

<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 8</b>
<b>24 JULY 2013</b>	<b>Public Report</b>

## Report of the Executive Director of Operations

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### COMMERCIAL OPERATIONS

#### 1. PURPOSE

- 1.1 Attached is Commercial Operations business plan, to provide members with an overview of Commercial Operations and forthcoming plans for the City Centre.

#### 2. RECOMMENDATIONS

- 2.1 The Committee is recommended to note and comment on the work of Commercial Operations and propose further scrutiny in relation to its business fields.

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

- 3.1 Peterborough's Sustainable Community Strategy is the plan for the future of our city and the surrounding villages. It sets the direction for the overall strategic development of Peterborough. Commercial Operations remit directly links to the council's strategic priorities;
- Creating Opportunities – Tackling inequality.
  - Creating strong and supportive communities.
  - Delivering substantial and truly sustainable growth.
  - Creating the UK's Environment Capital.

#### 4. BACKGROUND

- 4.1 Commercial Operations provides a framework for the day to day operations of the city and to focus strategic efforts to enhance the city and its region in the long term. The department's vision is to provide a high quality, safe and easily accessible environment that underpins commercial and social success. The following areas of business make up Commercial Operations and the development of an integrated Visitor Economy Strategy including all these areas and work is underway and outlined in the Visitor Economy Development section below. A key aspect of the visitor economy approach will be that the dual benefits for residents and visitors for the great majority of projects will be indistinguishable. The greatest beneficiaries will be residents. It will improve the quality of life for residents and improve their local economy by creating and sustaining employment. Visitors will benefit from visiting a place that is self-aware and proud of its past, present and exciting 21<sup>st</sup> century future.

The importance of Heritage, Culture and Sports will be a key focus for the Visitor Economy and, by working closely with Vivacity and other bodies involved, this will give due recognition for their importance in the future development of Peterborough as a destination. Furthermore, because all of these areas will be part of the fabric of what the Visitor Economy of Peterborough is and will become, they will help inform and shape strategic development. It is the intention that they will form a key part of the overall Visitor Economy picture along with outdoors, natural environment and landscape heritage aspects and the burgeoning range of events that bring the destination to life. Other aspects such as Business and Conference Tourism, development of the quality and capacity of the accommodation base, the retail offer and the wide ranging sports offer will also form part of the creation of a strong City product and image. Along with working

with the range of attractions in the wider Peterborough City region will add to the development of a high quality City Scale visitor economy offer.

### **Parking Services**

Commercial Operations are responsible for ensuring that the parking provision in Peterborough is used correctly, responsibly and that the best use is made of on and off-street car parking space, to the maximum benefit of the local community. Recent improvements to the service have been the introduction of RING-GO cashless payment system and the facility to pay by credit/debit card. We also ensure that the Council's car parks are maintained to an appropriate standard within the constraints of the available budget. Parking is an important and integral part of the current working of Commercial Operations and to the future development of the Visitor Economy as outlined below.

### **CCTV**

CCTV improves the safety and security of residents, visitors and the business community. Peterborough's CCTV service is managed by Commercial Operations and comprises 144 cameras, with surveillance 24 hours a day.

Additional cameras have been added in recent years and further cameras are to be installed at Stanground. We also upgraded existing cameras (x11) to newer technology this current financial year, financed from capital budgets.

### **City Centre Management**

City centre management host a business forum for local businesses each month, at which 60 to 80 businesses and or city centre stakeholders attend to discuss issues, including marketing plans and overall performance of the city. Analysis of economic retail data and footfall to demonstrate economic value of the visitor economy is another example of operations. The City Centre and Evening Economy strategies are currently being prepared. They will both be put in the wider context both geographically and strategically within the emerging Visitor Economy Strategy 2014-24 and Destination Management Plan 2014-17 as outlined later.

### **Events and Public Realm Management**

Creating high quality events, creating a vibrant atmosphere, as well as a memorable and positive visitor experience is a key focus of Commercial Operations. As well as organising large, medium and small scale events directly, the team have a key role in facilitating events by others at the same levels: from Olly Murs to Jazz on the Square. This facilitating role will be a key dimension of the emerging Events Strategy being prepared as part of the overarching Visitor Economy Strategy.

### **General Market**

The General Market supports local business and creates significant employment in the city. Managed by Commercial Operations, it is an integral part of the local community, providing an assortment of goods, from furniture and clothing to fresh fruit and vegetables. There are 55 individual traders occupying 112 market stalls on the Market which is open Tuesday to Saturday 8.30am - 4pm. The potential for development and promotion of the market will be an issue that will be strategically addressed as part of the emerging Visitor Economy Strategy

### **Visitor Information Centre**

Commercial Operations operates the Travel Choice Centre at Queensgate Bus Station to service transport enquiries and the Visitor Information Centre to service the information needs of residents and visitors and to promote Peterborough as a destination. The Visitor Information Centre and Bus Station services are both open Monday to Saturday 9.30 – 5.00pm. Both sites sell a combination of the services: Bus Station tickets, National Express tickets, Railcards, Bus Passes, Holidays, Shaws Holidays, Maps, Gifts, Local event ticket sales. Information is available on a UK wide basis for residents as well as local promotions.

The Visitor Information Centre is being reviewed as a Visitor information Service to fulfil its wider potential remit for Visitor Economy Development and by becoming the hub for communication with the wider range of Visitor Economy businesses and groupings across

Peterborough. An excellent example of this is the collation of the Events Diary, a service that promotes all community events as well as main events. It is widely circulated but this will be reviewed to improve further. Ideas to increase the range of information collation and circulation is being developed as part of the review of Commercial Operations as outlined and as a key part of the emerging Visitor Economy Strategy as follows.

### **Visitor Economy Development**

The excellent development of the visitor infrastructure and events activity undertaken by the City Council and its provider partners in recent years has been excellent. Commercial Operations has been a key part of driving this development for both residents and visitors to the city and in driving and supporting the economic value of the Visitor Economy to the City. Peterborough has an estimated 2.59m day visitors and 572,000 staying visitors a year. The economic value of tourism to the Peterborough economy from visitors alone is over £200m (£109m day and £92m staying visitors). The wider economic benefit across the visitor economy with ancillary and supplier effects is estimated at £301m. Peterborough and Cambridgeshire direct tourism employment is 4,145 and total actual with tourism related employment as 5,538 c 8-9% as against an average for Cambridgeshire as a whole of 10.1%. (Tourism South East Economic Impact of tourism 2010).

The remit of the Strategic Tourism Development Manager is to bring the Visitor Economy together under a more integrated strategic framework and to drive the strategic development process of the Visitor Economy. There will be an emphasis on not only the development of the economic value of the Visitor Economy but also the sustainable community benefits that will also be developed. Currently Commercial Operations are analysing their activity and focus on Visitor Economy development and promotion under a single strategic approach, initial work is underway to achieve this. Initial discussions are also beginning for the next stages of this process to create a larger vision that includes the role and activity of all other public and private sector partners and providers that have impact on the Visitor Economy of Peterborough as a whole.

This work is being strategically aligned and shaped by working closely with VisitEngland and the Strategic Framework for England 2010-2020. The template for the development of Peterborough as a destination will not simply be a marketing exercise and brochures, though these will have their place. The scope is more ambitious and will include how the Visitor Economy can be developed over a ten year period to create a high quality, sustainable visitor destination, that is clear on its image and identity it aims for and plans projects strategically to build to this point. It will show how signifier events during this period such as Peterborough 900 in 2018 can be drivers of activity before and after 2018. The outline schedule for how this will be developed in the coming months is as follows with basic explanation following this.

#### **Visitor Economy Framework (VEF)**

Created in partnership with Opportunity Peterborough and Vivacity and through this partnership with all relevant agencies and groups that impact on the Visitor Economy that these key partner providers work with. Initial contacts have been made and are being followed up to aim to achieve an outline Visitor Economy Framework.

*Schedule Sept/Oct 2013*

#### **Visitor Economy Strategy (VES) 2014-24**

An overarching strategy that will seek to encompass all relevant organisations and their strategies that are relevant to the VES. It will be driven by the City Council that has a duty to develop the strategic potential of its economy, its environment and its people. The Visitor Economy is a distinct and important part of developing all these aspects of Peterborough's well-being. Commercial Operations and the Strategic Tourism Manager initially however the intention is to create a Visitor Economy Team. We will do this with key partner providers such as Opportunity Peterborough and Vivacity and through ongoing consultation, joint development work and planning for the future.

### **Destination Management Plan (DMP) 2014-17**

The VES will create a flexible strategic framework that will allow inclusion, innovation and cross-working partnerships to develop and flourish. It will help create the One Vision for Peterborough, through the creation of a single Visitor Economy Strategy that will encompass a wide range of new and existing strategies and plans. It is intended that this will help the council and all partners make informed and collaborative strategic decisions. This will be a crucial exercise to create the required framework that will inform the linked Destination Management Plan 2014-17. This essentially will be the agreed shared action plan for the first 3 years. The DMP will be reviewed annually so in 2015 an updated version will be published for 2015-18 and the 2016-19 to allow continual revisiting of how the VE partners are implementing the VES 10 year strategy. The DMP process will also be linked to a 3 yearly revision of the VES and the opportunity to revisit and allow adaption as part of the 10 year strategic cycle.

### **Conclusion**

The intention is that at the end of the consultation and development process, there will be a single overarching strategy for the Visitor Economy that will give clarity and coherence to all partners involved.

There will be an emphasis on developing the local capacity and flavour of products to involve local residents and visitors within the same shared approach. It will aim to support the sustainable community development aspirations of localities within the Greater Peterborough region and disseminate the benefits of future growth across the full Unitary boundaries and the wider Visitor Economy community, in the associated 5 mile hinterland that is truly within the Peterborough sphere of influence as a City Destination of substance.

It will determine an agreed structure for how all future development and internal and external promotion of Peterborough as a visitor destination can be brought together. It will go further and illustrate how it can be structurally linked to and support the development of a single clear structured image and identity for Peterborough. These will be robust links because they will be agreed as part of the strategy development and consultation process with all key partners and the community of Peterborough. The release of the strategy however will be the real start of the 10 year development journey as outlined above. The Visitor Economy Strategy will clearly feed into every one of the council's ONE Peterborough Vision and Sustainable Communities Strategy outlined below. It will also ensure it makes explicit exactly how this will be done, vision, strategy, action.

### **Key Strategic Objectives**

#### Objective 1 - Promoting the city

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

#### Objective 2 - Managing the City

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

#### Objective 3 - 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.

#### Objective 4 - 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.

## **5. KEY ISSUES**

### **5.1 Redevelopment**

Urban design determines the very shape of the streets and public spaces which make up our city. It influences how easy and pleasant it can be to move from area to area. During 2012/13, both Bridge Street and Cowgate have undergone redevelopment. During 2013/14, Long Causeway will follow.

The proposed works provide an opportunity to emphasise the historic character of Cowgate and help revitalise Bridge Street and Long Causeway. All areas are viewed as main commercial parts of the city centre. It is envisaged that we will help to bring some of the open space element of the scheme alive by expanding the events, street market and trading offers to both schemes.

## **6. IMPLICATIONS**

6.1 Securing sponsorship for projects and events during the current economic climate could prove challenging but we look to maximise opportunities.

## **7. CONSULTATION**

7.1 Over 80 city centre businesses and stakeholders have been consulted via City Centre Business Forum.

## **8. NEXT STEPS**

8.1 Any recommendations from the Committee for changes should be referred to the Cabinet Member Tourism, Business and International links.

## **9. BACKGROUND DOCUMENTS**

None

## **10. APPENDICES**

10.1 Appendix 1 – Peterborough City Centre Management Business Plan

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