

OPPORTUNITY PETERBOROUGH

Annex A

BUSINESS PLAN STRATEGIC BRIDGES

Progress up to 2012	2013/14 Governance and Funding	2014-2017	Future operation beyond 2018
Established as an Urban Regeneration Company in 2005, converted into an Economic Development Company in 2010	Established Board consisting of Private independent members and lead Councillors from Peterborough City Council	Maintain balanced Board of private independents and PCC	OP becomes a self-sufficient organisation or managed wind down of the company
Board established with private independent members and representative of three founding partners	Notification by PCC that PCC will decrease funding to OP on managed decline basis from April 2014/15 to April 2016/17	PCC funding received from PCC concludes April 2016/17. Revenue generation a critical business driver	Full independence from public sector funding and generating surplus through private contracts
Core Funded by Peterborough City Council, EEDA and HCA, reduced to single funder in 2010	Greater reliance on identifying and maximising income from new sources	New sources of income influencing OPs operation. Greater need to rely on income from outside Peterborough. Income reaching £400k by 15/16 and £750k by 16/17. Freedom to seek appropriate income opportunities.	Seek to generate income of 750K per annum beyond 2018
Led development of new plans for Peterborough via Integrated Growth Study – completed and handed over to PCC in 2009 OP has led on attracting investment to Peterborough since 2010	Attract and secure new investment in Peterborough with specific focus on developing a new offer in the city centre and adopting strategic approach to building Evening Economy activity	Continue to attract investment, delivering traded services to new companies locating in Peterborough. Develop an inward investment service available to internationally companies with OP playing a role in delivering investment across the UK	OP will play a key role at local and national level in attracting investment by providing expert practical support to companies seeking to locate to the UK.
Focus on Economic Development issues since 2010	Maintain existing focus during 2013/14 while funding in place, but increased need to narrow our focus in advance of funding reductions in 2014/15	Develop new sources of income through new activities. Including looking for contracts outside of Peterborough and via new structure by establishing a Marketing subsidiary	OP will aim to generate 750k per annum via traded services to private companies beyond 2018
Private company limited by guarantee, with Peterborough City Council holding 100% shares	PCC retains 100% share interest in Opportunity Peterborough	Review Board structure in light of funding changes and increased reliance on generation of income	New income generated from services – operating nationally or internationally.
Progress up to 2012	2013/4 Marketing Peterborough as a first choice location – subject to funding	2014-2017	Future operation beyond 2018

Established as Marketing lead in Peterborough via Urban Regeneration Company status	Leading Marketing activities, where funding allows OP to take a proactive approach to attract new investment to the city	Reduced commitment to marketing Peterborough based on available funding.	Reduced or ceased operation in Peterborough dependent on funding available
Established Peterborough City Brand with stakeholders	Develop the City brand and achieve greater level of buy in from local public and private sector stakeholders	Where income allows undertake targeted Marketing campaigns for Peterborough albeit on a reduced basis	OP will cease operation of marketing services to promote Peterborough unless funding is secured
Successfully led outdoor campaigns to promote the city. Direct successes attributable: Nandos, Patisserie Valerie and Carluccios	Deliver visible marketing campaigns to attract investors/jobs where funding allows	Develop new commercial services to drive income with OP taking a full step into commercially traded services allowing investment in campaigns	Marketing secures £300k per annum
Launched the Bondholder Network in 2010 to encourage business engagement and communication with OP	Build the Bondholder Network to 1500 members	Explore opportunities to build the network through sponsorship or offer the Bondholder service to other areas.	Roll the Bondholder service out to other areas on a commercial basis
Developed Peterborough's web presence to attract inward investment with refresh in 2010	Use Social and Multi Media to attract new businesses and support growing companies in Peterborough	Use Social media to take forward direct campaigns on a cost neutral basis	OP will be using Social media to access new markets and target delivery of services effectively
Progress up to 2012	2013/14 Support local business ambitions and increase innovation	2014-2017	Future operation beyond 2018
OP has established a proven track record in promoting and supporting local businesses	Support local business and increase innovation by operating cluster groupings such as Enviro Cluster and Manufacturing	Generate new income through connecting companies and products via Cluster groupings	Ensure that new income is attracted through economic development activities
Strong support via the Bondholder network has enabled OP to become a hub for the local business community OP has been providing businesses with signposting advice and support navigating public sector programmes and services since 2010	Manage the Eco Innovation Centre, enabling this to be a hub for innovation and high quality business support and advice Within the Eco Innovation Centre (EIC) establish Peterborough's first 'Co-Worker hub', the first in the city. Establish Peterborough Workspace as a complementary offering to the EIC	Ensure the Eco Innovation Centre maintains optimum occupancy and becomes better recognised as a centre of excellence As with the Eco Innovation Centre ensure occupancy and is seen as a key business centre in the city	Provide high quality services that are respected and used effectively by the private sector
Peterborough's rate of business 'start ups' fluctuates annually basis. The attrition rate remains higher than the regional average	Create the right environment to enhance business start-ups by identifying how OP can best support new entrepreneurs	Develop business support services in partnership with other providers	OP in position to offer business start- up advice and support to entrepreneurs
OP is recognised as having the most effective inward investment	Provide high quality service to prospective investors.	Dependent on funding available seek to develop a new programme whereby OP	OP delivering services at national level.

service across the LEP area and envied within the Greater South East.	Provide local contact for UK Trade and Investment	can deal directly with potential investors into the UK by providing practical, complementary programme to UKTI	
OP has supported the city's Corporate Social Responsibility programme since inception. Took over administrative control in December 2012	Drive the City's Corporate Social Responsibility Programme – 'Side by Side'. While ensuring the programme supports company objectives and provides community support. Develop relevant programme of activity, promote opportunities and monitor outcomes	Build the Side by Side programme to 100 company members and ensure that OP covers all administrative costs associated with the programme Review whether the approach is deliverable in other cities	Side by Side seen as a national exemplar Continue to grow the Side by Side programme and deliver support in other areas
OP has built a strong reputation by securing 'shortlisted' status for the Green Investment Bank – the city finished 4 th and latterly the Future Cities Demonstrator where Peterborough finished 2 nd and received £3m for the 'Connected Peterborough programme	Lead the delivery of the Future Cities Demonstrator programme	Ensure that Skills and Innovation elements of the programme add lasting influence to the city's economy and drives a new stream to activity, and creates a clear 'usp' for the city to re-position itself effectively	Successful completion of the Future Cities Demonstrator programme and positive links to new programmes being launched by the Technology Strategy Board
OP has built a strong relationship with PCC Children's Services and has been asked to consider whether it can operate a Nursery and Childcare Service	Develop and lead a Nursery and Childcare Network on behalf of PCC Children's Services on cost neutral basis	Build a strong network that helps build capacity to support Children's Services objectives	Build a nationally recognised network on a cost neutral basis.
Local Enterprise Partnerships established in 2010/11 to replace Regional Development Agencies	OP provides core services to the wider Local Enterprise Partnership areas commencing in 2013 with Inward Investment	OP leading Skills, Inward Investment and Marketing services for the LEP	OP able to provide services to other LEPs or equivalent bodies on fee paying basis
A positive partnership has been established with Anglian Water. AW and OP share aspirations to build nationally and internationally and across the spectrum of Utility providers	Develop and grow the Water Innovation Network in partnership with Anglian Water Explore opportunities for OP to run similar networks for other Utility companies Develop commercial services to work with SMEs seeking to engage Utility companies	Build the new networks across the UK and potentially overseas, moving into both Gas and Electricity industries	OP leads established national and internationally recognised Networks that enhance innovation and efficiency within the sector
Progress up to 2012	2013/14 Create conditions to increase skills levels across our communities – subject to funding available	2014-2017	Future operation beyond 2018
OP established the 'Peterborough Skills Vision' in 2010. This has been extremely successful with	Broker activities between business and schools 1200 businesses engaged in activities by March	Subject to funding available Leading to 2000 brokered activities aimed at raising aspirations and increasing	OP to roll the Skills Vision and associated activities out across other areas, delivering services where

businesses and schools. The Skills Service was established in 2011.	2014.	employability skills amongst our young people	funding is available.
Through our work OP has gained a firm understanding of the Skills issues facing businesses and is in position to help shape training provision across the city	360 companies fully signed up to the Skills vision; 1100 businesses engaged in Skills Services activities	Subject to funding by 600 companies will committed to the Skills Vision by March 2014 with over 2,000 engagement opportunities to available to young people via Apprenticeships, Coaching or business mentoring.	Skills Vision playing a leading role locally in shaping Education provider decisions Peterborough Skills Vision recognised as a national lead for skills. Ensuring that business demand is met by education provision.
Since 2010 Peterborough has seen an increase in the number of apprenticeships, albeit starting from a low base	Ensure that Apprenticeship numbers increase in Peterborough, the Skills Service to continue to provide advice and support to prospective employers	Ensure that Peterborough demonstrates the highest growth of apprenticeships numbers in the East of England	Peterborough establishes a reputation as a city that supports young people and has engaged businesses that see apprenticeships as a positive benefit
Peterborough has seen positive growth around the availability of high education provision	Support partners to deliver improved access to higher/further education provision	Support the UCP model and help support PCC in delivering University status in the city Provide course development decisions amongst the provider community data and analysis to support	All services are developed to be cost neutral, or creating surplus for OP balances