

# **Opportunity Peterborough**

## **Driving economic growth in Peterborough**

### **2012/13**

#### **Executive Summary**

Opportunity Peterborough (OP) has been established as the City's economic development company for two years. The company has been making positive progress with the local business community despite the most challenging economic conditions this country has seen in many decades. This business plan sets out how the company will support local growth during 2012/13 and builds upon the successes of the previous two years. The company has now adapted its processes and operation following the resignation of the two regional partners that previously supported the company. In light of this the company now has a smaller budget with which to operate, however available funds are now targeted at activities that will wholly support economic development.

The Business Plan adopts the focus previously captured in 2011-12. The model will continue to deliver economic growth for the city. The company has an uncomplicated approach, and one that is increasingly respected by the local business community. Following a successful period this business plan sets out a continuation of this approach. Within each of these priorities are projects that OP will lead, and provide support to the local economy and help drive the city's ambitions for growth.

Looking ahead 2012-13 will be a challenging year, however the city is building a strong reputation and is delivery ready. Working with partners, Opportunity Peterborough will continue to deliver a strong product, ultimately providing new opportunities to our residents and communities across the city.

#### **1. Background**

OP has established a strong methodology for supporting business in Peterborough. The company has a pro-business stance and seeks to deliver effective support that in turn helps business prosper. OP acts as a broker and support of the private sector in Peterborough. The company will seek to continue to be a strong partner for the city's private sector. We have seen continued growth of the bondholder scheme and the response by the business community to the Skills Vision has been equally impressive. We are now keen to take this to the next level. OP is now able to assist the private sector more professionally and with more credibility. This relationship is central to generating the growth Peterborough is seeking.

The company has identified a clear remit with focus on a small number of key drivers that will assist business. The business plan sets out an approach that with clear leadership will continue to deliver economic benefits within the city. It is very evident that there is significant goodwill and support from the private sector across the city. We are now offering a consistent approach and one that offers practical assistance to businesses on all manner of problems and issues. We have become a trusted and reliable partner.

## **2. Our priorities**

During 2012/13 OP will focus on the following five priorities:

- a) Ensuring that Peterborough is visible to investors
- b) Supporting local business ambitions
- c) Creating conditions to increase skills level across our communities
- d) Increasing our knowledge of the local economy and utilising intelligence effectively
- e) Ensuring that Peterborough gets maximum value from the Greater Cambridge Greater Peterborough Local Enterprise Partnership

Section 5 of this business plan sets out the key metrics assigned to each priority..

## **3. Advancing OP's role**

OP continues to play a strong role alongside local businesses. There is a growing core of supportive businesses that understand and support the objectives of the company. Equally we now have a positive relationship with the media outlets in the city. The company is fully established with a small number of priorities and focus on delivering outcomes. Despite resource pressure OP is able to be creative, and is continually developing stronger relationships with a range of stakeholders that help the company carry out its functions.

Greater focus during 2011/12 has enabled OP to gain credibility. On the basis that this formula has worked successfully, this plan advocates a continuation of the same priorities.

## **4. OP's key priorities**

Taking each area of focus in turn, there are a clear number of priorities that OP needs to take forward successfully during 2012/13. This section seeks to identify key priorities that will be taken forward.

### **a) Ensuring that Peterborough is visible to investors**

- Continue to build the Peterborough Bondholders scheme
- Encourage partners to own and promote the City's brand via e.g. weblinks, corporate literature and in the media.
- Deliver visible marketing campaigns to attract prospective investors
- Support the delivery of the Cities environmental ambitions across the media
- Work with local businesses to reinforce their 'successes' within the media
- Use multimedia and social media to promote Peterborough effectively

### **b) Support local business ambitions**

- Work with existing businesses to resolve 'growth blockages'
- Proactively attract new business – targeting on growth sectors and companies
- Work with potential investors to ensure that they commit to Peterborough
- Take forward the business engagement framework that will guide the range of agencies that interact with business
- Support key sectors – OP will deliver/facilitate support measures via the Cambridgeshire Enterprise Service legacy grant

**c) Create conditions to increase skill levels across our communities**

- Take forward the Peterborough Skills Vision; building a strong, visible programme of activity with business and the provider community
- Gain a firm understanding of the skills agenda; both current and future needs
- Champion 'skills' with local business to increase partners knowledge of future needs
- Work with providers to encourage targeted delivery that meets business demand
- Support partners in delivering improved access higher/further education

**d) Increase our knowledge of the local economy and utilise intelligence effectively**

- Use economic data to drive decision making
- Work with local businesses to ensure OP understands wider economic activity

**e) Ensure that Peterborough gets maximum value from the Greater Cambridge Greater Peterborough Local Enterprise Partnership (LEP)**

- Provide operational support to the LEP
- Encourage the LEP to focus on issues that support economic growth in Peterborough
- Broker improved relationships that enables Peterborough to benefit more from the LEP.

**a) Ensuring that Peterborough is visible to investors**

| Ref | Activities  | How?  | Milestones   | Dependencies   | Outcomes anticipated (2012/3)   | Budget 12/13                                       | Outturn 2011/12  |
|-----|---|---|--|--|---|--|--|
| 1.1 | Make Peterborough visible to prospective investors. | Deliver an integrated campaign to a targeted business audience, raising Peterborough's profile and generating investment leads. | <p>Deliver one campaign during 2012/13</p> <p>PR profile raising campaign.<br/>Target: UK business leaders across all sectors.<br/>Launch: May/June</p>  | <p>PR agency to be appointed to deliver the campaign. Ensure agency has demonstrable experience in reaching business leaders and has strong relationships with appropriate national and trade media.</p> <p>Need to generate relevant and interesting content in order to engage target audience meaningfully.</p> | <p>Campaign will:</p> <p>Generate:<br/>30 enquiries<br/>10 business engagements</p> <p>Result:<br/>4 investments<br/>12/13</p> <p>Increase perception of Peterborough and the City's economic vitality.</p> <p>Generate an additional 1,000 hits to the OP website.</p> | <p>Budget: £20k</p> <p>From existing resources</p> | <p>Retail operator campaign delivered during 11/12 was received well, by investors and internal stakeholders. Feedback received from Patisserie Valerie, TK Maxx and Nandos.</p> |
| 1.2 | Make Peterborough visible to prospective investors. | <p>Produce new marketing material to engage prospective investors.</p> <p>Commence filming late Spring/early Summer.</p>        | <p>1) Produce a short (professional) film to showcase the city then engaging audience through electronic communications.</p> <p>2) Ongoing updating of website content to ensure it's interesting and Search engine optimised.</p> | <p>Secure partnership with stakeholders to share the investment cost and avoid duplication of effort.</p>  | <p>Ownership of engaging, rich content to inform audience of Peterborough's investment potential.</p>   | <p>Budget: £5k</p> <p>From existing resources</p>  | <p>The website launched in Feb 11 and has achieved consistent user growth. Monthly web traffic is now at 3,500 per month</p>   |

| Ref | Activities  | How?   | Milestones  | Dependencies  | Outcomes anticipated (2012/3)  | Budget 12/13   | Outturn 2011/12 |
|-----|---|--|---|---|--|--|-----------------|
| 1.3 | Make Peterborough visible to prospective investors. | Purchase good quality database of named prospective investors to use in direct communications. | <p>1) Distribute new city brochure to target sectors in April. Follow up with phone calls to gauge level of interest.</p> <p>2) Produce a quarterly/bi-annual 'invest in Peterborough' newsletter to issue electronically to target audience. Commence June 2012</p>      | Ensure data has no restrictions on use – purchase outright to allow for regular activity.   | Ownership of prospects database to reach target audience with tailored communications.   | From existing resources.   |                 |
| 1.4 | Make Peterborough visible to prospective investors. | Build links with potential investors   | <p>1) Host key 'warm leads' at the 2012 Bondholder Dinner to develop relationship further and showcase Peterborough's active business community.</p> <p>2) Co-host a dinner for 50 prospective investors with Stewart Jackson MP at the House of Commons in Oct 2012.</p> | <p>Securing the date in contacts' diaries, or finding a suitable replacement to attend.</p> <p>Developing high quality contacts to invite to attend.</p> <p>Ensuring the evening has enough 'appeal' to attract enough prospects to make it worth the investment.</p> | <p>Relationship development and conversion of warm leads.</p> <p>Relationship building with high quality prospects.</p> <p>Conversion of warm leads.</p> | <p>Budget: £500</p> <p>From existing resources</p> <p>£5k from existing resource (support with sponsorship where possible)</p> |                 |

| Ref | Activities                              | How?  | Milestones   | Dependencies  | Outcomes anticipated (2012/3)   | Budget 12/13            | Outturn 2011/12   |
|-----|---|---|--|---|---|-------------------------|---|
| 1.5 | Develop and grow the Bondholder network | Promote the programme in local business media. Work with partner companies to secure new member offers/benefits. Seek feedback from members to ensure improvements are in line with demand. | <p>During 12/13:</p> <p>Grow membership to 1,000 contacts/companies (currently corporate 800 members)</p> <p>Continue to issue regular member newsletters to inform of city developments and business opportunities.</p> <p>Review and enhance membership database to ensure communications are reaching the appropriate contact.</p> <p>Launch 4 new member benefits</p> <p>Conduct membership survey to seek feedback on the scheme including: events programme, newsletters, networking value etc.</p> <p>Encourage more members to use the Peterborough logo on their website to increase the city's visibility.</p> | Securing partner organisations to offer attractive member benefits. | <p>Grow membership to 1,000 by December 12.</p> <p>Launch 4 new member benefits by December 12.</p> <p>Database cleanse to be ongoing throughout the year.</p> <p>Conduct membership survey in July (two years since programme launched).</p> | From existing resources | <p>New Bondholder micro-site was developed and launched during 11/12 which now acts as central portal for the programme.</p> <p>Membership has grown during 11/12, resulting in attendance at networking events increasing too.</p> |

**b) Support local business ambitions**

| Ref | Activities  | How?   | Milestones  | Dependencies  | Outcomes anticipated (2012-13)  | Budget 12/13   | Outturn 11/12  |
|-----|---|--|---|---|---|--|--|
| 2.1 | Ensure collaborative & consistent approach to Business Engagement. (BE)                 | Develop framework agreement with key partners & emphasise role of OP.<br>Monitor and influence wider engagement strategies.<br>Structured approach to Top100companies.<br>Cluster development in key sectors.  | Regular meetings with key partners (&consistent virtual connections).<br>Existing cluster forums re-set & new established.<br>Programme of Top100 visits.                                     | Commitment of partner organisations.<br>LEP approach to RBSIS??? follow-on.<br>Commitment of private sector.  | OP role as focus for BE accepted by partners (utilisation of e-bulletins etc).<br>Call Centre Forum April 2012;<br>New manufacturing cluster April 2012.<br>Visit 10 Top 100 companies per Qtr.                                     | Implementation of cluster development  | Role of OP as focal point for BE developed well: UKTI, MAS???, EEF,???<br>FSB,???Business Link etc.<br>Sector study (manufacturing) completed.<br>Positive engagement with 18 Top 100 companies.   |
| 2.2 | Support businesses to resolve 'growth blockages' – such as planning, funding and skills | Act as advocate & broker for planning, infrastructure & skills issues.<br>Work with sub-national, national and European funds to identify alternative funding streams to support growth.<br>Increase engagement between businesses & Skills Vision/<br>Brokerage team; assist HE growth. | 5 bondholder 'breakfasts'.<br>Bi-monthly agents' forum to identify and resolves blockages.<br>Monthly liaison meetings with planning, highways etc. <i>Skills Vision targets – section C.</i> | PCC statutory teams - planning control & policy.<br>Availability of infrastructure funding.<br>Availability of business support funding/agencies.<br>Skills Vision funding & delivery.<br>Activities & plans of FE/ HE providers. | 5 bondholder breakfasts per annum (100+ attendees at each event).<br>10 businesses directly supported per quarter.<br>3 funding schemes (e.g. Euro, via LEP) active by end F/Year.<br><i>Skills / apprenticeships see Section C</i> | Staff time [incl 'in-kind' match-funding to Euro projects].<br><br>Bondholder breakfasts £5k (support by sponsorship). | Direct advice provided to 33 businesses.<br>Strategic input to LEP-wide funding streams (e.g Growing Places).<br>Liaison meetings with partners during year, incl Bondholder Breakfasts with max attendance.<br><i>Skills – section C.</i> |
| 2.3 | Proactively attract   | Liaise with  | Regular engagement  | National organisational   | Develop 6 new   | Staff time.  | Promotional work   |

| Ref        | Activities  | How?  | Milestones  | Dependencies  | Outcomes anticipated (2012-13)   | Budget 12/13   | Outturn 11/12  |
|------------|---|---|---|---|--|--|--|
|            | new inward investment (using sector strengths as appropriate).                                | partners/agencies. Attendance at trade fairs, other (incl national) business events etc. Promotional material to embassies etc.                   | with UKTI & key partners. Attendance at 3 trade fairs over F/Yr period.   | structures (UKTI). Partner activities (e.g. UKCEED, UKTI). Enviro-Capital campaign. Engagement of LEP partners. Success of marketing campaigns.                     | serious enquiries per Qtr. Achieve 4 conversions of enquiries over year through direct engagement. | Marketing material? & exhibitions: £5k   | & new introductions through BCSC, Indian IoD conference visit, etc. Engagement with 22 potential investors; conversion rate dependent on land availability / economic uncertainties. |
| <b>2.4</b> | Secure investment to improve the city's evening economy, in particular around the City Centre | Identify target 'investors'. Develop property opportunities. Marketing collateral. On-site advocacy.  | Serious enquiry conversations with 3 operators per quarter. Regular meetings with agents. Showcasing lunch for operators/ agents. | Attractiveness of City Centre: Management plan for Cathedral Square. Events programme & cultural development. City living initiatives. Extended public realm works. | 3 new operators active in City Centre over B/Plan period.  | Staff time. Intelligence (e.g. Land Registry searches), promotion, exhibitions: £3k. | Direct involvement in arrivals of / deals for TKMAXX, Primark, Nando's, Patisserie Valerie, Carluccio's.   |
| <b>2.5</b> | Enhancement of Peterborough retail offer.   | Direct targeted approaches. Explore/develop incentive package. Marketing.<br><br>Focus on key areas of the city such as Bridge Street and Cowgate | Serious enquiry conversations with 3 operators per qtr.   | Attractiveness of City Centre & effective local infrastructure. Range of city offer (culture, living etc). Extended public realm works.                             | 3 new operators active in city over B/Plan period.   | Staff time. Intelligence gathering, promotion, forum support                         | Direct involvement of TKMAXX, Primark. BIS Local engagement on potential retail pilot. Cowgate PSICA.  |



**c) Increase our knowledge of the local economy and utilise intelligence effectively**

| Ref | Activities   | How?  | Milestones  | Dependencies   | Outcomes anticipated (2012-13)  | Budget 12/13  | Outturn 11/12   |
|-----|--|---|---|--|---|---|---|
| 3.1 | Use economic data to drive decision-making and marketing.                    | By using national / local intelligence (empiric and from businesses) OP will produce & disseminate key data relating to local economic performance. | On-going sourcing of intelligence from key sources such as ONS, generally quarterly. Up-dates to partners, e-bulletins etc. | Information/intelligence from third parties.   | Quarterly economic snapshots produced and circulated to partners and bondholders. Updates to website economic performance, SDP etc. | Staff time. Access to bespoke databases: est. £1k (from Economic Development budget). | LEA completed, uploaded to website. Regular reports to partners, OP Board, website.             |
| 3.2 | Work with local businesses to ensure OP understands local economic activity. | Through business engagement activities, develop a clear understanding of economic activity, issues facing key sectors/individual businesses.        | Intelligence from direct engagement / events reported & shared.   | Private Sector input: Commercial confidences of businesses; companies able to see benefit from intelligence-sharing. | Business engagement visits & bondholder breakfasts (see 2.2).   | Staff time. Bondholder events as per 2.2  | Intelligence from major companies (e.g. Amazon, Dresser, BNP Paribas) & key partners (JCP etc). |

**b) Create conditions to increase skills level across our communities**

| Ref | Activities   | How?  | Milestones  | Dependencies   | Outcomes anticipated (2012/13)   | Budget   | Outturn 2011/12                    |
|-----|--|---|---|--|--|--|------------------------------------|
| 3.1 | OP will lead the Peterborough Skills Vision. Ensuring that Skills issues have a high profile   | By building a visible 'Skills Vision' programme through proactive partnership with business, partners and providers | Continued growth of the Peterborough Skills Vision – through company signing up<br><br>Build understanding via Annual Skills Survey | Willingness of the private sector to engage with the Skills Vision<br><br>Establishing support from stakeholders and provider community  | OP will broker 2 major companies to sponsor HE provision in Peterborough during 2012/13  | Staff resource                                     | n/a                                |
| 3.1 | OP will gain a firm understanding of the skills agenda and champion 'skills' with local business to increase knowledge of future demand    | Conduct Annual Skills Survey in June 2012<br><br>With partners promote 'business skills' in local media.            | 250 companies participating in the survey<br><br>OP recognised as hub for business skills support                                   | Business need to provide their long term view of skills needs.   | 500 companies committed to the Skills Vision by March 2013<br><br>Under Skills Vision umbrella OP will promote employing Apprentices | Staff resource (funded by PCC Children's Services) | 295 companies signing to 31/3/2012 |
| 3.2 | Work with providers to encourage targeted delivery that meets business demand  | By understanding business needs OP can help providers shape future provision  | OP facilitating links between local companies and providers to enable bespoke delivery  | Workstream is reliant on business providing evidence<br><br>Provider community needs to engage without fear of funding loss.   | 20 businesses supported by March 2013<br><br>5 providers bringing forward new training by March 2013                                 | Staff resource                                     | n/a                                |
| 3.3 | Continue to develop the Peterborough Skills Service (PSS) to raise aspirations and develop employability skills in the City's young people | Broker activities and relationships between business and education  | 1500 employers participating by March 2013  | Close working with PCC/Skills team to ensure connection between 14-19 agenda and 'business needs'.<br><br>IT installed and running effectively<br><br>Funding continued from PCC | 800 activities brokered  | Staff resource (funded by PCC Children's Services) | 1000 companies active – Feb 2012   |

| Ref | Activities  | How?   | Milestones   | Dependencies  | Outcomes anticipated (2012/13)  | Budget          | Outturn 2011/12 |
|-----|---|--|--|---|---|-----------------|-----------------|
| 3.4 | Support partners in delivering improved access higher/further education | Support University Centre Peterborough/ Peterborough Regional College/ PCC develop provision | Support the UCP model and assist PCC in developing the University@Peterborough concept | OP will continue to provide support capacity and advise on issues relating to the private sector. | Enhance course take up by 25 local businesses by March 2013 and, support formation of the University@Peterborough model | Staff resources |                 |

## 6. OP budget 2012/13

This budget sets operation for OP during 2012/13. The organisation is now firmly established and majority funded by a single partner, Peterborough City Council. In addition, the organisation has become more adept at securing complementary external funds to support our objectives. OP can anticipate the following contributions in 2012/13.

### Opportunity Peterborough Operating costs 2012/13

| Income                                       |               | £                 | Comments  |
|--|---------------|-------------------|---|
| Carried Forward                              |               | 56800.00          | Includes balance of funding received 2011/12 for Skills project |
| PCC - Core                                   |               | 380000.00         | budget confirmed  |
| PCC - Children's Services - Skills Brokerage |               | 19000.00          | budget confirmed (PCC contribution of £190k to staff costs)     |
| PCC - Additional (S Bowker secondment)       |               | 21000.00          |   |
| English Heritage                             |               | 15000.00          |   |
| CLG Transition Fund                          |               | 72967.00          | CLG approved, Treasury to ratify                                |
| RCE  |               | 20000.00          | contribution to Director's salary                               |
| Breakfast Sponsorship                        |               | 2500.00           |   |
| European Funds                               |               |                   |   |
| Recommend                                    |               | 53660.00          | subject to confirmation by EU                                   |
| Innofun                                      |               | 57000.00          | subject to confirmation by EU                                   |
| C.I.E  |               | 30000.00          | subject to confirmation by EU                                   |
|  | <b>TOTAL:</b> | <b>727,927.00</b> |   |

| Expenditure  |               | £              | Comments  |
|--|---------------|----------------|---|
| Salaries & staff costs                             |               | 440,870.00     | Includes NI @ 11%, pension @ 6%,                                      |
| Rent   |               | 0.00           | Gift in Kind of £36,000 from Peterborough City Council                |
| IT/Telephony                                       |               | 8000.00        |   |
| Insurance  |               | 4000.00        |   |
| Printing/Photocopier                               |               | 4000.00        |   |
| Office Costs                                       |               | 8500.00        | Software, stationery & other misc costs                               |
| External Auditor                                   |               | 4000.00        |   |
| External auditor - Euro funding (see above)        |               | 8000.00        |   |
| Payroll Admin                                      |               | 1500.00        |   |
| OP Breakfast costs                                 |               | 5000.00        |   |
| Pension Admin                                      |               | 4200.00        |   |
| Skills   |               | 59000.00       | Offset by balance of PCC contribution received 2011/12 + £10k from OP |
| PR & Comms   |               | 30000.00       |   |
| Economic Development                               |               | 30000.00       |   |
| Heritage Regeneration Officer & project activities |               | 37000.00       | Offset by contribution from English Heritage                          |
| Contingency  |               | 83,857         | To cover wind up costs of the company                                 |
|  | <b>TOTAL:</b> | <b>727,927</b> |   |

## 7. Opportunity Peterborough: Risk Register 2012-2013??

To ensure that OP handles the transition period we are currently in the following risks have been identified.

### a) High level risks

| <b>Risk</b>                    | <b>Risk Description</b>   | <b>Owner</b> | <b>Likelihood (L)</b><br><br>1 = low<br>5 = high | <b>Severity (S)</b><br><br>1 = low<br>5 = high | <b>Risk rating</b><br><br>(L x S) | <b>Impact on OP</b>   | <b>Mitigation</b>  |
|--------------------------------|---|--------------|--|--|-----------------------------------|---|--|
| <b>Funding 2011/12</b>         | PCC withdraw or reduce funding mid funding period   | ND/SS        | 2  | 5  | <b>10</b>                         | OP would need to cease operation. Utilising contingency funds to resolve outstanding issues               | No action required   |
| <b>Staff turnover/capacity</b> | Uncertainty over longer term funding may lead to key staff leaving and difficulties in replacing them | ND           | 2  | 4  | <b>8</b>                          | Key activities would have to be cancelled or curtailed severely impacting on achievement of deliverables. | 1 Communicate well with staff.<br>2. Resolve delivery structures, e.g.LEP's and funding going forward as soon as possible. |

**b) Operational Risks**

| <b>Risk</b>                  | <b>Risk Description</b>  | <b>Owner</b>       | <b>Likelihood (L)</b><br><b>1 = low</b><br><b>5 = high</b> | <b>Severity (S)</b><br><b>1 = low</b><br><b>5 = high</b> | <b>Risk rating</b><br><b>(L x S)</b> | <b>Impact on Workstream</b>  | <b>Mitigation</b>   |
|------------------------------|--|--------------------|--|--|--------------------------------------|--|---|
| <b>Marketing</b>             | Inability to secure funding results in limited marketing activity<br><br>Local activity by informal groups compromises OP's marketing activity | ND/LB<br><br>ND/LB | 3<br><br>2   | 5<br><br>4   | 15<br><br>8                          | Key activities will have to be scaled back.<br><br>Significant impact on the City's brand, undermines the activities OP and partners are taking forward. | Careful planning of campaigns to ensure fit against budget profile<br><br>Proactive marketing to ensure business sees OP as the primary brand, reducing the visibility of others. Ensuring Local MPs aligns to activity |
| <b>Economic development</b>  | Enquiry numbers below required levels  | ND/SB              | 2  | 4  | 8                                    | Significant reduction in economic confidence in city, which could undermine existing businesses.   | Close collaboration with all strands of OP & PCC growth activity – particularly marketing campaigns, new development – to generate genuine interest.  |
| <b>Skills</b>                | Lack of professional skills support within the OP team   | ND/SA/SC           | 4  | 4  | 16                                   | Skills is a significant focus for OP. At present we do not have direct capacity to provide support to the skills area of activity                        | Identify a short term resource to ensure that OP can grow the skills programme.   |
| <b>Economic Intelligence</b> | Loss of key data sources due to removal of regional tier (as proposed by CLG)  | ND/BC              | 2  | 3  | 6                                    | It is likely that as the regional tier retracts key data sources will become scarce.   | Seek to identify alternative datasets and seek guidance from ONS on future provision.   |

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