4 summarises how the Visitor Economy Strategy can be delivered and how the structures to do so may be established initially to explore and garner support for the approach from partners and lead to a true City Destination Partnership during 2015-2020. Awareness of the possible options for city management from the outset the development structures and working arrangements required to achieve more formal arrangements by 2018 with a view to consolidate progress during 2019-20 and begin the development of the strategy for 2020-25 to progress to the next level. The successful Peterborough and Rutland joint economic development bid for funding from EU LEADER will help to protect and enhance the rural economy of the city from 2015. The visitor economy: tourism, heritage and culture will be an important strand of the project and this strategy should be a reference point.

Peterborough is one of the fastest growing cities in the UK, with projections to grow steadily over the next decade, this will bring economic opportunities. As one of the greenest cities in the UK (per capita green space) with a vision of creating the UK's Environment Capital by 2050 this strategy lays the foundation for sustainable visitor economy development. It is based on a vision for our city, our lifestyle that creates the experiences for our visitors. The works starts now to build the exciting future that this city has before it and there is only one way to achieve this: together.

**Figure 4: Towards a City Destination Management Partnership**



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[http://www.visitengland.org/Images/April%20Debrief%20FINAL\\_tcm30-41251.pdf](http://www.visitengland.org/Images/April%20Debrief%20FINAL_tcm30-41251.pdf)

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[http://www.visitengland.org/Images/Strategic%20Framework%20main%20document\\_tcm30-33240.pdf](http://www.visitengland.org/Images/Strategic%20Framework%20main%20document_tcm30-33240.pdf)

**Strategic Framework for Tourism 2010-2020: Progress report** *VisitEngland (2014)*  
[http://www.visitengland.org/Images/11234%20Strategic%20Framework\\_2014\\_INTERACTIVE\\_v2\\_tcm30-42204.pdf](http://www.visitengland.org/Images/11234%20Strategic%20Framework_2014_INTERACTIVE_v2_tcm30-42204.pdf)

**The evening and night-time economy** *VisitEngland 2012*  
[http://www.visitengland.org/Images/VE\\_TheEveningNightTimeEconomy\\_tcm30-34984.pdf](http://www.visitengland.org/Images/VE_TheEveningNightTimeEconomy_tcm30-34984.pdf)

**The GB Day Visitor Statistics 2013** *VisitBritain 2014*  
[http://www.visitengland.org/Images/GBDVS%20Annual%20Report%202013%2013%2006%2014%20FV\\_FINAL\\_tcm30-41988.pdf](http://www.visitengland.org/Images/GBDVS%20Annual%20Report%202013%2013%2006%2014%20FV_FINAL_tcm30-41988.pdf)  
[Tourism: jobs and growth: the economic contribution of the tourism economy](http://www.visitbritain.org/Images/Final%20proof%202015%20Nov_tcm29-39296.pdf), VisitBritain  
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[http://www.visitengland.org/Images/Urban%20Report\\_FINAL\\_v2\\_without%20summary%20and%20implications\\_tcm30-39464.pdf](http://www.visitengland.org/Images/Urban%20Report_FINAL_v2_without%20summary%20and%20implications_tcm30-39464.pdf)

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**VisitEngland Statistics sources** *VisitEngland 2014*  
<http://www.visitengland.org/insight-statistics/>

**VisitEngland business facing website** *VisitEngland 2014*  
<http://www.visitengland.org/>

**Wise Growth Action Plan: Strategic Framework for England 2010-20** *VisitEngland 2011*  
[http://www.visitengland.org/Images/FINALWise%20Growth%20Action%20Plan\\_tcm30-32571.pdf](http://www.visitengland.org/Images/FINALWise%20Growth%20Action%20Plan_tcm30-32571.pdf)

## Visitor Economy Strategy Background Papers

For reference: the Contents pages of City Destination Review and Appendices

July 2015

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<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 9</b>
<b>22 JULY 2015</b>	<b>Public Report</b>

## Report of the Director of Governance

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## FORWARD PLAN OF EXECUTIVE DECISIONS

### 1. PURPOSE

- 1.1 This is a regular report to the Strong and Supportive Communities Scrutiny Committee outlining the content of the Forward Plan of Executive Decisions.

### 2. RECOMMENDATIONS

- 2.1 That the Committee identifies any relevant items for inclusion within their work programme.

### 3. BACKGROUND

- 3.1 The latest version of the Forward Plan of Executive Decisions is attached at Appendix 1. The Plan contains those Executive decisions, which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) can take and any new Executive decisions to be taken after 7 August 2015.
- 3.2 The information in the Forward Plan of Executive Decisions provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these key decisions, or to request further information.
- 3.3 If the Committee wished to examine any of the Executive decisions, consideration would need to be given as to how this could be accommodated within the work programme.
- 3.4 As the Forward Plan is published fortnightly any version of the Forward Plan published after dispatch of this agenda will be tabled at the meeting.

### 4. CONSULTATION

- 4.1 Details of any consultation on individual decisions are contained within the Forward Plan of Executive Decisions.

### 5. BACKGROUND DOCUMENTS

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

None

### 6. APPENDICES

Appendix 1 – Forward Plan of Executive Decisions

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# **PETERBOROUGH CITY COUNCIL'S FORWARD PLAN OF EXECUTIVE DECISIONS**

## **FORWARD PLAN**

### **PART 1 – KEY DECISIONS**

In the period commencing 28 days after the date of publication of this Plan, Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below in **Part 1**. Key decisions relate to those executive decisions which are likely to result in the Council spending or saving money in excess of £500,000 and/or have a significant impact on two or more wards in Peterborough.

If the decision is to be taken by an individual Cabinet Member, the name of the Cabinet Member is shown against the decision, in addition to details of the Councillor's portfolio. If the decision is to be taken by the Cabinet, this too is shown against the decision and its members are as listed below:  
Cllr Holdich (Leader); Cllr Elsey; Cllr Fitzgerald (Deputy Leader); Cllr Hiller, Cllr Lamb; Cllr North; Cllr Seaton; Cllr Serluca and Cllr Scott.

This Plan should be seen as an outline of the proposed decisions for the forthcoming month and it will be updated on a fortnightly basis to reflect new key-decisions. Each new Plan supersedes the previous Plan and items may be carried over into forthcoming Plans. Any questions on specific issues included on the Plan should be included on the form which appears at the back of the Plan and submitted to Gemma George, Democratic Services Manager, Governance Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388039). Alternatively, you can submit your views via e-mail to [gemma.george@peterborough.gov.uk](mailto:gemma.george@peterborough.gov.uk) or by telephone on 01733 452268.

### **PART 2 – NOTICE OF INTENTION TO TAKE DECISION IN PRIVATE**

Whilst the majority of the Executive's business at the Cabinet meetings listed in this Plan will be open to the public and media organisations to attend, there will be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. In these circumstances the meeting may be held in private, and on the rare occasion this applies, notice will be given within **Part 2** of this document, 'notice of intention to hold meeting in private'. A further formal notice of the intention to hold the meeting, or part of it, in private, will also be given 28 clear days in advance of any private meeting in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed (unless a notice of intention to hold the meeting in private has been given).

### **PART 3 – NOTIFICATION OF NON-KEY DECISIONS**

For complete transparency relating to the work of the Executive, this Plan also includes an overview of non-key decisions to be taken by the Cabinet or individual Cabinet Members, these decisions are listed at **Part 3** and will be updated on a weekly basis.

You are entitled to view any documents listed on the Plan, or obtain extracts from any documents listed or subsequently submitted to the decision maker prior to the decision being made, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on the notice and relevant documents subsequently being submitted can be requested from Gemma George, Democratic Services Manager, Governance Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388038), e-mail to [gemma.george@peterborough.gov.uk](mailto:gemma.george@peterborough.gov.uk) or by telephone on 01733 452268. For each decision a public report will be available from the Governance Team one week before the decision is taken.

All decisions will be posted on the Council's website: [www.peterborough.gov.uk/executivedecisions](http://www.peterborough.gov.uk/executivedecisions). If you wish to make comments or representations regarding the 'key decisions' outlined in this Plan, please submit them to the Governance Support Officer using the form attached. For your information, the contact details for the Council's various service departments are incorporated within this Plan.

**PART 1 – FORWARD PLAN OF KEY DECISIONS**

**KEY DECISIONS FROM 7 AUGUST 2015**

<b><i>KEY DECISION REQUIRED</i></b>	<b><i>DECISION MAKER</i></b>	<b><i>DATE DECISION EXPECTED</i></b>	<b><i>RELEVANT SCRUTINY COMMITTEE</i></b>	<b><i>CONSULTATION</i></b>	<b><i>CONTACT DETAILS / REPORT AUTHORS</i></b>	<b><i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</i></b>
<p><b>Day Opportunities Under 65 Independent Sector Extension Contract - KEY/07AUG15/01</b> To approve the extension of the contract for the Day Opportunities under 65 independent sector.</p>	<p><b>Councillor Wayne Fitzgerald Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b></p>	<p><b>August 2015</b></p>	<p>Scrutiny Commission for Health Issues</p>	<p>Engage with independent sector day opportunity service providers.</p>	<p>Mubarak Darbar Head of Commissioning Learning Disabilities Tel: 01733 452509 Mubarak.darbar@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Expansion by One Form of Entry to Jack Hunt Secondary School – KEY/07AUG15/02</b> To approve expansion by 1 form of entry of Jack Hunt Secondary School to include award of building contracts for the required enhancement of facilities and any legal changes to the schools PFI contract.</p>	<p><b>Councillor John Holdich Leader of the Council and Cabinet Member for Education, Skills and University</b></p>	<p><b>August 2015</b></p>	<p>Strong and Supportive Communities Scrutiny Committee</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brian Howard Head of Schools Infrastructure Tel: 01733 863976 Brian.howard@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<b>PREVIOUSLY ADVERTISED DECISIONS</b>						
<p><b>Delivery of the Council's Capital Receipt Programme through the Sale of Dickens Street Car Park - KEY/03JUL/11</b> To authorise the Chief Executive, in consultation with the Solicitor to the Council, Corporate Director Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Dickens Street Car Park. For Cabinet to consider future options for service delivery.</p>	<p><b>Councillor David Seaton Cabinet Member for Resources</b></p>	<p><b>July 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments &amp; external stakeholders as appropriate.</p>	<p>Richard Hodgson Head of Strategic Projects Tel: 01733 384535 richard.hodgson@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Sale of the Herlington Centre - KEY/21MAR14/03</b> Delivery of the Council's capital receipts programme through the sale of the Herlington Centre, Orton Malborne.</p>	<p><b>Councillor David Seaton Cabinet Member for Resources</b></p>	<p><b>July 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Simon Webber Capital Projects Officer Tel: 01733 384545 simon.webber@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>Formalise Integrated Community Equipment Service Funding and Commissioning Arrangements - KEY/18APR14/01</b> To formalise integrated community equipment service joint funding arrangements.</p>	<p><b>Councillor Wayne Fitzgerald Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b></p>	<p><b>July 2015</b></p>	<p>Scrutiny Commission for Health Issues</p>	<p>Relevant internal and external stakeholders.</p>	<p>Nick Blake Head of Commissioning for Older People, Physical Disabilities and Sensory Impairment Tel: 01733 452406 nick.blake@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Award of Contract for Build of a Waste Transfer Station - KEY/18APR14/02</b> To award a contract for the build of a waste transfer station.</p>	<p><b>Councillor Gavin Eley Cabinet Member for Digital, Waste and Street Scene</b></p>	<p><b>July 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Paul Robertson Waste Project Officer Tel: 01733 864740 paul.robertson@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Print Managed Services - KEY/13JUN14/01</b> To enable Council officers to be able to print, copy and scan.</p>	<p><b>Councillor David Seaton Cabinet Member for Resources</b></p>	<p><b>July 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Vicki Palazon Financial Services Manager – Planning and Reporting Tel: 01733 864104 Vicki.palazon@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>Fit to Rent Scheme – KEY/17OCT14/01</b> To improve standards and management of properties in the private rented sector.</p>	<p><b>Councillor Peter Hiller</b> <b>Cabinet Member for Growth, Planning, Housing and Economic Development</b></p>	<p><b>September 2015</b></p>	<p>Strong and Supportive Scrutiny Committee</p>	<p>Relevant internal and external stakeholders</p>	<p>Belinda Child Housing Strategic Manager Tel: 01733 863769 Belinda.child@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Advocacy Services – KEY/12DEC14/03</b> To approve the award of contract for the adult social care advocacy services.</p>	<p><b>Councillor Wayne Fitzgerald</b> <b>Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b></p>	<p><b>July 2015</b></p>	<p>Scrutiny Commission for Health Issues</p>	<p>People utilising the services, partnership boards and relevant internal departments.</p>	<p>Nick Blake Head of Commissioning Tel: 01733 452486 Nickolas.blake@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Hampton Gardens Secondary School – KEY/12DEC14/04</b> To approve the award of the contract for the design and build of the school.</p>	<p><b>Councillor John Holdich</b> <b>Leader of the Council and Cabinet Member for Education, Skills and University</b></p>	<p><b>July 2015</b></p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Relevant internal and external stakeholders.</p>	<p>Emma Everitt Project Officer (Schools Infrastructure) Tel: 01733 863660 Emma.everitt@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHOR</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>West Town Primary School - KEY/06JAN15/07</b> To authorise payment of the Council's contribution to the rebuild of West Town Primary School under the Priority Schools Building Programme.</p>	<p><b>Councillor John Holdich Leader of the Council and Cabinet Member for Education, Skills and University</b></p>	<p><b>July 2015</b></p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Relevant internal and external stakeholders.</p>	<p>Alison Chambers Principal Assets Officer (Schools) Tel: 01733 863975 Alison.chambers@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Peterborough Visitor Economy Strategy 2015-2020 (Draft) – KEY/06JAN15/13</b> To approve the strategy and recommend that Council adopt as a major policy document.</p>	<p><b>Cabinet</b></p>	<p><b>September 2015</b></p>	<p>Strong and Supportive Scrutiny Committee</p>	<p>Relevant internal and external stakeholders.</p>	<p>Douglas Gyte Strategic Tourism Manager Tel: 01733 453490 Douglas.gyte@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Classroom Extension and Associated Works Heltwate School - KEY/06MAR15/01</b> To authorise the construction of an extension at Heltwate School and give authority to the Executive Director of Resources to award the construction contract within the approved budget.</p>	<p><b>Councillor John Holdich Leader of the Council and Cabinet Member for Education, Skills and University</b></p>	<p><b>July 2015</b></p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Relevant internal and external stakeholders.</p>	<p>Alison Chambers Assets and School Place Planning Officer Tel: 01733 863975 Alison.chambers@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<b>St Michaels Expansion – KEY/06MAR15/07</b> Award of contract for the expansion of St Michaels Church School to a 2FE, including the approval of property, legal and financial arrangements for various enabling agreements and third parties.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2015</b>	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	Brian Howard Head of Schools Infrastructure 01733 863976 Brian.howard@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Fletton Quays – KEY/06MAR15/08</b> Disposal of Fletton Quays land and property assets to Peterborough Investment Partnership.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2015</b>	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Richard Hodgson, Head of Strategic Projects 01733 384535 Richard.hodgson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Pleasure Fair Meadow – KEY/06MAR15/09</b> Disposal of Pleasure Fair Meadow Car Park to Peterborough Investment Partnership.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2015</b>	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Richard Hodgson, Head of Strategic Projects 01733 384535 Richard.hodgson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Wirrina Car Park – KEY/06MAR15/10</b> Disposal of Wirrina Car Park to Peterborough Investment Partnership.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2015</b>	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Richard Hodgson, Head of Strategic Projects 01733 384535 Richard.hodgson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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<b>Customer Experience Programme Adult's Services – KEY/01MAY15/02</b> To approve the business case for the delivery of the customer experience programme in Adults.	<b>Councillor David Seaton            Cabinet Member for Resources</b>	<b>July 2015</b>	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders.	Adrian Chapman Service Director Adult Services and Communities Tel: 01733 863887 Adrian.chapman@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Mobile Homes Charging Schedule – KEY/01MAY15/04</b> To approve the mobile homes charging schedule.	<b>Councillor Peter Hiller            Cabinet Member for Growth, Planning, Housing &amp; Economic Development</b>	<b>July 2015</b>	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders during eight week consultation.	Belinda Child Head of Housing and Health Improvement Tel: 01733 873769 Belinda.child@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Contract Award for Mental Health Employment, Wellbeing and Recovery Service – KEY/01MAY15/05</b> To award a contract for the Mental Health Employment, Wellbeing and Recovery Service.	<b>Councillor Wayne Fitzgerald            Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b>	<b>July 2015</b>	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Mirsada Hodges Project Manager, DOLS/Mental Health Tel: 01733 452513 Mirsada.hodges@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<b>Novation of Contract Regarding Temporary Staff – KEY/15MAY15/01</b> To approve the novation of the temporary staff contract.	<b>Councillor John Holdich</b> <b>Leader of the Council and Cabinet Member for Education, Skills and University</b>	<b>July 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	James Fordham Recruitment and Retention Officer Tel: 01733 864581 James.fordham@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Review of the Local Plan – KEY/26JUN15/01</b> For Cabinet to consider whether to undertake a review of the Local Plan.	<b>Cabinet</b>	<b>20 July 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Richard Kay, Head of Sustainable Growth Strategy Email: <a href="mailto:richard.key@peterborough.gov.uk">richard.key@peterborough.gov.uk</a> Tel: 01733 863795	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Extension and Variation to the Integrated Sexual Health Service Contract – KEY/26JUNE15/02</b> To extend the current contract for the two additional years specified in the original contract. In addition, this decision will reduce to current contract value.	<b>Councillor Diane Lamb</b> <b>Cabinet Member for Public Health</b>	<b>July 2015</b>	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Wendi Ogle-Welbourn, Director of People and Communities Tel: 01733 863749 Wendi.Ogle-welbourn@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<b>Offtake Arrangements for Power from the Energy from Waste Plant - KEY/10JUL15/01</b> To approve the offtake arrangements.	<b>Councillor Gavin Elsey</b> <b>Cabinet Member for Digital, Waste and Street Scene</b>	<b>July 2015</b>	Sustainable Growth and Environment Capital	Relevant internal external stakeholders.	Richard Pearn Waste Partnership Manager Tel: 01733 864739 richard.pearne@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <b>The decision will include an exempt annex.</b>
<b>Real Time Passenger Information – KEY/10JUL15/02</b> To approve the expansion and maintenance contract.	<b>Councillor Peter Hiller</b> <b>Cabinet Member for Growth, Planning, Housing &amp; Economic Development</b>	<b>August 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and External stakeholders.	Amy Pickstone Senior ITS Officer Tel: 01733 317481 Amy.pickstone@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Extension of the Green Deal Provider Framework and Expansion of the Green Deal Community Area Fund – KEY/10JUL15/03</b> Consideration of inclusion of three further Green Deal Providers on the Provider Framework and Expansion of the Green Deal Community Fund Area.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Andrew Cox Head of Energy Programmes Tel: 01733 452456 Andy.cox@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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<b>Farm Strategy – KEY/10JUL15/04</b> To agree the proposed strategy for implementation.	<b>Cabinet</b>	<b>20 July 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Jonathan Lewis Service Director – Education, Resources and Corporate Property Tel: 01733 863912	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Delivery of the Council’s Capital Receipt Programme through the sale of Welland House, Dogsthorpe – KEY/24JUL15/01</b> To authorise the sale of Welland House, Dogsthorpe.	<b>Councillor David Seaton Cabinet Member for Resources</b>	<b>August 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Simon Webber Strategic Projects Officer Tel: 01733 384545 Simon.webber@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Delivery of the Council’s Capital Receipt Programme through the sale of Pyramid Centre, Bretton North – KEY/24JUL15/02</b> To authorise the sale of the Pyramid Centre, Bretton North.	<b>Councillor David Seaton Cabinet Member for Resources</b>	<b>September 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Gareth Dawkins Capital Projects Officer Tel: 01733 384618 Gareth.dawkins@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <b><i>The decision will include an exempt annexe.</i></b>

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<p><b>Sale of Land at Rear of Braybrook School, Orton Longueville – KEY/24JUL15/03</b> To authorise the Chief Executive, in consultation with the Solicitor to the Council, Corporate Director Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Land.</p>	<p><b>Councillor David Seaton Cabinet Member for Resources</b></p>	<p><b>December 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brian Davies Sales and Acquisitions Tel: 01733 384547 Brian.davies@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Sale of the Lindens, Lincoln Road – KEY/24JUL15/04</b> To authorise the Chief Executive, in consultation with the Solicitor to the Council, Corporate Director Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale.</p>	<p><b>Councillor David Seaton Cabinet Member for Resources</b></p>	<p><b>December 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brian Davies Sales and Acquisitions Tel: 01733 384547 Brian.davies@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p><b>Sale of Bretton Court, Bretton North – KEY/24JUL15/05</b>            To authorise the Chief Executive, in consultation with the Solicitor to the Council, Corporate Director Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale.</p>	<p><b>Councillor David Seaton</b>  <b>Cabinet Member for Resources</b></p>	<p><b>December 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brian Davies            Sales and Acquisitions            Tel: 01733 384547            Brian.davies@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

**PART 2 – NOTICE OF INTENTION TO TAKE DECISIONS IN PRIVATE**

**KEY DECISIONS TO BE TAKEN IN PRIVATE**

<i>KEY DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER</i>
<b>NONE AT THE CURRENT TIME</b>						

**PART 3 – NOTIFICATION OF NON-KEY DECISIONS**

<b>NON-KEY DECISIONS</b>						
<b><i>DECISION REQUIRED</i></b>	<b><i>DECISION MAKER</i></b>	<b><i>DATE DECISION EXPECTED</i></b>	<b><i>RELEVANT SCRUTINY COMMITTEE</i></b>	<b><i>CONSULTATION</i></b>	<b><i>CONTACT DETAILS / REPORT AUTHORS</i></b>	<b><i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</i></b>
<b>Delegation of Authority -</b> To delegate authority for funding governance arrangements for care placements for Looked After Children to the Service Director – Safeguarding and Children for a period of 12 months.	<b>Councillor Sheila Scott</b> <b>Cabinet Member for Children’s Services</b>	<b>July 2015</b>	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	Helene Carr Head of Service, Access to Resources and Specialist Commissioning Tel: 01733 863901 Helene.car@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Funding Approval for New Ark Adventure Play Ground and City Farm –</b> To authorise an annual grant to New Ark of £33,000 for a three year period, commencing September 2015.	<b>Councillor Nigel North</b> <b>Cabinet Member for Communities and Environment Capital</b>	<b>July 2015</b>	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders	Pam Setterfield Team Manager, Child Health and Wellbeing and Sufficiency Tel: 01733 863897 Pam.setterfield@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

<i><b>DECISION REQUIRED</b></i>	<i><b>DECISION MAKER</b></i>	<i><b>DATE DECISION EXPECTED</b></i>	<i><b>RELEVANT SCRUTINY COMMITTEE</b></i>	<i><b>CONSULTATION</b></i>	<i><b>CONTACT DETAILS / REPORT AUTHORS</b></i>	<i><b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b></i>
<b>Peterborough Investment Partnership Plans</b> To approve the Peterborough Investment Partnership Plans.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2015</b>	Sustainable Growth and Environment Capital	Leader of Council and relevant senior officers.	Simon Machen Corporate Director Growth and Regeneration Tel: 01733 453475 Simon.machen@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Flood Risk Management Strategy</b> To approve the Strategy and recommend its adoption to Council.	<b>Cabinet</b>	<b>20 July 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Julia Chatterton Flood and Water Management Officer Tel: 01733 452620 Julia.chatterton@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Personal Budgets in Peterborough</b> To agree to adopt Peterborough's Personal Budget Policy Statement as part of the revised statutory duties that apply to the Council as part of the SEND reforms, under the Children and Families Act 2014.	<b>Councillor John Holdich</b> <b>Leader of the Council and Cabinet Member for Education, Skills and University</b>	<b>July 2015</b>	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders	Carrie Gamble Commissioner Tel: 01733 863931 Carrie.gamble@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

## **DIRECTORATE RESPONSIBILITIES**

### **RESOURCES DEPARTMENT Executive Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG**

Strategic Finance

Internal Audit

Schools Infrastructure (Assets and School Place Planning)

Corporate Property

Waste and Energy

Strategic Client Services (Enterprise Peterborough / Vivacity / SERCO including Customer Services, ICT and Business Support)

### **PEOPLE AND COMMUNITIES DEPARTMENT Director's Office at Bayard Place, Broadway, PE1 1FB**

Adult Services and Communities (Adult Social Care Operations, Adult Social Care and Quality Assurance, Adult Social Care Commissioning, Early Help – Adults, Children and Families, Housing and Health Improvement, Community and Safety Services, Offender Services)

Children's Services and Safeguarding (Children's Social Care Operations, Children's Social Care Quality Assurance, Safeguarding Boards – Adults and Children's, Child Health, Clare Lodge (Operations), Access to Resources)

Education, People Resources and Corporate Property (Special Educational Needs and Inclusion, School Improvement, City College Peterborough, Pupil Referral Units, Schools Infrastructure)

Business Management and Commercial Operations (Commissioning, Recruitment and Retention, Clare Lodge (Commercial), Early Years and Quality Improvement)

### **GOVERNANCE DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG**

Legal and Democratic Services

Human Resources (Business Relations, HR Policy and Rewards, Training and Development, Occupational Health and Workforce Development)

City Services and Communications (Markets and Street Trading, City Centre Management including Events, Regulatory Services, Parking Services, Vivacity Contract, CCTV and Out of Hours Calls, Marketing and Communications, Tourism and Bus Station, Resilience)

Performance and Information (Performance Management, Information Governance, Systems Support Team, Coroner's Office, Freedom of Information)

### **GROWTH AND REGENERATION DEPARTMENT Director's Office Stuart House, St Johns Street, Peterborough, PE1 5DD**

Development and Construction (Development Management, Planning Compliance, Building Control)

Sustainable Growth Strategy (Strategic Planning, Housing Strategy and Affordable Housing, Climate Change and Environment Capital, Natural and Built Environment)

Opportunity Peterborough

Peterborough Highway Services (Network Management, Highways Maintenance, Street Naming and Numbering, Street Lighting, Design and Adoption of Roads, Drainage and Flood Risk Management, Transport Policy and Sustainable Transport, Public Transport)

Peterborough Investment Partnership

### **PUBLIC HEALTH DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG**

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**STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE  
WORK PROGRAMME 2015/16**

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Meeting Date	Item	Notes
<b>11 June 2015</b>  <i>Draft Report 22 May</i> <i>Final Report 1 June</i>	<b>Strong And Supportive Communities: Introduction, Overview And Work Programme</b>  To identify and discuss potential items to be added to the 2015/2016 Work Programme.  <b>Contact Officer: Adrian Chapman</b>	
	<b>Review of 2014/15 and Draft Work Programme 2015/16</b>  To review the work undertaken during 2014/15 and make any recommendations for future monitoring.  <b>Contact Officer: Dania Castagliuolo</b>	
<b>22 July 2015</b>  <i>Draft Report 3 July</i> <i>Final Report 10 July</i>	<b>CRIME AND DISORDER SCRUTINY COMMITTEE</b>	
	<b>Safer Peterborough Partnership - Cyber Crime</b>  To scrutinise the report and suggest ideas and initiatives which will impact on Cyber Crime.  <b>Contact Officer: Robin Sissons</b>	Requested by the Committee on 14 January 2015
	<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>  <b>Portfolio Progress Report from Cabinet Member for Communities and Environment Capital</b>  To scrutinise and comment on the progress of the portfolio of the Cabinet Member.  <b>Contact Officer: Wendi Ogle-Welbourn/Adrian Chapman</b>	Annual Report from Cabinet Member

Meeting Date	Item	Notes
	<p><b>Visitor Economy Strategy 2015 – 2020 Progress Report</b></p> <p>To scrutinise the progress of the strategy and make comments before its submission to Cabinet.</p> <p><b>Contact Officer: Dr Douglas Gyte</b></p>	
	<p><b>Community Asset Transfers</b></p> <p>To scrutinise and comment on the Community Asset review.</p> <p><b>Contact Officer: Belinda Child</b></p>	Requested by the Committee on 11 June 2015
<p><b>16 September 2015</b></p> <p><i>Draft Report 28 August</i></p> <p><i>Final Report 4 September</i></p>	<p><b>Portfolio Progress Report from Cabinet Member for Planning and Housing Services</b></p> <p>To scrutinise and comment on the progress of the portfolio of the Cabinet Member.</p> <p><b>Contact Officer: Belinda Child</b></p>	Annual Report from Cabinet Member
<p><b>24 November 2015</b></p> <p><i>Draft Report 5 November</i></p> <p><i>Final Report 12 November</i></p>	<p><b>Portfolio Progress Report from Cabinet Member for City Centre Management, Culture &amp; Tourism</b></p> <p>To scrutinise and comment on the progress of the portfolio of the Cabinet Member.</p> <p><b>Contact Officer: Lisa Roberts/Cllr Serluca</b></p>	Annual Report from Cabinet Member

Meeting Date	Item	Notes
<b>20 January 2016</b>  <i>Draft Report 31 December</i> <i>Final Report 8 January</i>	<b>CRIME AND DISORDER SCRUTINY COMMITTEE</b> <b>Safer Peterborough Partnership Plan – Refresh</b>  <b>Contact Officer: Robin Sissons</b>	Annual Refresh
<b>10 February</b>	<b>Budget 2015/16 and Medium Term Financial Plan –</b>	

Meeting Date	Item	Notes
<b>2016</b> <b>(Joint Meeting of the Scrutiny Committees and Commissions)</b>	<b>Phase Two</b> To scrutinise the Executive's proposals for the Budget 2015/16 and Medium Term Financial Plan. <b>Contact Officer: John Harrison/Steven Pilsworth</b>	
<b>10 March 2016</b>  <i>Draft Report 2 March</i> <i>Final Report 9 March</i>	<b>Vivacity Annual Report</b>  <b>Contact Officer: Dominic Hudson</b>	Reviewed Annually
	<b>Commercial Operations Plan</b>  <b>Contact Officer: Annette Joyce</b>	Reviewed Annually
	<b>Safer Peterborough Partnership Plan – Annual Refresh</b>  <b>Contact Officer: Robin Sissons</b>	Reviewed Annually