



TOWN INVESTMENT PLAN

PETERBOROUGH TOWNS BOARD WITH PETERBOROUGH CITY COUNCIL

JULY 2020

Executive Summary

On behalf of the Peterborough Town Board, I am delighted to submit our locally owned, Town Investment Plan for Peterborough. Our Board, which is drawn from representative sectors across business, education and the local community, has consulted widely with local organisations and stakeholders prior to setting out our vision, strategy, objectives and priorities. We have also involved representatives from a wide range of organisations in developing individual project proposals.

Our bid sets out a request for **funding of almost £25M** in response to the call for projects that can deliver improvements in urban regeneration, planning, land use, skills and enterprise infrastructure, and connectivity.

I am pleased also to submit our additional bid of **£1m in funding** from the accelerated investment strand notified recently by MHCLG to facilitate recovery from Covid 19. Our Board plans to use this additional money to improve parks and outdoor facilities to provide safe access to quality open spaces which is a key element of the city's green recovery plan. The Council has made a related £1m LGF bid for infrastructure to support outdoor dining and create an al fresco, café culture in the city centre.

Our main Towns Fund bid seeks investment in 5 key project workstreams that we believe will help realise the city's ambitions for transformation from one of England's 'left behind' places to a city of growth, prosperity and opportunity.

On land use, planning and infrastructure, we focus on developing the *Station Quarter*, improving the city's 'front door', creating a better, first impression for visitors, and unlocking an attractive inward investment site. We also focus on the strategically important *Embankment* site which lies between the city centre and the River Nene and will soon accommodate our new University Campus.

On connectivity, we have excellent external road and rail links and a UK leading fibre infrastructure, but we need to improve our internal cycling and pedestrian infrastructure, promote active travel, encourage more sustainable transport, reduce vehicular movement in the city centre, and improve air quality. Our focus is therefore on improving public realm connections from the station to the city centre and the embankment and riverfront, including a new pedestrian bridge across the Nene.

On skills and enterprise infrastructure, our new University will help address the gap in higher level skills that must be tackled if we are to create a higher value, knowledge based, economy. However, we also face a shortage of the key skills needed to affect a green technology revolution; therefore, we focus on the technology related skills that will be important to a low carbon future.

Finally, our Board recognises that - as the city with England's second fastest rate of new housing growth - (after Milton Keynes) our cultural, heritage and sports and leisure infrastructure has failed to keep pace with growing demands. For a city of almost 202,000 people we have few visitor attractions and a very limited tourism economy. Our focus is therefore on new and better facilities, including projects that will give our city much broader visitor appeal.

We are confident that the injection of investment from the Towns Fund will help Peterborough to:

- Deliver the exciting vision set out in the city's local Plan 2018-36, and documents such as our City Development Brochure - *the Time is Now* - which provides a framework for developing major city centre sites.

- Build on over £600m in private finance planned, or already underway, in city centre commercial and housing development.
- Support Peterborough's recovery from the economic effects of Covid 19 ensuring that local businesses bounce back quickly, supporting jobs and growth.
- Build on the early successes and enormous potential of the Oxford-Cambridge Arc.
- Bring a sharper focus to our contribution to the regional growth deal targets agreed between the Government and Cambridgeshire and Peterborough Combined Authority (CPCA);
- Take fuller advantage of Peterborough's strategic location and access to markets to attract new inward investment.
- Develop more knowledge-intensive entrepreneurial businesses in the city and help create a higher value economy with more and better jobs.
- Transform our city centre into a destination that will attract more visitors and become a place our thriving communities will be proud of.
- And, unlock opportunities to create a more environmentally sustainable city and support Peterborough's progress to zero carbon.

In responding to the enormous opportunity presented by the Towns Fund, we would also want to assure the Government that our arrangements for corporate governance are transparent and robust. We aspire to best practice in our Board's procedures and in defining, planning and delivering projects. We have already addressed procedures for managing potential conflicts of interest; ensuring effective stakeholder consultation and engagement; and guaranteeing transparency and open-ness in our decision-making processes; and we are committed to sharing, improving and learning from others as we move forward.

Our Board enthusiastically embraces the opportunity presented by the Towns Fund to make a positive difference to our city's prospects. I commend our proposals to you.

Matthew Bradbury

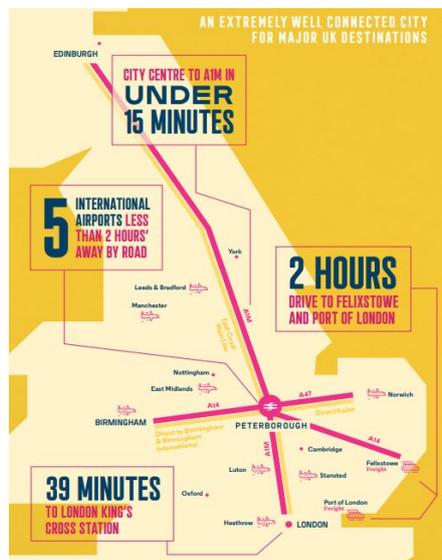
Chair Peterborough Towns Board

Executive Summary	2
1. Context	5
1.1 Overview	5
1.2 Alignment with National, Regional and Local Guidance	6
1.3 Main Challenges	7
1.4 Evidence of Need	13
1.5 Assets and Strengths	14
1.6 Key opportunities, initiatives and partnerships	17
1.7 Synthesis & Theory of Change.....	27
2. Strategy	28
2.1 Strategic vision and policy alignment.....	28
2.2 Strategic outcomes and targets for 2030.....	28
2.3 Project proposals	29
Workstream 1 - Riverside Development and Connections	31
Workstream 2 - New and Improved Visitor & Cultural Attractions	32
Workstream 3 - Station Quarter	34
Workstream 4- Skills & Enterprise Infrastructure	34
Workstream 5 - Peterborough: Future Green City.....	35
2.4 Strategic plan	35
3. Engagement	36
3.1 Stakeholder Engagement Strategy.....	37
4. Managing Delivery	37
4.1 Programme Board and Programme Management Office function (PMO)	38
4.2 A Hybrid Methodology with Gateway Reviews.....	38
4.3 Governance and Accountability	39
4.4 High-level delivery plan.....	40
4.5 Key Success Factors.....	41
5. Conclusion: The Place is Peterborough: The Time is Now	42
6. Appendices.....	43
Appendix 1: Recovery Plan Covid-19.....	43
Appendix 2: Transport Vision.....	43
Appendix 3: Stakeholder Engagement up to July 2020.....	43
Appendix 4: Stakeholder Engagement Forward Plan.....	43
Appendix 5: References	43
Appendix 5: References	44

1. Context

1.1 Overview

Peterborough is a diverse, multi-cultural city with a stunning Norman Cathedral at its heart, an excellent strategic location within the Oxford-Cambridge Arc, (Fig 1) and with the ability to reach over 35 million people within 2 hours by road or rail (Fig 2). The Peterborough City Council (PCC) area covers the city and 25 villages situated within 344 Sq.Km of surrounding countryside. Our Investment Plan focuses mainly on the city centre as defined in our Local Plan 2018-36 (see fig 3 over).



Figs 1&2: Our strategic Location within Ox-Cambs Arc and, Peterborough’s national connectivity strengths illustrated in our Investment Prospectus 2019, download '*Peterborough: The Time is Now*' on this [hyperlink](#)

Peterborough has some great strengths: a young, active workforce; diverse local communities; a low cost of doing business; nation-leading gigabit fibre networks; affordable housing; great road links; a 39-minute train time to King’s Cross; and direct services to Gatwick and Stansted.

Prior to the pandemic, the city’s trajectory was very positive with considerable employment and population growth. The Centre for Cities noted Peterborough as England’s 3rd fastest growing city in 2008-18¹. Net business creation has outpaced regional and national trends, and growth in economic output (GVA) and new patent registrations shows² strong evidence of innovation. Covid 19 has had a serious impact on the city, depressing demand and harming the economy but our Investment Plan aims to help Peterborough return to growth. Our initial Covid 19 recovery plans are summarised in appendix 1.

¹ <https://www.centreforcities.org/blog/2008-2018-an-uneven-geography-of-population-growth-in-uk-cities/>

² *Peterborough Economic Intelligence Report 2019*, Opportunity Peterborough, Foreword

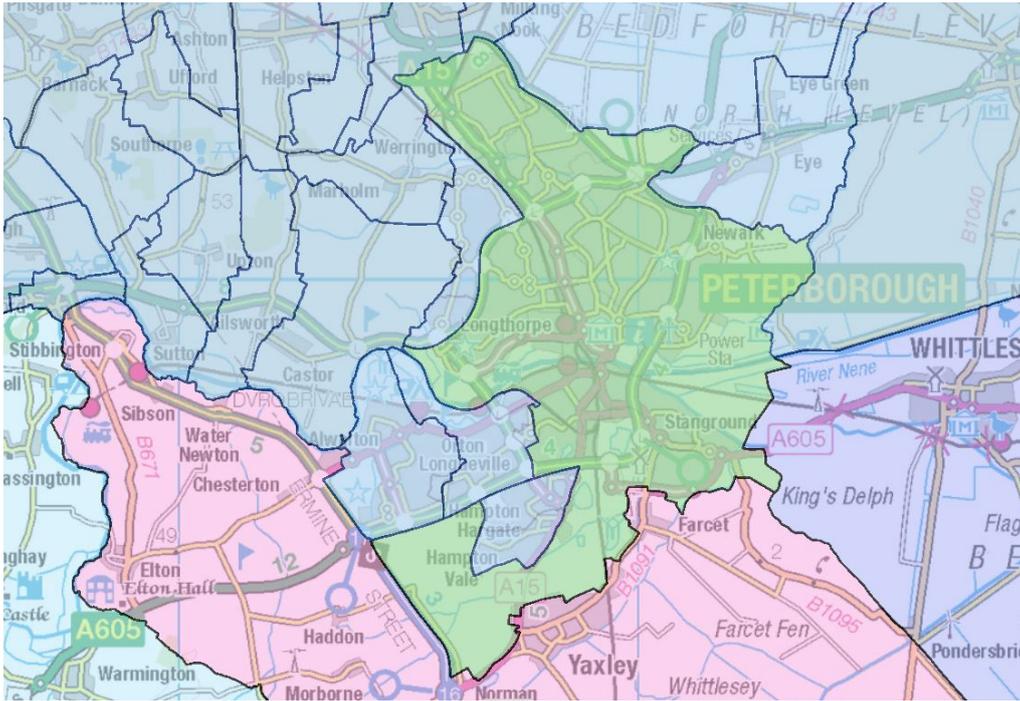


Fig 3: The City Centre shown hatched in green, as indicated in our Local Plan 2018-36.

1.2 Alignment with National, Regional and Local Guidance

In creating our Plan, we have referred to relevant national, regional and local policy documents to ensure effective strategic alignment. A full list of references is set out in appendix 5. The key documents include:

- Cambridgeshire and Peterborough Local Industrial Strategy (LIS):
- Cambridgeshire and Peterborough Independent Economic Review (CPIER) 2018;
- Peterborough Local Plan and supporting strategies/plans (parking, public realm, transport) and
- The Cambridgeshire and Peterborough Combined Authority (CPCA) Local transport plan.

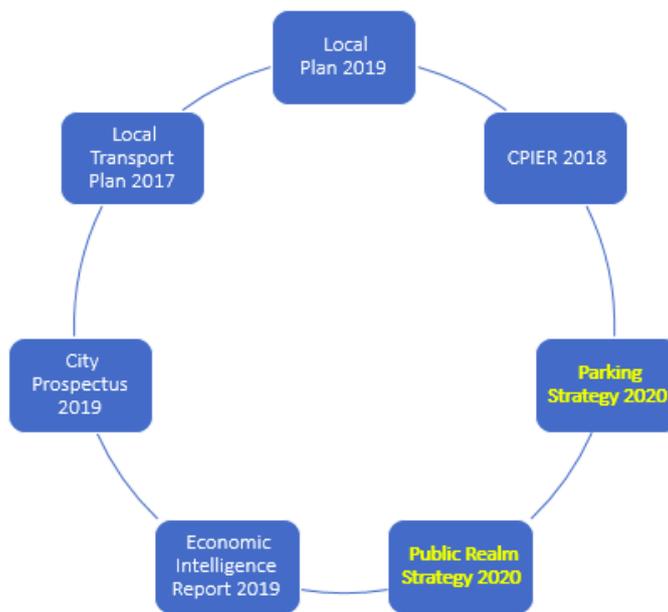


Fig 4: Key policy document references, see appendix 5 for further details.

1.3 Main Challenges

Research evidence shows that while Peterborough has seen employment growth and possesses a strong manufacturing sector it remains a low skill, low wage economy. Despite recent growth, unemployment remains above the national average, with pockets of serious deprivation. Following its initial ‘key issues’ workshop, our Towns Board felt the city also lacked the following:

- More independent shops & safe, attractive pedestrian routes between station/river/city centre;
- More dynamic, high value, entrepreneurial businesses and a vibrant night-time economy;
- A clear identity / city brand / vision / aspiration and positive reputation;
- A university and multi-use entertainment venue;
- An animated river-front and
- High quality / value jobs.

We have further explored the key issues facing the city as we have built a researched evidence base for our investment plan. They are summarised below and indicated in our Theory of Change model (section 1.7).

1. Impact of Covid 19

The challenges facing Peterborough have become more severe as a result of the pandemic. The lockdown closed businesses across the city. Action was coordinated by Opportunity Peterborough (OP) to help businesses access support and manage staff furloughing. As the city bounces back, ongoing support will be needed. PCC has worked with the CPCA, OP and Peterborough Positive (the Business Improvement District Steering Group) on a recovery programme to get the city safely and quickly back to business, while developing longer term plans to ‘build back better’ through smart technology, low carbon investment, inclusive growth, health and well-being, as recommended by the OECD (Fig 5). Peterborough’s COVID recovery plan is available in appendix 2.

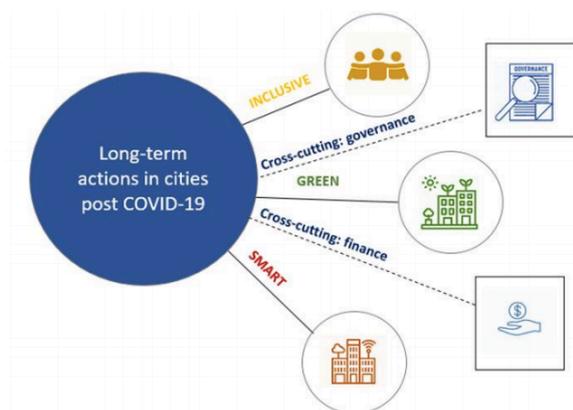


Fig 5: OECD Tackling coronavirus accessed 13 May 2020, www.oecd.org/coronavirus

2. Higher unemployment than the UK average

2018 ONS data shows that of 124,900 working age people in Peterborough (age 16-64) 95,000 were in employment giving an employment rate of 74.3% (1.4% lower than the UK average of 75.7%). 2019 data reveals that 5,200 people (5.1%) were unemployed: 1.2% higher than the national average of 3.9%.

Population aged 16-64(2018)	Peterborough (Numbers)	%	East (%)	Great Britain (%)
All People Aged 16-64	124,900	62.1	61.0	62.7

Table 1: Peterborough Population aged 16-64 2018, ONS Population estimates - LA based by five-year age band.

Employment & unemployment (Jan-Dec 2019)	Peterborough (Numbers)	%	East (%)	Great Britain (%)
Economically active	101,500	79.7	80.6	78.9
In Employment	95,300	74.7	77.9	75.8
Employees	85,300	67.1	66.3	64.6
Self employed	9,700	7.5	11.4	10.9
Unemployed (Model-Based)	5,200	5.1	3.2	3.9

Table 2: Employment and Unemployment 2019, ONS Population estimates - LA based by five-year age band.

The Local Plan also notes that our slightly higher than average unemployment figures, mask concentrated pockets of unemployment, especially in inner-city wards where other deprivation indices are also high.³ Table 3⁴ illustrates Peterborough's skills and productivity relative to other similar sized cities across the south of England (2017) showing our low GVA, employment and NVQ4+ levels against wider regional benchmarks.

City	GVA per worker 2017	Employment rate 2017	Private Knowledge Intensive Business Services 2017	Working age with qualification at NVQ4 or above 2017	Ratio of Private to Public Sector Employment 2017
Cambridge	£55,880	75.5%	15.21%	58.1%	1.57
Milton Keynes	£72,980	76.9%	18.7%	37.4%	3.59
Norwich	£46,700	77%	15.53%	34.1%	2.8
Oxford	£56,450	81.2%	9.58%	63%	1.04
Peterborough	£47,130	73.5%	16.56%	25.6%	3.43
Swindon	£62,680	79.1%	17.64%	34.3%	4.36

Table 3: 2017 GVA, employment rate and qualification levels – south of England

3. Qualification levels are lower than national averages

Most of Peterborough's workforce have no higher-level qualifications. 2018 ONS data, shows a high proportion of the workforce engaged in low-skilled occupations. NVQ4+ qualifications (degree level and above) at 25.6% are well behind the GB average of 38.6%. A new University, opening in 2022, will play a key role in addressing the city's skills shortages by attracting and retaining talent. Furthermore, our Station Quarter project seeks deliver a new mixed-use precinct offering significant grade A space to attract knowledge intensive (KI) jobs.

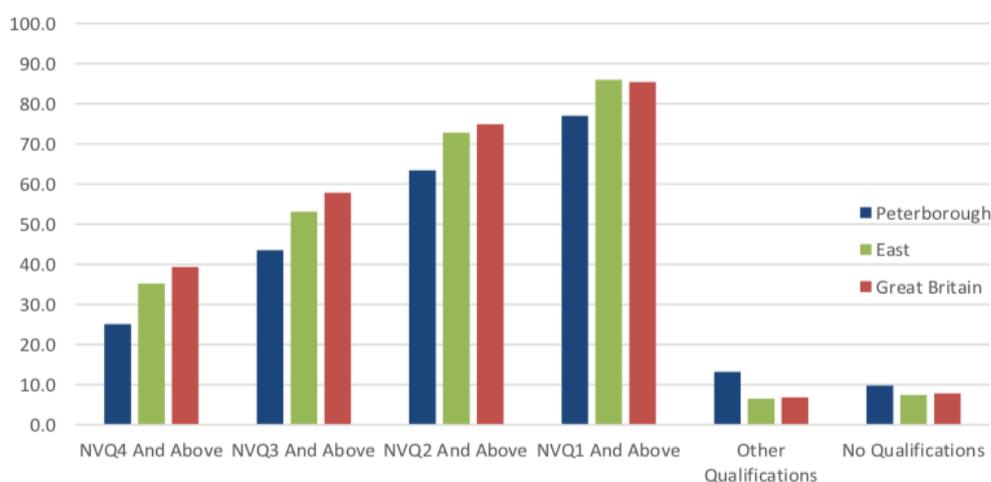


Fig 6: Qualification levels Source: ONS Annual Population Survey Jan – Dec 2018

³ Local Plan, section 1.9

⁴ Source: <https://www.centreforcities.org/data/>

4. Health and wellbeing outcomes are poor

The city has significant health inequalities with average life expectancies below national averages at 82.2yrs (females) and 78.6yrs (males) compared to 83.1yrs and 79.5yrs nationally. Poor health also affects productivity. There is a shortage of leisure provision both in terms of all-weather and indoor sports facilities. Sport England studies show activity levels well below the national average and a 2018 study shows the city needs two more 25m pools to match the English average swimming provision. The evidence base supporting PCC's Active Lifestyle and Sports Strategy 2018-23⁵, reveals 28.6% of city population do no activity, higher than regional (23.5%) national averages (25.7%). 62.9% of the population is also overweight, compared to 61.3% for England. Peterborough also has some of the poorest healthcare outcomes in the East of England. Health inequalities are evident in the fact that life expectancy can vary by up to 10 years between the most deprived and least deprived city areas.

5. Productivity is low

Productivity improvement is a national priority. While Peterborough's advanced engineering sector is highly productive the LIS has identified the need to boost productivity in other industries and across the SME base. Highly productive businesses are more competitive and resilient; they require higher skilled employees earning higher wages, which is good for our economy and communities alike.⁶

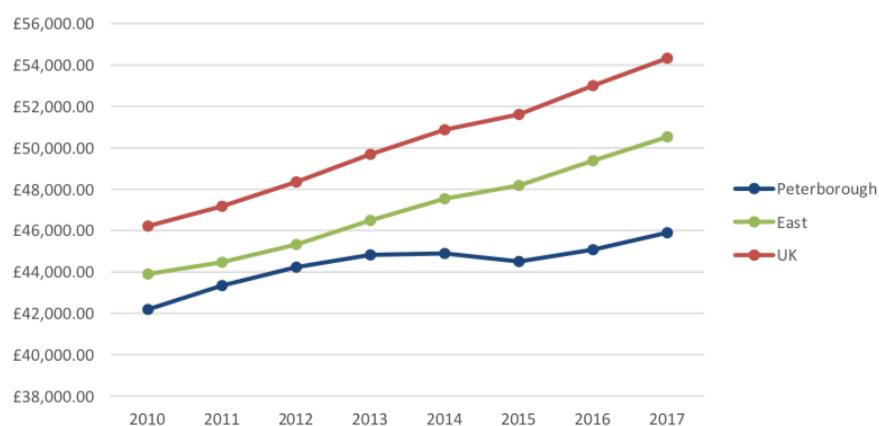


Fig 7: GVA per filled job, Source: ONS Sub-regional Productivity – Feb 2019

6. PDR reduced office space

PD rights allowing the conversion of offices into residential use without space standards, have greatly reduced office space in the city centre. 53% of available commercial property is now occupied by our strengthening retail sector, compared to 27% for offices. As the city expands its professional services⁷, the shortage of quality office accommodation must be tackled. A 2018 Barker Storey Matthews study noted over 500,000 Sq.Ft of office accommodation has been lost in the city centre due to PDR.

7. Growth brings opportunity and risk

Aside from the commercial conversions in the city centre, most recent housing growth has been in residential suburbs. There are several vacant and underused sites in the centre which provide the opportunity for regeneration and higher density, mixed-use development. Recent housing growth has also created challenges including pressure on schools, healthcare facilities and transport. The Local Plan

⁵ Available here: <https://democracy.peterborough.gov.uk/documents/s38534/4.%20Appendix%20A%20-%20Active%20Lifestyles%20and%20Sports%20Strategy.pdf>

⁶ Opportunity Peterborough 2019 report – Foreword

⁷ CPIER, page 59

shows a need for 19,440 new homes and 76Ha of employment land, but growth needs to be planned in a sustainable and programmed way to balance development with the needs of residents for amenities.

8. Social mobility has faltered

Low productivity and health outcomes are further compounded by evidence of increasing social inequality. Families in social housing and recent immigrants tend to experience poorer health and educational outcomes and fail to progress to higher paid jobs and better housing. There is a danger they may become trapped in low skill, low pay employment and fail to achieve their potential. The new University presents a genuine opportunity to improve career prospects for all. Degree apprenticeships will be promoted so that those in work can gain qualifications while earning a living. Support is also needed to improve access and progression for those who may need extra help, such as individuals with a first language other than English. On a positive note, there is no real evidence that inequality has impacted on crime according to the latest statistics from Cambridge Insight⁸, illustrated in Fig 8.

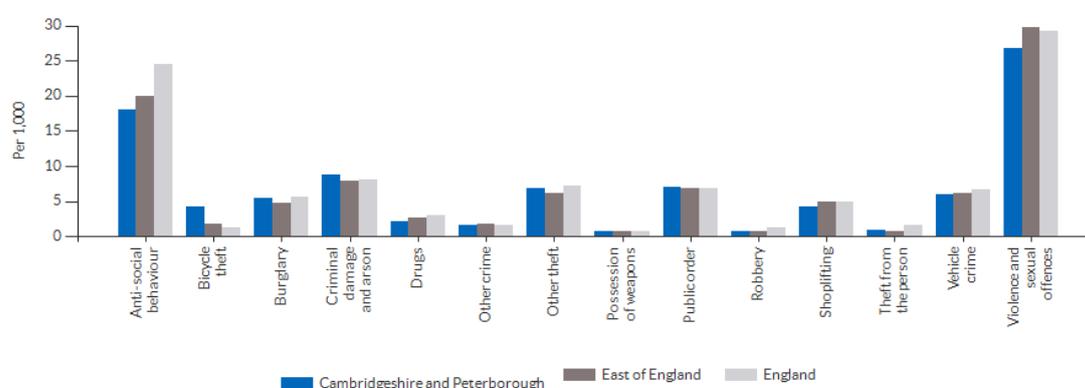


Fig 8: Cambridge Insight: Crime rates by type of crime. Date: Jun-19 to May-20

9. River Nene Park and Green wheel cycle network

The former Development Corporation granted a 2,500-acre gift of protected open space to the city - in the form of Nene Valley Park while the city's Green Wheel cycle network was funded through the national lottery Millennium fund. These green assets could supply positive health and wellbeing benefits for residents but better publicity, maintenance, lighting, way finding, and connectivity improvements are needed to unlock their potential.

10. Land Use and Wildlife

Peterborough's natural environment needs to be protected and improved. The city has a lot of open space, but there are few local pocket parks and amenity areas in inner-city wards and along the Lincoln road corridor. More tree planting and better open space can support healthy outdoor lifestyles and promote wellbeing.

11. Public transport infrastructure and air quality challenges with zero carbon ambitions by 2030

In 2014 CityMetric⁹ and the Campaign for Better Transport's *Car Dependency Scorecard 2014*¹⁰ found Peterborough to be the most car dependent city in the UK. The low use of inner-city public transport (limited to a bus network) and heavy reliance on cars to get around shows that people do not have the options they might need to get around more sustainably.

⁸ Available here: <https://cambridgeshireinsight.org.uk/communitysafety/>

⁹ Available here: <https://www.citymetric.com/transport/peterborough-uks-most-car-dependent-city-580>

¹⁰ Available here: https://bettertransport.org.uk/sites/default/files/pdfs/Car_Dep_Scorecard_2014_LOW_RES.pdf

In the Centre for Cities Air Quality Index 2020¹¹, Peterborough performed poorly with a daily Air Quality Index equal or above 4 over 36-45 days for 2018, compared to 16-25 days for Northampton and 26-35 days for Milton Keynes. In city centres, road transport is the highest contributing factor for NO2 emissions (42%) with domestic wood and coal burning contributing to higher PM2.4 levels (50%).

The city’s new town transport planning legacy may well have contributed to these issues. However, there’s now a pressing need to reduce car dependency levels, improve local public transport services and air quality, promote active travel and generate better pedestrian and cyclist connectivity.

Number of days the maximum modelled DAQI was equal to or above 4 in 2018

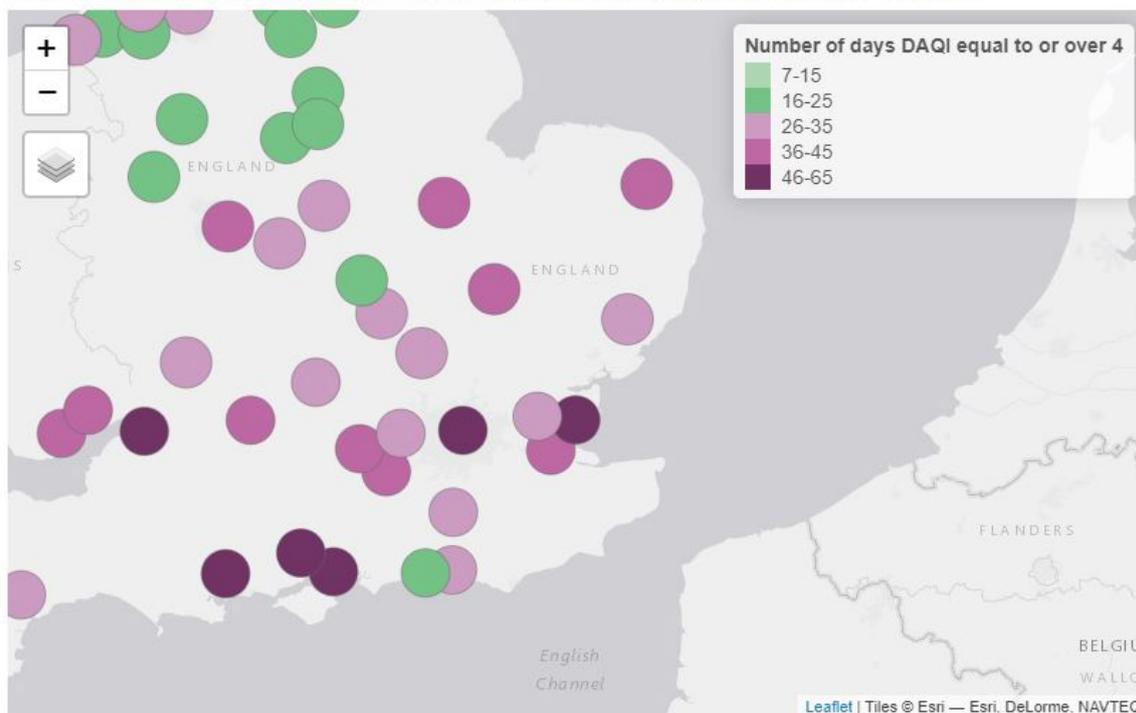


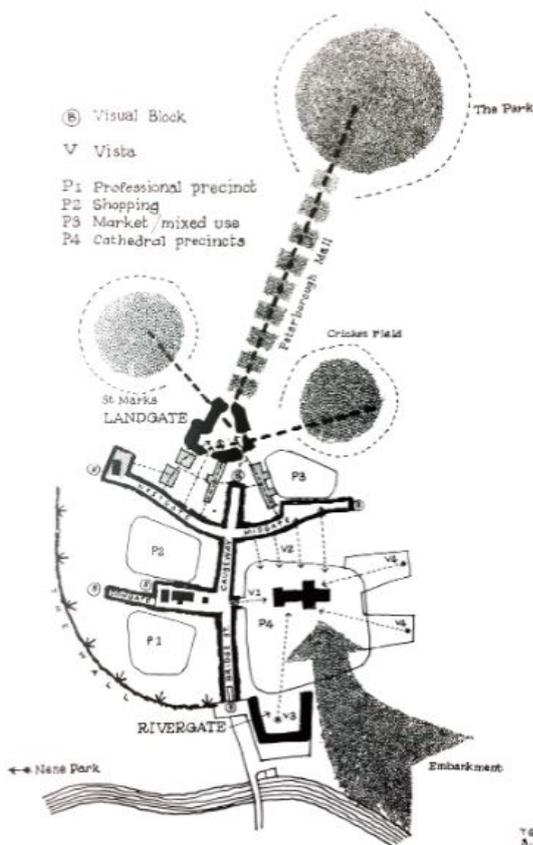
Fig 9: Centre for Cities Air Quality Index map 2020 – showing Peterborough’s performance relative to others

In 2019 PCC unanimously declared a climate emergency, aiming to make its activities net-zero carbon by 2030 and achieving 100% clean energy across its buildings and services. All strategic decisions, budgets and approaches to planning decisions are now aligned to zero carbon. How we can successfully achieve this in 10 years is a significant environmental challenge.

12. New Town legacy has generated urban design, connectivity cultural challenges

Designated a New Town in the 1960’s, the urban design and transport planning approach gave prominence to the car, with Bourges Boulevard located near the city centre. The 1971 City Centre Plan (Fig 10) also incorporated a ‘wall’ around the centre to prevent dilution of economic activity into adjacent areas. The TK Maxx building (Fig 11) and Queensgate Centre car parks (Fig 12) are physical parts of that ‘wall’ legacy.

¹¹ Available here: <https://www.centreforcities.org/publication/cities-outlook-2020/>



Clockwise from left: Fig 10: 1971 City Centre Plan showing the main axis protected by 'the wall' to its south west edge; Fig 11 Queensgate car park and Fig 12 TK Maxx Building, on the corner of Bridge St.

The 'wall' has played a role in keeping the city centre retail void rate low. However, when the plan was conceived, there was a coal fired power station on the riverbank and some redundant railway lines; possibly explaining why the rail station and river's edge sit outside the 'wall'. There is a real need to improve pedestrian and cycle links from the station and river into the city centre to reconnect these assets with the city's heart.

Peterborough hosts several cultural events each year. However, our road network and new town urban design legacy constrains potential. Improving the city's cultural offer and evening economy, will be vital to boosting tourism. By expanding the cultural focus beyond the Cathedral and improving connectivity, assets such as the Museum can be enhanced. The city also needs a music venue, big enough to attract a wider range of performers and artists.

1.4 Evidence of Need

Our ability to engage in public meetings with residents was constrained from March due to the lockdown. However, we engaged through the press and social media, including articles in [Peterborough Telegraph](#), [Moment Magazine](#) and through [Facebook](#) and [My Town](#) to inform local people about the Towns Fund. The Press and Magazine articles failed to generate significant feedback and we have taken this as signalling broad acceptance of the vision for the town and planned developments, such as the new University. Facebook generated over 500 comments. However, only 13% of these related directly to the objectives of the Towns Fund. Contacts were also made with key stakeholder organisations in the city such as the Civic Society, the Cultural Strategy Group, and local Business Groups. Prior to lockdown, presentations were given to such groups at breakfast and evening meetings. Virtual meetings, via [Zoom](#) and [Teams](#), have continued over recent months. The feedback from these consultation meetings has helped to shape both our vision for the city and specific project proposals. We have also worked very closely with the Peterborough Economic Recovery Programme Group which was set up to ensure an early bounce back from Covid 19. The ideas generated through weekly meetings with OP, CPCA and business and community representatives have been fed into our short-term recovery plans (including our bid for accelerated funding) as well as informing our longer-term plans for a green recovery and a low carbon future.

In addition to the engagement activities undertaken since the Towns Fund was launched, we have a wide body of evidence to draw upon from recent research and survey work that has helped to inform our strategy and project proposals. Specific research and survey information has been drawn from a wide variety of sources including:

- Local Plan (adopted July 2019) [Local Plan](#). Specific evidence for the vision and objectives for the city in; CD02 - Sections 2 –4, CD04 - Sections 2-4 on pages and CD08 [Planning Policy](#)
- BID (Business Improvement District) - A preparatory survey of city centre businesses in early 2020 with 141 respondents (around 40% retail / 84% SMEs).
- Local Transport Plan June 2019 [Local Transport Plan](#)
- Local Industrial Strategy July 2019 [Local Industrial Strategy](#)
- Stakeholder engagement up to July 2020 (appendix 3) including:
 - Research work on graduates/SMEs
 - 533 respondents to Facebook
 - Cohesion Programme Progress Report
 - Research to establish Creative Hub
 - 623 respondents to “what makes you proud of Peterborough”
- Greater Peterborough Business Survey 2019 - [Business Survey](#)

Table 4 summarises survey evidence of relevance to our key projects and includes quotations from some respondents.

Project	Policy evidence	Stakeholder evidence	Quote
Station Quarter Development	Local Plan	BID survey, Facebook, Network Rail “Living Station” support the future vision of a station being more than a transport hub.	<p><i>“The city needs a better ‘front door’ to create a more positive impression for visitors arriving from the Station.” Ed Ginn, Invesco</i></p> <p><i>“A fully operational western train station</i></p>

			<i>entrance will reduce the congestion significantly!!!” Facebook respondent</i>
Future Green City	Local Plan	BID survey, Facebook, MyTown. The feedback from the sources looking for improved public transport infrastructure and become a greener city. Creation of Transport Vision involving stakeholders, see appendix 2.	<i>“Covid 19 has shown we need to invest in the environment and fully embrace digital technology” Andy Starnes City Fibre “This area desperately needs regeneration – it’s a main route into the city centre and Queensgate and it is dreadful! Depressing, run down, desperate looking. Not the way we’d like visitors to our city to be welcomed!” MyTown respondent “It’s a great opportunity for Peterborough to become more creative in its thinking with electric buses, eco passive homes, exciting creative places for teenagers and young people to go to.” Facebook respondent</i>
New and Improved Visitor and Cultural Attractions	Local Plan	Cohesion programme Summary document. Museum expansion engagement report. BID survey. Nene Park Master Plan. MyTown proposal for Arts programme, cultural spaces, creative hub.	<i>“We need better cultural and leisure amenities to attract visitors and give young people things to do”. Facebook respondent “An arts centre, indoor skate park, accessible venues for community and cultural events” MyTown respondent</i>
Skills & Enterprise Infrastructure	CPIER report Local Industrial Strategy Arts Council “Place Shaping”	BID, Facebook, SME Research work, Greater Peterborough Business Survey, Cohesion Programme	<i>“Our FE infrastructure needs investment and modernisation so that we can deliver the green technology skills of the future.” Rachel Nicholls, Principal PRC “More quality job opportunities will result in increased prosperity for all. We’ve always been a poor relative to Cambridge & e.g. Milton Keynes.” Facebook respondent</i>
Riverside Development and Connections	Local Plan	Civic Society. MyTown had several comments on a better river, water taxi, Event venue and Riverside Development that contributed to the theme with evidence from the local plan.	<i>“The Embankment area needs a comprehensive masterplan to optimise land use, unlock the riverfront and protect open space.” David Turnock, Chairman Civic Society. “For the area along the River Nene, leading on from the new Fletton Quays apartments, to be turned into an amazing riverside zone, with art and music venues, cafes, restaurants and bars. I imagine sitting on a lovely cafe or bar terrace on a summer’s evening, with lovely views of the willow trees and cathedral.” MyTown respondent</i>

Table 4: Evidence from recent surveys with quotations from some respondents

1.5 Assets and Strengths

Peterborough has some great assets to build upon. These include River Nene and Nene Park, the city Parkways and cycleways; our fast rail connections to London and other cities; our stunning Norman Cathedral; our young, diverse workforce and major international businesses. In 2016 Peterborough Environment City Trust (PECT) asked local people their views about Peterborough, both environmentally and more generally. There were 623 interviews plus a further 104,000 contacts through social media, events and radio. The results highlighted three assets that were especially valued by residents:

- **Natural Environment** - notably Ferry Meadows/Nene Park; the Green Wheel and Central Park;
- **Heritage assets**- the Cathedral was identified as the main attraction, followed by the Museum, Flag Fen and Longthorpe Tower; and
- **Leisure Activities** – including Cinema, Swimming and Sports facilities.

1. A rare heritage combination

There is a long history of human settlement around Peterborough with evidence of Bronze Age remains at nearby Flag Fen¹². In Anglo-Saxon times, Medeshamstede Monastery was established near the site of the current¹³ Cathedral. Thereafter, Peterborough evolved as a Market Town with a rich agricultural hinterland, before expanding in Victorian times to become a railway town and industrial centre, known for brick manufacture. Rapid growth occurred¹⁴ from 1967 under the New Towns programme. Peterborough is the only place in England that is both a ‘new town’ and an ‘ancient cathedral’ city.

2. An Environment Capital and world leader in Clean Growth

In 2011 the Council declared its ambition for the city to become the UK’s Environment Capital through action on energy efficiency, renewable energy, and the circular economy. Commitment to a low carbon future is a strategic priority for the Council and an action plan with 10 themes and a range of targets was adopted in 2019. In 2015 Peterborough was recognised for ‘Circular Economy’ innovation claiming a Global Award at the Smart City Expo World Congress. The “Share Peterborough” web platform encourages businesses to share resources they no longer need.¹⁵

3. Excellent fibre & digital infrastructure

City Fibre has been active locally since 2014 installing a gigabit fibre infrastructure, linking public sector and commercial premises across the city. A full fibre network is now being rolled out to homes. ICT connectivity in Peterborough is first class and provides a strong incentive for investors in the digital and communication sectors.

4. Lower house prices and commercial rents compared to national averages

Peterborough has low house prices and office rents. Commercial rents are around £15 per Sq.Ft compared with £73 in central London. Prime industrial space typically costs £5-7 per Sq.Ft. With gross weekly pay at £507, a house price to earnings ratio of 7.39; and low commercial property costs, Peterborough is both affordable and attractive.

5. One of the UK’s fastest growing cities

Peterborough is one of the UK’s fastest growing cities. Its position on the edge of one of the innovative and entrepreneurial areas in the UK - the Oxford – Cambridge Arc - offers the prospect of further growth in the years ahead. The Centre for Cities ‘Fast Growth Group’ includes cities which perform well economically and have consistently attracted high value, inward investment. Peterborough aspires to join this group. Table 5 shows how we compare. Only Milton Keynes has experienced faster population growth in recent years.

<u>City</u>	<u>Population growth 2004-2017</u>	<u>Population 2017</u>	<u>Housing Stock 2017</u>	<u>Housing Affordability Ratio 2018</u>	<u>Mean House Price 2018</u>

¹² Scheduled monument listing here: <https://historicengland.org.uk/listing/the-list/list-entry/1406460>

¹³ Historic England grade 1 listing here; <https://historicengland.org.uk/listing/the-list/list-entry/1331492>

¹⁴ Local Plan, para 1.6

¹⁵ CPEIR, page 49

Cambridge	11.3%	124.920	53.180	15.62	£534.550
Milton Keynes	21.9%	267.520	109.970	9.75	£302.740
Norwich	9.8%	268.890	122.830	9.9	£243.240
Oxford	9.2%	154.580	58.720	17.28	£511.140
Peterborough	21.7%	198.910	82.600	7.98	£200.840
Swindon	18.2%	220.360	97.040	8.44	£238.590

Table 5: Centre for Cities 'Fast Growth Group' available at <https://www.centreforcities.org/data/>

6. Excellent national transport links

Peterborough lies at a crucial intersection for road and rail. The city's station has an annual throughput of 5 million passengers. The A1(M), A47 and A14 are on our doorstep providing direct connections to key destinations, including Felixstowe and Stansted.

Peterborough has some of the UK's fastest commuter times. The city's parkways connect the city centre to the green expanse of Ferry Meadows in 5 minutes, and to the A1(M) in 15 minutes.

7. Growing population with strong employment demographics

Peterborough is significantly larger than neighbouring Cambridge (125,800) ONS

Total population 2018	Peterborough (Numbers)	East (Numbers)	Great Britain (Numbers)
All People	201,000	6,201,200	64,553,900
Males	100,900	3,055,500	31,864,000
Females	100,100	3,145,700	32,689,900

Table 6: Peterborough Population, Source: ONS Population estimates - local authority based by five-year age band

Local Plan forecasts suggest the city will grow to 225,000 by 2040 and 17,600¹⁶ new jobs and 19,440 new homes¹⁷ will be created over the next 20-years¹⁸. Further data about the city's economy is available in an economic intelligence report produced by OP [here](#).

8. A diverse multi-cultural community

City factsheet¹⁹ reveals that 20.63% of Peterborough's population were born outside the UK. OP's 2019 Report²⁰ notes a significant number of Asian/Asian British residents, especially of Pakistani origin, and a higher proportion of "Other White" residents than the UK. This reflects recent inward migration from EU 'accession states' notably Poland, from 2005.

9. An expanding, diverse economy with retail offer

Peterborough has a range of innovative, small businesses and a few large company HQ's in the city. High performing sectors include engineering and manufacturing; food and drink; digital and creative; energy and environment; financial services and agritech. Peterborough has fared well since the 2008/09

¹⁶ See Peterborough Local Plan Section 5 Spatial Strategy 5.18-5.22 and table 2

¹⁷ See Peterborough Local Plan Section 5 Spatial Strategy 5.29 – based on the 2016-based forecasts by the East of England Forecast Model (EEFM).

¹⁸ <https://www.nomisweb.co.uk/reports/lmp/la/1946157202/report.aspx?town=peterborough#tabrespop>

¹⁹ <https://www.centreforcities.org/city/peterborough/>

²⁰ *Peterborough Economic Intelligence Report 2019*, Opportunity Peterborough, page 2

financial crisis with substantial inward investment. The loss of the Thomas Cook HQ and the impact of Covid 19 have been challenging, but investor confidence remains high. Positively, John Lewis Partnership recently announced its continued commitment to its newly fitted (£20M) out anchor store in the Queensgate Shopping centre, despite other closures nationwide. As a demonstration of Peterborough’s growing retail muscle, Queensgate has a catchment population of 996,804 and ranks 46th in the UK as a retail destination. Its cinema development commencing early 2020 has an overall investment value £60m. The Centre has a total of 118 units (Inc. Westgate Arcade) void ratio is currently 8.5%, with strong footfall of 13,133,809 visitors or -1.7% over 2019, exceeding the east picture where the result has been -6% vs. 2018.

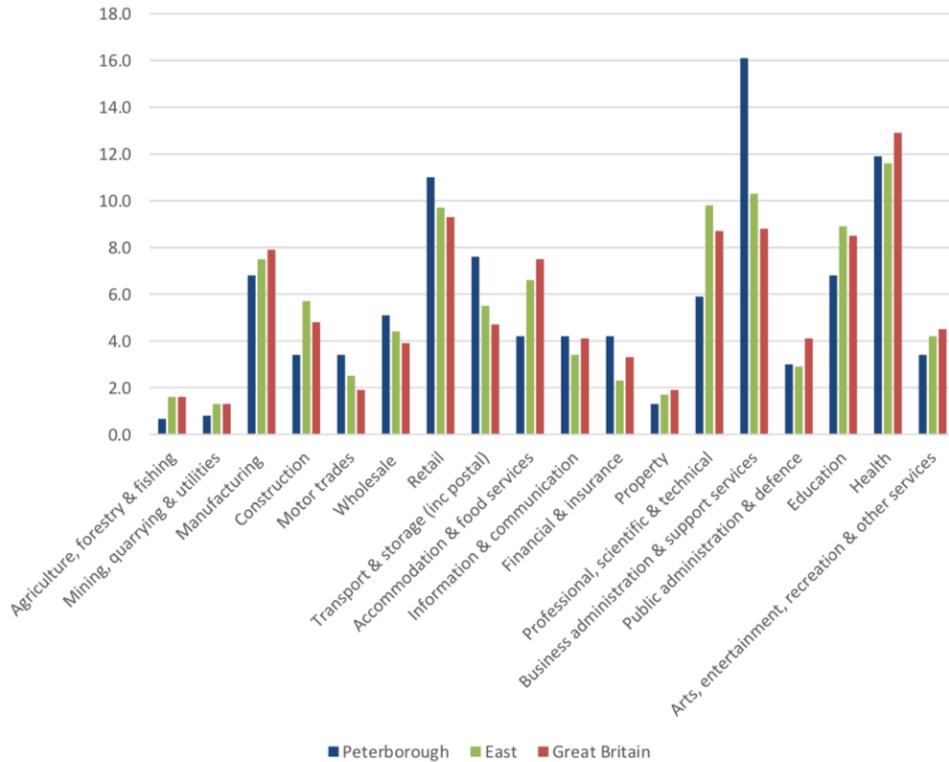


Fig 13: Proportion of jobs by industry 2018. Source ONS Business Register and Employment Survey 2019

The city also has a concentration of environmental technology firms and a fast-growing logistics industry. Amazon and Ikea have major distribution hubs here. Agriculture is important to the surrounding economy, but the numbers employed are small.²¹

1.6 Key opportunities, initiatives and partnerships

While Peterborough has some challenges, it is overwhelmingly a city of growth and opportunity with a youthful population; a great strategic location; excellent access to markets; a new University; entrepreneurial companies; and new opportunities in digital media, the creative industries and green technology. One key issue is how Peterborough is perceived. We need to strengthen the city centre; enhance quality of place; and capitalise on the infusion of talent that will come from the new University if we are to build the city’s identity and brand.

Stronger connections and supply chains within the Oxford-Cambridge arc and the faster rail times to London are also excellent opportunities. They highlight the importance of creating a new Commercial

²¹ LP 1.9

District in the Station Quarter. Boosting the supply of quality office space will be vital to attracting inward investment, including Government jobs. There are also good opportunities in the key clusters identified by the LIS such as clean tech, the circular economy, digital media and advanced engineering.

1. Attract public sector office investment

Peterborough needs to grow its professional and financial services. However, the rent available from office development makes it unviable for developers. Public sector investment, able to accept a 'break even' return, would stimulate construction, boosting the city's recovery from Covid 19. New offices would also boost retail and hospitality, by bringing additional spending power into the city. A more dynamic city centre would kickstart further high-tech, knowledge-intensive employment and create opportunities for graduate talent.

2. Create high-grade city centre office space

The CPIER report recommended that MHCLG should exempt Peterborough from the residential change of use permitted development right in order to safeguard the city's diminishing supply of office space.²² Over 500,000 sq ft of office space has been converted to residential use in the past 5 years, and there is now little office space left to convert. New office development should be a priority for the Station Quarter and other city centre sites. Covid 19 is likely to have an impact on demand for offices but Covid-Secure, Grade A space will be essential if Peterborough is to attract new investment and jobs.

3. Improve productivity and wellbeing

Much of Peterborough's sports, leisure and cultural infrastructure was created by the Development Corporation. The city has now outgrown these facilities. A Sport England 2017 study²³ states the city could support three 25 metre pools; rather than one, now dated facility. The Key Theatre has a capacity of only 400 in its main auditorium rendering it unable to host the bigger acts, that the city could attract. With a growing University population there will be even greater demand for sporting, leisure and cultural facilities.

Quality of life is an important factor of competitive advantage and Peterborough can strengthen its advantage in this area by making the most of its natural environment. This includes unlocking access to a riverside, at one time dominated by brick manufacturing, but which is now an attractive setting for Offices, Homes, Hotels and restaurants. The riverside embankment and Ferry Meadows are key assets that offer economic, health and well-being opportunities.

4. Increase existing heritage cultural offers

Despite its infrastructure limitations, Peterborough has a thriving arts and cultural community and a mix of ethnic influences that make it a highly creative place. PCC has been working with the Arts Council, consulting on a new Cultural Strategy for the city. This aims to enhance the city's cultural credentials attract, artists and creatives, and boost the creative industries which generate enormous value for the UK economy. There is strong evidence (e.g. Richard Florida) that creative talent is attracted to cities with strong cultural, heritage, leisure and green credentials.

5. Comprehensive public transport, public realm and parking strategies

Our Local Plan and city development framework set the spatial parameters for future development in the city and identify key opportunity sites. But it is not just a case of where development happens, but how it is planned and delivered. We are determined to ensure that urban design best practice informs

²² SPIER, page 11

²³ Available here: <https://democracy.peterborough.gov.uk/documents/s38534/4.%20Appendix%20A%20-%20Active%20Lifestyles%20and%20Sports%20Strategy.pdf>

our approach to future development. Investment in public realm improvements is also needed from the Station Quarter into and throughout the city centre. PCC's existing public realm strategy (2008) also needs to be updated, and its wayfinding strategy (2015) refreshed. Work on a city centre transport vision has recently been completed (fig 14 and appendix 2). This examines future patterns of access and movement around the city. The strategy aims to reduce vehicle penetration of the city centre, mitigate congestion and air quality problems and establish a ring of multi-modal carparks around the city perimeter, which may also be used as distribution hubs, servicing shops and offices.

Peterborough City Centre: Transport Vision 2040



Fig 14: Transport vision 2040

Our parking strategy and review of EV charging points is also underway and will report shortly.

Our vision is of a city centre where pedestrians have priority; attractive, characterful neighbourhoods support family living, and there is great access to quality public realm and open space.

6. A live multi-stranded Regeneration Programme with Private and Public Partnerships

Our Investment Plan will build upon over £600m of mainly private sector investment planned or already underway in Peterborough.

PCC is committed to working in partnership with the private sector and has various roles to play in facilitating regeneration: directly funding projects and initiatives that align with the city's vision; acting as 'enabling' partner on private developments; supporting land assembly agreements, development options and 'joint ventures' and kick starting development by investing itself or using its covenant strength. There is some evidence that Covid 19 has softened the local property market, and this may create opportunities for the public sector to buy development land at reasonable prices.

The Council is committed to working in partnership to achieve successful project outcomes. Whilst PCC does not have its own Regeneration Company it has developed important partnerships covering a range of areas. These are summarised below.

6.1 Peterborough Investment Partnership (PIP)

The PIP is a joint venture between PCC and private investors IAGH3 which has delivered over 500 new homes, and 30,000sq ft of commercial office space at Fletton Quays with a further 60,000sq ft of office space, a new 126 bed Hilton Hotel and 100 new apartments about to move into construction. The PIP also has an option to develop a residential scheme in the Northminster Opportunity Area (details below).

6.2 Medesham Homes

This is a joint venture between the Council and Cross Keys Homes which has delivered 120 affordable homes in the past year with a further 300 in development.



Fig 15 and 16: Medesham Homes completions and live on-site delivery

6.3 Peterborough Stadium /Arena

Peterborough United Football Club has plans for a new 20,000 capacity, £50m stadium with conferencing, concert and events facilities and has identified their preferred site on the Embankment. The Council is facilitating stakeholder consultations, as landowner.

6.4 Queensgate Cinema and Dining Quarter

Invesco, owners of the City's Queensgate Shopping Centre have commenced construction on a multiplex cinema and dining quarter with a development value of over £60m. The Council has facilitated the temporary relocation of 50% of the Bus Station to enable construction to begin.

6.5 Growth Hub

The Cambridgeshire and Peterborough Growth Hub supports business growth through signposting and referral; it aims to identify gaps in the support businesses need and sources suitable services, either free of charge, subsidised or at commercial market rates. The Growth Hub has actively supported businesses with information and advice to mitigate the impacts of Covid 19.

6.6 Business Improvement District (BID): Peterborough Positive

Work was underway on plans for a BID in Peterborough involving 400 businesses when the Covid 19 outbreak commenced. The ballot has been postponed until spring 2021 but the BID group – *Peterborough Positive* – has been working actively on the city centre economic recovery programme. A successful BID ballot in 2021 will bring in £3m over 5 years, to be spent on boosting the city centre economy.

6.7 Think Communities

The *Think Communities* movement has been growing organically in Peterborough and changing the

relationship between the public sector and local communities. The approach aims to manage risk, build resilience, prioritise demand, and improve service outcomes; it addresses four ‘grand challenges’:

- Giving people a good start in life;
- Ensuring people have good work;
- Creating a place people want to live; and,
- Ensuring people are healthy throughout their lives

6.8 Culture Strategic Partnership Group

A new Cultural Strategy for Peterborough will be published this autumn. Work on this has been overseen by a Cultural Partnership Board which includes representatives of the Council, Vivacity, the Arts Council and local cultural providers; it aims to develop a clear proposition for the city and to inform the direction of future cultural investment and development.

6.9 Cohesion Programme / Integration Strategy

Peterborough is one MHCLG’s five Local Integration Areas and received funding of £1.9m in 2018/19 to support programme delivery. Cross-sector “select committees” have been set up to research and develop evidence-based interventions geared to local needs. The Towns Fund team has worked closely with the cohesion programme, to ensure access and inclusion for all.

6.10 Peterborough Integrated Renewables Infrastructure (PIRI) project

PCC in partnership with Cranfield University, SSE and Element Energy made a successful bid to Innovate UK for funding to test the feasibility of an integrated renewable energy infrastructure that will provide renewable energy to 42 commercial sites across the city, including the new University. The study is ambitious and aims to provide ‘private wire’ connections from the Council’s Energy Recovery Facility in Fengate to build a smart, responsive, low-carbon, energy infrastructure to support the city’s growth in a sustainable way, smoothing the transition to zero carbon.

6.11 Future Parks

Cambridgeshire and Peterborough local authorities and Natural Cambridgeshire received £700,000 from the ground-breaking *Future Parks* scheme in 2019. The scheme aims to secure the future of the county’s parks and green spaces so that they can continue to be a vital resource for local communities, and a place for wildlife to thrive.

6.12 Internet of Things (IoT)

Building on its foundations as the UK’s first *Gigabit City* Peterborough’s ambition is to become the first in the UK to develop a city-wide, low power, network to support innovative ‘Internet of Things’ applications. These will reduce costs, improve service efficiency, provide benefits for users and create new economic development opportunities. CityFibre and Comms365 have commenced a trial of Low Power, Wide Area (LPWA) networking protocol to connect battery-operated devices (‘things’) wirelessly to the internet. Cross Keys Homes, Nene Park Trust and Aragon Direct Services are participating in these trials, with support from PCC.

6.13 Regeneration Programme –Opportunity Area progress to date

Our development strategy is based upon a framework that identifies eight key opportunity areas as designated in our Local Plan 2018-2036. The council has engaged with partners, developers and investors through Design Charrettes and workshops to identify viable, investable development proposals for individual sites. These plans are at various stages of development. However, over the next decade, they will present a transformational opportunity for Peterborough, marking its transition from large market

town to a University City of a quarter of a million people. The sites are highlighted in Fig 17 and described in further detail below.

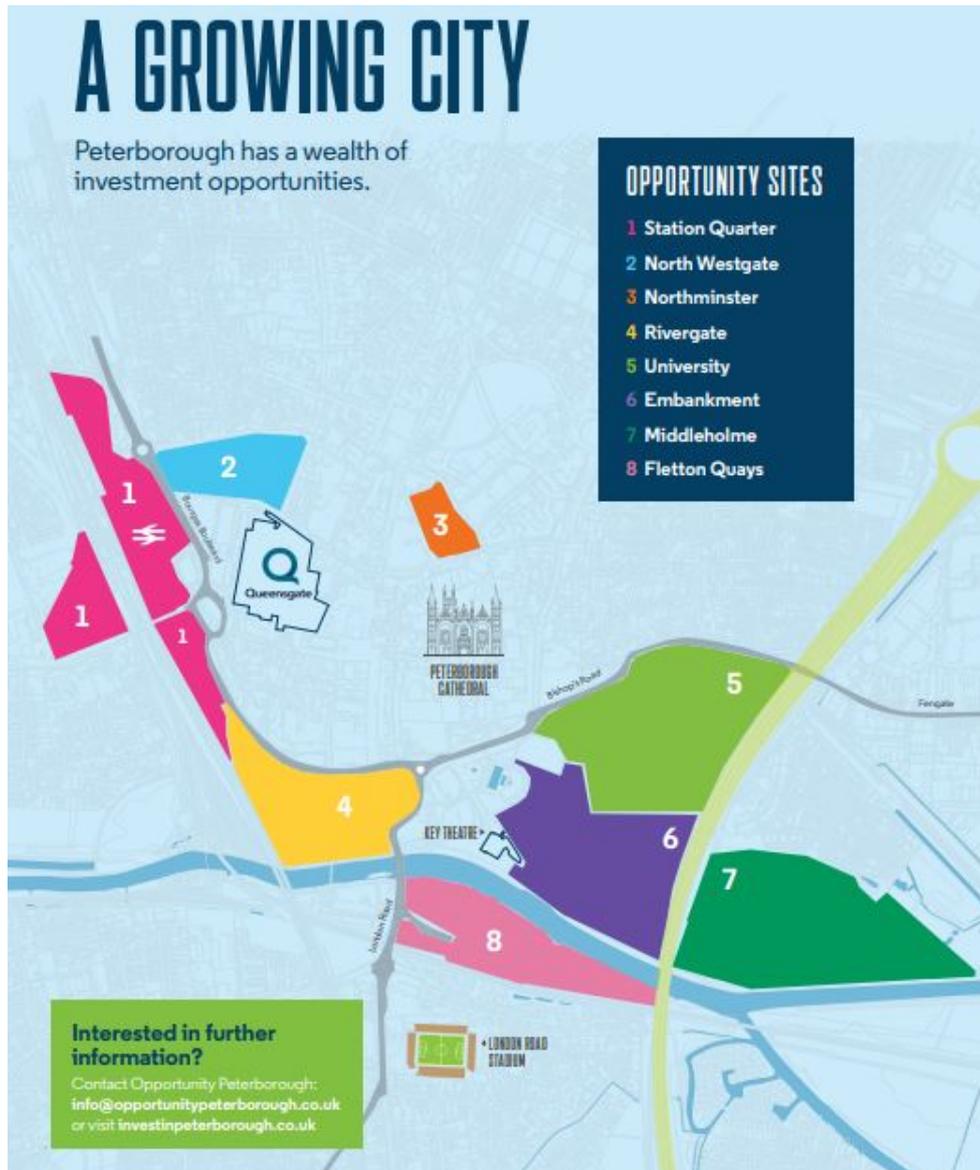


Fig 17: Investment Prospectus (Peterborough: The Time is Now) opportunity sites.

Opportunity Site 1 - Station Quarter (PCC with partners Network Rail, LNER and CPCA)

Peterborough is located on a vital rail intersection. Over 5 million passengers use the station each year with annual growth of 3% forecast over the next 5. There is a major opportunity to develop the Station Quarter, transform visitor impressions and boost the city as a business location. A partnership group involving CPCA, Network Rail, LNER and PCC has worked on feasibility plans for Peterborough’s Station Quarter. The £300m masterplan aims to release 17 acres of land for commercial and residential development, creating a modern rail station and an improved gateway to the city centre.

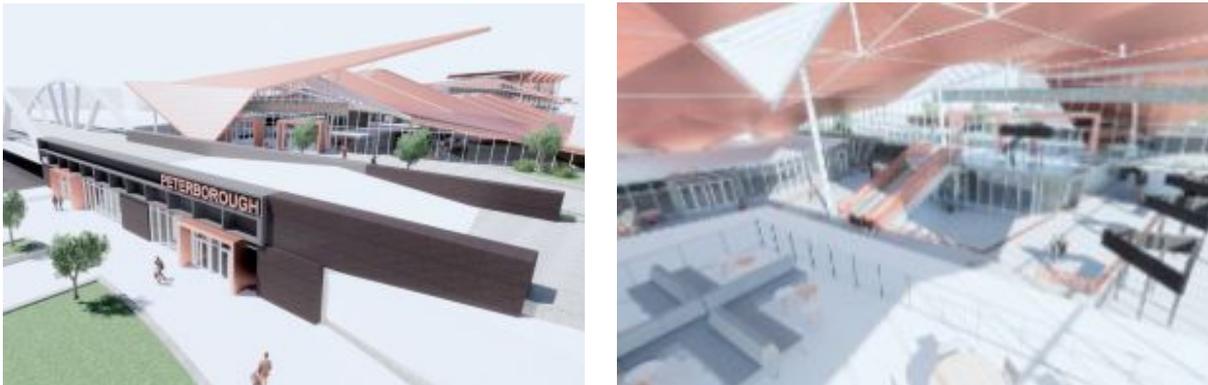


Fig 18 and 19: Feasibility Study images of the new Rail Station for Peterborough

Opportunity Site 2 - North Westgate (with private sector developer partner Hawksworth LLP)

This 6-acre site, bounding the train station to the east, is ideally placed for out-commuters and locals seeking city centre housing. Outline consent has been granted for a mixed-use scheme with a value of over £80m including commercial, leisure, and residential uses. North Westgate will offer excellent access to retail, cultural and leisure amenities. PCC has signed a collaboration agreement with the developer to assemble a small number of 3rd party owned land parcels to enable development to proceed.



Fig 20 and 21 showing NWG's strategic location beside the station and proposed development layout

Opportunity Site 3 – Northminster (with semi-private sector partner PIP)

This mixed-use site, close to the Cathedral, houses the 57-year-old city market and a now demolished multi storey car park site. The vision is to create a residential-led, mixed-use scheme with public realm enhancements. The estimated scheme value is £90m. The site offers scope for over 150 dwellings with car parking and active ground floor uses. The Council has signed an option agreement with the Peterborough Investment Partnership. During Q4 2020 a design team will commence the preparation of design and planning documentation.



Fig 22: Northminster in the context of the wider city

Opportunity Site 4 – Rivergate (with Hendon Properties (owners)).

The owners of the Rivergate shopping arcade have held discussions with the Council about options for the site including new apartments, with ground floor restaurant and retail uses. Viability assessments have begun on the feasibility of specific options. Rivergate provides the opportunity for a new and enhanced gateway into the city centre and to the Embankment and Fletton Quays opportunity areas beyond.

Opportunity Site 5 – University (with our public sector partner CPCA)

As part of the devolution deal, and to address Peterborough’s position as a HE ‘cold spot’, £31m is being invested to create a business and technology, engineering focused university with a curriculum geared to growth sectors in the regional economy. Anglia Ruskin has recently been selected as academic partner and a bid for further investment of £18m in a Research and Innovation Centre has been submitted. The campus will accommodate up to 12,500 students by 2035 as later building phases come forward. PCC has contributed 13.5 acres of land on the Embankment for the University plans. A planning application will be submitted in August 2020. The University is scheduled to open in 2022/23.



Fig 23 Showing the new University phase 1 concept in the wider context of the city

Opportunity Site 6 – Embankment - Stadium / Arena (PCC as landowner with Posh)

Peterborough United Football Club have commenced pre-planning discussions about developing a new £50m, 20,000 capacity-stadium incorporating conference and events centre facilities. The proposal, on the Embankment, is an exception to planning policy. However, it is strategically significant and could provide benefits to the city, and its visitor economy as well as scope to enhance the University curriculum. To ensure a development on this scale could in a sustainable way, there is a need for a comprehensive masterplan to enable issues such as access and movement, car parking, utilities and ecology to be properly investigated.



Fig 24 Embankment (yellow) and Middleholme (blue) Opportunity Areas bounding the river Nene

Opportunity Site 7 – Middleholme (PCC with private co-owner Milton Estates)

Middleholme is a 40-acre site to the east of the Embankment with scope for residential development and sports and leisure uses. The site was formerly a Council refuse tip. Land decontamination work will be needed to bring the site back into economic use. PCC is working with its co-owner, Milton Estates, to bring this site to the development market.

Opportunity Site 8 - Fletton Quays (PCC as landowner with PIP)

Planning consent was granted for Fletton Quays in 2015. Construction started in early 2017. The site offers 6.4 hectares of prime development land along the River Nene. A new Council HQ has been completed. Four Apartment Blocks are being built; a new 126-bedroom Hilton Hotel has started on site; and a Government Hub, with HM Passport Office as anchor tenant, is expected to start on site shortly.



Fig 25 and 26 Strategic view of Fletton Quays (when complete) with the Sand Martin House phase, recently completed and now occupied by PCC

7. Summary of Public and Private Section match-funding

The various development sites across Peterborough City Centre constitute a development pipeline of over £600m of mainly private sector investment, that is either already underway, or planned for delivery in the next 5 years and there are further opportunities, still to be unlocked. Investment in the city's physical regeneration will need to be supported by investment in local businesses and communities; in skills, education and culture; and in energy, environment and smart city infrastructure. In section 2 we set out key projects where Towns Fund support is sought to enable us to achieve this.

1.7 Synthesis & Theory of Change

To show how the project proposals presented in section 2 will address the city’s challenges and capitalise on the major opportunities outlined in section 1, we have completed a ‘programme level’ theory of change model for our investment plan. This is shown in Fig 27 and aims to show the relationship between key issues and interventions; highlighting the projects we have chosen to focus on and the outcomes they aim to deliver, given the necessary backing from the Towns Fund.

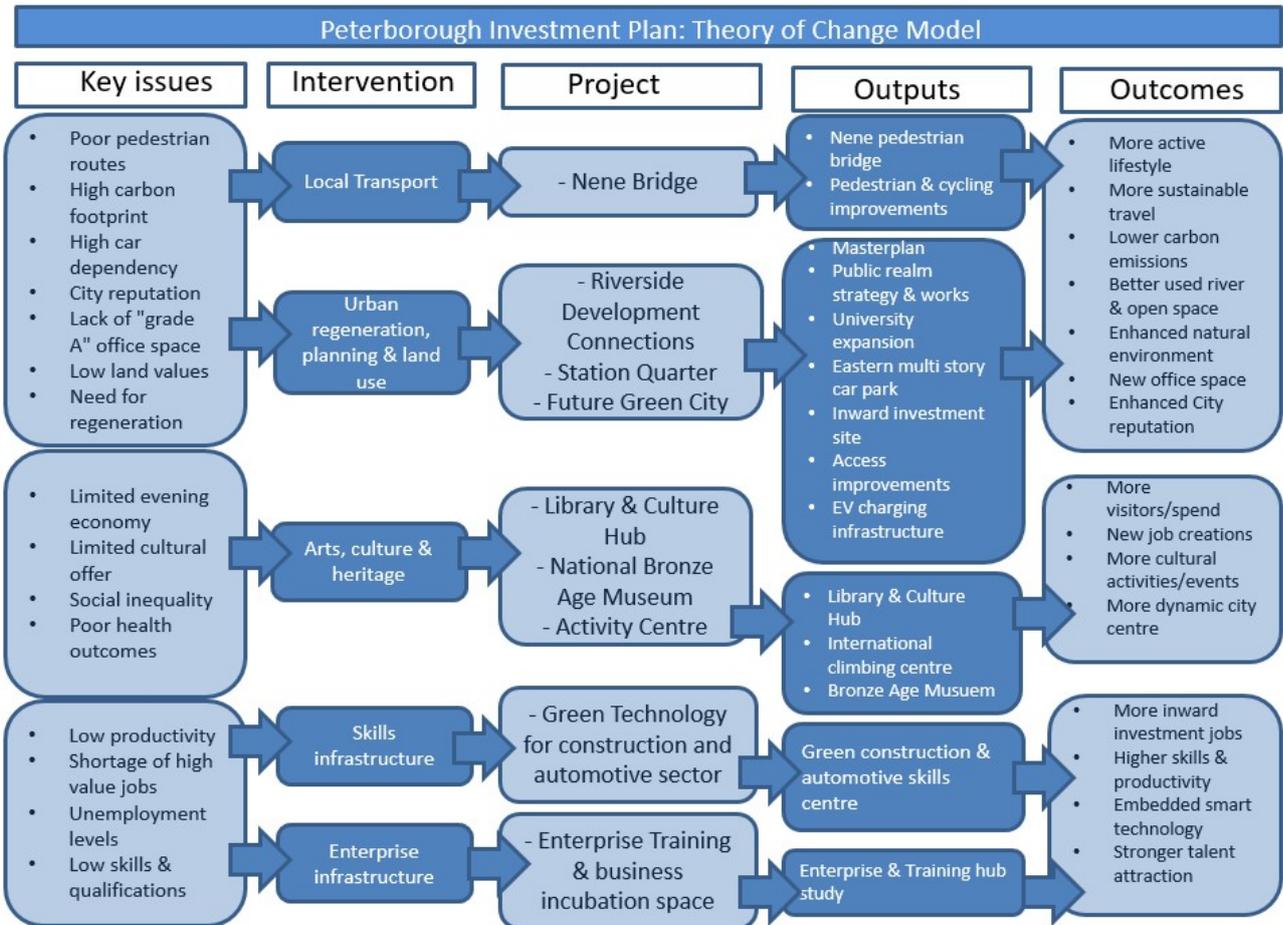


Fig 27: Peterborough Investment Plan Theory of Change – strategic view at programme level

Section 2 explains our strategy, vision and individual projects, together with our delivery, governance and stakeholder engagement, strategies.

2. Strategy

2.1 Strategic vision and policy alignment

Our vision for Peterborough 2050 is to create a city that has become a standard bearer for sustainable, low carbon living, supporting healthy active life-styles, encouraging enterprise, innovation and economic prosperity, and shaping attractive places and spaces for the benefit of our diverse communities. With Towns Fund support, we will help Peterborough become a place where people feel proud to belong and will want to live, invest, visit, work, study and enjoy life.

This short vision statement is distilled from and aligned to the lengthier vision set out in the Peterborough Local Plan 2018-36 which is described below.

“...By 2036 Peterborough will have become a destination of choice, a bigger and better city, growing in the right way to meet the needs of its growing population, and providing a range of high quality attractions and facilities making it a distinctive place to live, work and visit.

Peterborough city centre, with its iconic cathedral and historic core, will have maintained and strengthened its position as the top retail centre in the area, drawing visitors from the wider region to enjoy the shopping, leisure, culture and entertainment it has to offer, including a redeveloped riverfront and enhanced city core, with a range of restaurants and bars supporting a safe and vibrant night time economy.

A walkable, liveable city, with a network of footpaths and cycleways, providing safe, efficient and enjoyable ways to move around. Sustainable transport options will link all parts of the city, including the railway station and the River Nene, to the wider regions beyond.

Peterborough will have a thriving, independent, campus-based university with an undergraduate population of 12,500 students.

A strong and resilient economy powered by a diverse and highly skilled workforce, supporting and retaining existing businesses whilst creating the right environment to attract and help grow new businesses.

A place where attractive, inclusive and well-designed neighbourhoods provide a range of quality housing to meet the present and future needs and aspirations of all communities.

A network of characterful villages set within an attractive rural landscape, each with local services and facilities providing for community needs, together with a vibrant and diverse rural economy.

A city with a robust, well managed network of wildlife-rich and accessible natural spaces which support a wide range of priority habitats and species and which provides plentiful opportunities for local people to actively engage with and better understand their natural surroundings.

Peterborough will be heralded as the UK's Environmental Capital, a smart city where flows of materials, goods, services, people and data work to achieve a truly 'circular city', living within its means and operating in a truly sustainable way, and tackling the issues of climate change.”

2.2 Strategic outcomes and targets for 2030

Five of the outcomes from the Local Plan sustainability appraisals process are also directly relevant to our Towns Fund proposals namely:

- To reduce Peterborough's reliance on fossil fuels, maximise the use of renewables and reduce carbon dioxide and methane emissions.
- To encourage walking, cycling and the use of public transport and reduce the need to travel by car.
- To promote economic vitality, regeneration, and growth, and create a more diverse, vibrant, productive and resilient city economy.
- To protect and enhance the city's townscape character, retain its local distinctiveness and protect and enhance our heritage and cultural assets.
- And, to give everyone access to learning, skills development, and employment opportunities.

We have built on these outcomes through discussions with our Board and stakeholders and agreed eight strategic objectives for our investment plan.

1. To unlock the economic and environmental potential of the River Nene as an asset for the city by developing the riverside and promoting leisure and recreation activities.
2. To realise the full economic potential of Peterborough's strategic location and road and rail connections as a transport and logistics hub.
3. To strengthen Peterborough's arts, sporting, cultural and leisure assets and make it a more attractive destination, boosting the city's visitor economy.
4. To address the city's skills deficit through targeted programmes across FE, HE and local businesses to address gaps and opportunities in vocational and technological skills and boost productivity.
5. To create a gateway inward investment site and commercial district around the city's Station Quarter anchored by a new Railway Station.
6. To support economic recovery from Covid 19 and "Build Back Better".
7. To improve the city-centre public realm and strengthen pedestrian and cycleway routes connecting the Station to the City Centre and Embankment.
8. To promote low carbon development, protecting and enhancing the city's natural environment and creating sustainable opportunities for employment and growth.

2.3 Project proposals

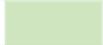
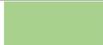
Section 1 described how Peterborough is already growing with an investment pipeline of over £600m in major city centre developments. The Towns Fund presents an opportunity to build upon and complement this private sector investment. We have focused our project proposals across 5 key thematic areas or workstreams, as summarised in our theory of change model (Fig.27). The projects by workstream are shown in Table 7 below. Figure 28 shows the geographic location of the main projects.

No	Workstream	Project name:
1	Riverside Development and Connections	1. Embankment Masterplan across university, embankment and Middleholme opportunity areas and phase 1 public realm 2. Design and delivery of new Pedestrian Bridge
2	New and improved visitor & cultural attractions	3. The Vine: New Library and Cultural hub; 4. National Bronze Age Museum 5. Lakeside Activity Centre
3	Station Quarter	6. Station Quarter (SQ)
4	Enterprise and skills infrastructure	7. Enterprise Training and business Incubation hub 8. Green Technology skills: construction and automotive
5	Future Green City	9. Create better public realm environment to the Station and the City centre from opportunity areas

Table 7: Investment Plan projects per workstream



Fig 28: Primary Project locations across the city centre

	Embankment Masterplan
	The Vine: Library & Cultural Hub
	Station Quarter
	Pedestrian Bridge
	National Bronze Age Museum
	Southern Car Park location within SQ
Lakeside Activity Centre (outside area shown on map) and Green City Public Realm	

In the following pages we present details of each project and suggest that it is read in conjunction with our detailed section 2 project template inputs accompanying this document to generate a wider understanding of our work to date and Towns Fund ‘ask’.

Workstream 1 - Riverside Development and Connections

Our vision for this area is to create a highly attractive, low carbon, parkland setting for our University Campus with safe, good quality walking routes to the city centre; a new connecting bridge across the River Nene to Fletton Quays; and riverside walkways providing access to nature along the river corridor.

Project 1: Embankment Masterplan

As the University develops, it will be important to protect public open space and access to the riverfront through paths and walkways with quality public realm areas, art installations and opportunities for cafes, restaurants and boat moorings. The Embankment hosts events such as the UK's second largest Real Ale Festival and the Perkins Great Eastern Run. Peterborough United Football Club has also declared plans for a new Stadium and Events arena. This represents a departure from local plan policy. However, the wider benefits to the city will need to be weighed up alongside the implications for other land uses, hence the need for a comprehensive masterplan for the Embankment, University and Middleholme opportunity areas. Ground investigations are also needed at Middleholme (a former refuse tip). We have made provision for this in our **£1M Accelerated Capital Funding** bid so that we can assess the likely costs of decontamination and assess the development risks in the blue hatched area shown below.



Fig 29: Embankment Masterplan perimeter covering the university (purple), embankment (yellow) and Middleholme (blue hatch) opportunity areas

Project 2: River Nene Pedestrian Bridge

The Fletton Quays development has already seen over 1000 jobs and 600 new residents arrive, with at least as many to come when the site is fully built out to incorporate a Government Office Hub with staff from the Passport Office, Defra, and other agencies, plus new hotel and leisure developments. With a new University Campus on the north side of the Embankment demand for better pedestrian links will grow. A 2013 feasibility study by Atkins explored options for a pedestrian bridge across the Nene. With Fletton Quays closer to completion a safer, less polluted route for pedestrians and cyclists into the city centre is needed. A new bridge creates an exciting north-south axis for active travel connecting into the 'green wheel' network and other routes beyond, which current road networks ignore. Town Bridge

(west) is a busy city centre route and the Frank Perkins Parkway/A1139(east) is a national dual carriageway. Both prioritise cars, compromise air quality and avoid engaging with riverside levels directly. The pedestrian bridge proposal is supported in our local plan and while there is an important contextual relationship with the proposed Embankment masterplan, the location of the bridge has, in effect, been informed by the constraints of nearby structures. The bridge is also a ‘stand-alone’ project, in delivery terms, without any significant dependencies to the wider masterplan.



Fig 30 & 31: Pedestrian bridge concept (feasibility stage) and aerial photo showing future proofing to both sides of the riverbank for landing areas

Workstream 2 - New and Improved Visitor & Cultural Attractions

Project 3: The Vine: Library, cultural and creative hub

Peterborough’s Central Library is not in an ideal location; it receives limited passing footfall and is not an inviting and welcoming space. The library was constructed in the pre-digital era and is not ideally suited for modern, digitally connected, social media users. The building itself is inefficient and not easy to adapt to new patterns of use. However, its proximity to the Station makes it a good site for future housing development.

An opportunity has arisen for the Council to acquire the TK Maxx Shop unit on Bridge Street following their planned relocation to the Queensgate Centre. The site occupies a prominent point of entry to the city centre being part of ‘the Wall’. Its southern elevation is rather brutal. There is an opportunity to install a new facade and windows, breaking up the massing and creating a landmark building.

The Bridge Street site enjoys high passing footfall and good public transport access with bus stops directly outside; it also offers 89,000 sq ft of space over three floors. There is a fantastic opportunity to bring together a modern library with cultural and creative community spaces; facilities for the arts and digital enterprises, while freeing up the existing Library Site for regeneration.

The project will also enable ideas emerging from the city’s cultural strategy to be delivered. According to the Arts Council for England:

“Libraries have a unique selling point in any collaboration with other arts organisations – their universality. This makes them an obvious route into arts and culture. No other section of the arts and culture sector can boast the overall reach of libraries or the equality of access from rich to poor.” Arts Council England – The contribution of public libraries to place shaping [here](#)



Fig 32: Feasibility concept (Q2 2020) for 'The Vine, Bridge St.

Project 4: Peterborough Museum Extension – National Bronze Age Museum

In 2006 an internationally significant archaeological discovery of Bronze Age relics was unearthed at Flag Fen and Must Farm near Peterborough. We propose the creation of a Museum of the Bronze Age through a modern extension to the Town Museum. This would host and celebrate the Must Farm Finds:- 'the Pompeii of the Fens' becoming a visitor attraction of international repute with a wide-reaching community engagement and learning programme and partnerships with high profile cultural partners, raising Peterborough's cultural credentials and reinforcing the Museum's position as a cultural anchor for the city. The project would create:

- three major new galleries (one in association with the British Museum), a learning suite, research space and improved public realm; and,
- community outreach programmes supported by British Museum, the University of Cambridge and the Natural History Museum with visits rising to c. 500,000 over 5 years.

The Bronze Age archive would involve a glass extension to the Town Museum; with investment in public realm and pedestrian routes connecting the Museum, to the Station and city centre and space for art installations in front of the museum, emulating the kind of public space created outside Kings Cross and Sheffield rail stations.

Project 5: Lakeside International Activity Centre

The Nene Park Trust plans to develop a unique, nationally important indoor climbing arena at Ferry Meadows. The Lakeside Activity Centre will provide a climbing themed activity hub for families including an Olympic standard climbing and bouldering centre, building on the successful outdoor adventure and water sports activities already on offer. The project has already secured 70% of its required funding and the Towns Fund can help move it to fruition.



Fig 33: Future image of The Lakeside Activity Centre

Designed by award-winning architects, this unique building, eco-landscaped plaza area and surrounding outdoor activity offer forms part of the river corridor running through Peterborough that links Ferry Meadows to the city, through a mosaic of natural habitats and recreational settings.

Ferry Meadows itself is a place where nature and activity combine and is just a short cycle ride from the city centre. The proposed Centre, inspired by a new breed of climbing facility found on the continent, will be located at a beautiful lakeside setting, catering for three Olympic climbing disciplines under one roof. Climbing will feature at the Olympics for the first time in 2021. Lakeside will become a national centre of excellence. As the centre will be operated by a socially focused, environmental charity (the Nene Park Trust) wider societal benefits will be integral to its success in addition to its impact in sporting and tourism terms.

Workstream 3 - Station Quarter

Peterborough Station has experienced considerable growth in recent years. Pre-Covid passenger growth was forecast at 3% per annum, over the next 5 years. There is a major opportunity to create high-quality development around the station that will transform visitor impressions of Peterborough and boost the city as an inward investment location. This project will unlock the development of 17 acres of operational land in the Station Quarter. The Council is working with Network Rail, LNER and the Combined Authority on a phased 7-year programme with a development value of £300m. Towns Fund support is sought for the first phase of development on the Eastern Side of the Station which will free up a superbly well located 7-acre inward investment site.

Workstream 4- Skills & Enterprise Infrastructure

Enterprise Training and business incubation hub

We propose commissioning a feasibility study for an enterprise training and incubation hub with facilities for start-up businesses, including access to digital technology and business support. The Hub would offer office and workshop space, with flexible training space, accessible by businesses and training providers. It would incorporate a knowledge exchange programme linking graduates to local SME's, e.g. through project assignments and internships. We intend to run a pilot graduate placement programme to test and refine this approach. The hub we envisage might also be used for staff recruitment and induction for

SME's and new inward investors. One option is that the Enterprise Training Hub could be incorporated within the Vine Library and Cultural Hub.

Green Technology skills: construction and automotive

Green Technologies are a vital priority for the City but there is a gap in current skills provision. Two sectors in which skills gaps are critical are Automotive Engineering and Construction.

Investment in such skills is needed to support the city's ambitions as UK environment capital and to address the productivity targets of the LIS. Investment is sought to develop Green Technology Training Centres for construction and automotive, delivering high quality practical and web-based training with classroom and workshop space.

The project will provide 320 square metres of workshop space with a dedicated classroom for theory sessions and online assessment. Some investment will be needed in IT equipment to facilitate online learning and support its role as an Assessment Centre for the relevant apprenticeship standards.

Workstream 5 - Peterborough: Future Green City

Good urban design, public realm and open space play help create attractive places for people to live, work, play and visit. Public realm improvements lie at the heart of our vision for a more sustainable Peterborough because of their importance to quality of life. In our bid for accelerated capital funding we plan to update the City's 2008 public realm strategy in order to support new public realm schemes across the city's key regeneration sites. In addition, several of our local parks will be modernised and improved using **Accelerated Capital Funding** to give residents better access to recreational space and achieve a green recovery from covid-19.

We also want to improve the public realm environment and pedestrian and cycle routes between the Station and the city centre to encourage active travel. This is an early action project but forms part of our longer-term transport vision (appendix 2) which aims to reduce vehicle movements in the city, and improve the uptake of public transport, walking and cycling.

As the city grows and autonomous vehicles are developed there may also be a need for new park and ride sites and distribution hubs to be set up around the city centre.

2.4 Strategic plan

A 'golden thread' connects our vision, strategic objectives and project workstreams. The spatial strategy that underpins them, with its focus on key opportunity sites close to the city centre, is supported by the local plan. Our programme of projects across 5 workstreams will involve some short term 'quick wins', along with medium-and longer-term opportunities, as summarised in Table 8 below.

	Project	Rationale
Short term (implemented within a year)	-Embankment Masterplan -Phase 1 of the public realm -£1m accelerate projects Parks, Public realm strategy - Enterprise Training and business Incubation hub	The masterplan and public realm will support the private investment development around the university, Fletton Quays and Northminster initially. Feasibility of Enterprise to establish ideal location and service, that potentially could be incorporated in the medium term projects.
Medium term (implemented within 3 years)	-New Library and Cultural hub -National Bronze Age Museum -Lakeside Activity Centre	This will secure growth of jobs and visitors into the city to grow the economy and secure a vibrant city

	-Pedestrian Bridge -Future green city	centre with public realm connections for sustainable transport.
Long term (implemented within 5 years)	-Station Quarter (SQ)	The overall development of the station quarter is 10 years and this will prepare for the final stage and support North West Gate development and our transport vision.

Table 8: Short-, medium- and long-term programme

3. Engagement

Engagement with local community and private sector stakeholders has been central to our Board's approach as we have developed our proposals. Peterborough's recently adopted Local Plan involved extensive public and statutory consultation.

The city has an active network of community organisations and a well-integrated, ethnically diverse population. Four recent consultation exercises have informed our investment plan. These are:

- **City Development Framework** – The publication of *Peterborough: The Time is Now* followed consultation with local landowners and developers about key sites. This work was undertaken with the purpose of identifying key regeneration opportunities and attracting investors to Peterborough and was completed with support from CPCA and OP. The draft framework was published on the Council's web site for public comment and the brochure was widely distributed.
- **Culture Strategy** – With support from PCC and the Arts Council work has been underway for over 9 months to develop a cultural strategy for Peterborough. This has involved consultative workshops and meetings with local artists and representatives of the city's cultural community. The strategy will be published in the autumn of 2020 and will provide a framework for promoting cultural activities and improving Peterborough's Arts and Cultural infrastructure.
- **Major Survey 2019-2020** - A large survey of city centre businesses was completed between November 2019 and February 2020 by PCC in cooperation with *Peterborough Positive*. The survey aimed to identify the issues and concerns of city centre businesses and actions that could be taken so that these could be addressed in the BID prospectus prior to the ballot of BID levy payers. 141 survey responses were received including 40% from retailers; 84% from SMEs; and 82% from commercial tenants.
- **Covid 19 Engagement** Since the Coronavirus outbreak PCC has worked closely with CPCA Peterborough Positive and OP in a Peterborough Economic Recovery Programme to coordinate support to businesses and to help reopen the city centre within a Covid-secure environment. Extensive engagement has taken place with local businesses through these recent challenges which have strengthened our local business networks and shaped our Covid 19 economic recovery plans summarised at appendix 1.

Our Board has looked closely at the ideas put forward by local people in response to the #My Towns Fund Facebook campaign. We want to involve our local communities in the development and delivery of our investment plan; encourage local ownership, instil local pride and tap into their ideas and creativity. In the next section we explain our roadmap for stakeholder engagement, ensuring the continued involvement of the local community as we take our plans forward.

3.1 Stakeholder Engagement Strategy

Development will be based on open and transparent engagement with all project stakeholders. We will collaborate closely with partners such as the CPCA, Network Rail and Nene Park Trust; engage and promote participation with all community stakeholders such as local residents and service customers and consult proactively with third party stakeholders such as the planning and highways authorities. This principle also applies to our Board's approach to the projects set out in our investment plan. At project level, public consultation and engagement will be carefully planned as appropriate to each project, its local context and relevant stakeholders.

Subject to a successful bid for funds, we will appoint a community engagement specialist to lead our consultation programme, supported by individual project teams. This individual will help the council and its partners to meet their legal requirement to undertake pre-application consultation, with the local community, under the Localism Act 2011 and the T&CP Act 1990. They will be required to work closely with the Council's Communications team using its media channels to keep stakeholders fully informed and will organise surveys and public consultation meetings. The client, PMO and consultants on each project, will work closely with the consultation manager to ensure effective engagement with users and stakeholders.

Key stakeholders will include:

- ❖ MP's, Ward Councillors and other Elected Members;
- ❖ Local businesses and residents (particularly those surrounding project sites);
- ❖ Voluntary, community and special interest groups; and,
- ❖ Statutory consultees²⁴ (as required).

The community engagement manager will have relevant experience in community engagement and stakeholder management. This will include the ability to develop consultation and engagement plans aligned to the key projects in our Investment Plan and the skills to engage residents and stakeholders appropriately across all stages of development. Our draft stakeholder engagement plan is included in appendix 4.

4. Managing Delivery

We recognise the importance of effective project and programme governance arrangements across the entire Investment Plan. Given the range of different projects in the plan it would be inappropriate to adopt a 'one-size-fits all approach' to project management. A centrally managed programme will be established with appropriate methodologies adopted, at project level, to set up and deliver projects in the most effective way. This will ensure that the council (as the accountable body for most projects) can monitor and deliver projects consistently, to address agreed priorities and government targets whilst retaining some flexibility of approach. Prince 2 principles and gateway decision stages will be followed, as applies to all major projects introduced by the council.

²⁴ Statutory consultees at PCC include: Neighbouring boroughs, Environment Agency, Historic England, Natural England, Civil Aviation Authority (CAA), NHS / Clinical Commissioning Group, Office of Rail Regulation, Highways Agency amongst others.

4.1 Programme Board and Programme Management Office function (PMO)

Our first step will be to establish an Investment Plan Programme Board as the over-arching ‘client’ function to lead, manage and monitor all projects centrally. The Board will be supported by a Programme Management Office (PMO). Roles and responsibilities will be clearly defined at the outset. Ultimate senior leadership will be provided by Steve Cox, Executive Director (Place & Economy). Fig 34 shows our proposed management structure and process including Project Gateway Review Cycles.

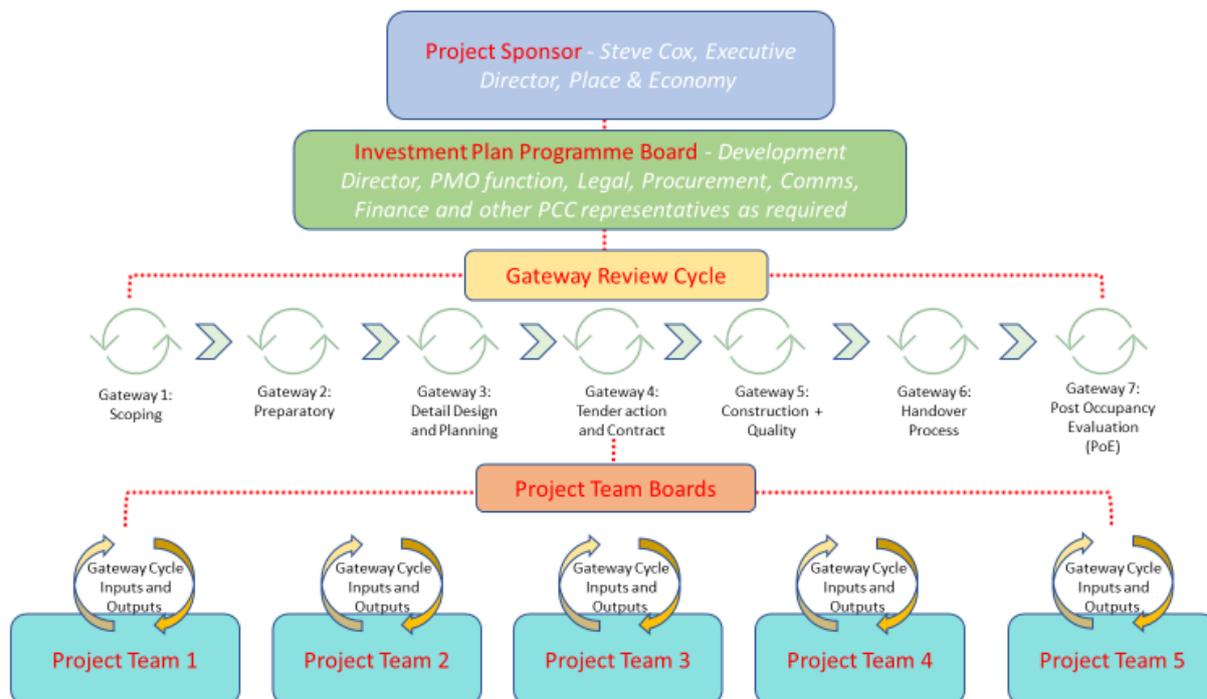


Fig 34: Investment Plan Programme – proposed structure

The ‘client-side’ programme board will include senior managers from across the Council and elected representatives, as required. The PMO function will mirror existing programme delivery arrangements within the council. Town Board members will be invited to have an ongoing ‘support and challenge’ role at key stages of implementation.

4.2 A Hybrid Methodology with Gateway Reviews

The programme board and PMO function will select the most appropriate project management framework for each individual project. As a tried and tested project management methodology, we will adopt the Prince 2 framework for our culture, skills and enterprise projects, and the RIBA Plan of Work 2020 for regeneration and connectivity projects as it is specifically tailored to the requirements of construction and development projects.

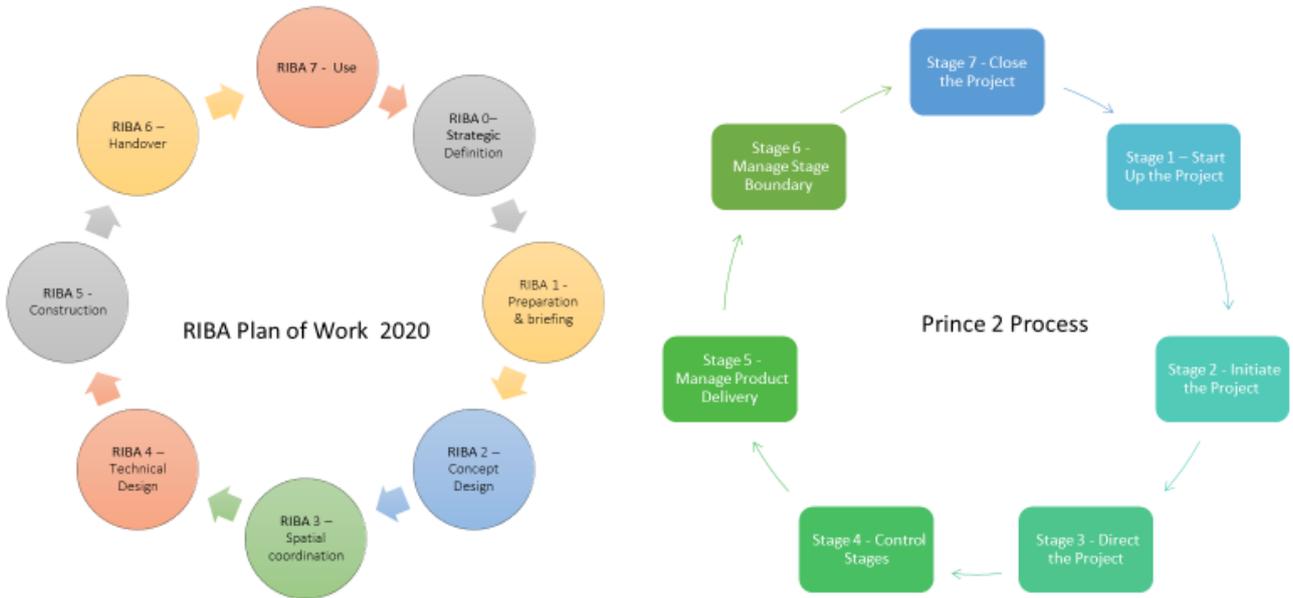


Fig 35: RIBA Plan of Work 2020 stages and the Prince 2 framework

At project level, a clear client brief will set out the key ‘deliverables’ for each project overseen by the client team and PMO. A recommended project management strategy will be proposed for the board’s consideration and approval. Each project will be subject to a gateway review at key decision points and the delivery ‘outputs’ will be clearly defined from the outset. Fig 36 illustrates typical Gateway review outputs.

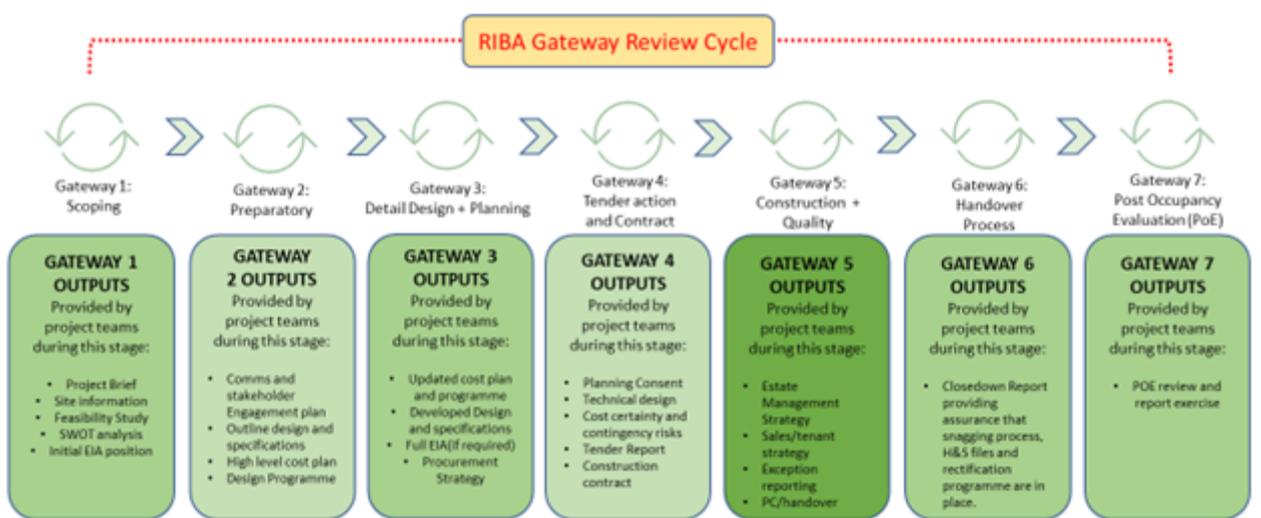


Fig 36: Gateway Review output requirements on regeneration and connectivity projects.

4.3 Governance and Accountability

Governance and accountability will follow the Council’s established approach for managing major projects. The Treasury’s ‘Five Business Case Model’ process will be followed to secure final business case approval to proceed from the relevant accountable body. The Council’s constitution will guide all governance, due process and reporting requirements for the programme, including Cabinet approval of

key business cases, the publication of decisions and authorisation of delegated authority to proceed with investment.

The relationship between the Council and the Town Board will be managed carefully to ensure that the key principles of public life are enshrined in its governance arrangements. This will ensure transparency of decision making, a code of conduct, a register of members' interests and appropriate management of any conflicts of interest.

Business Case Development

Major projects will be developed through a 'three phase business case' cycle as currently used by Council. The Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC) stages are summarised in Fig 37 below. Each business case stage will address the Treasury 's 'five cases' (strategic, economic, commercial, financial and management), with a different emphasis at each stage.

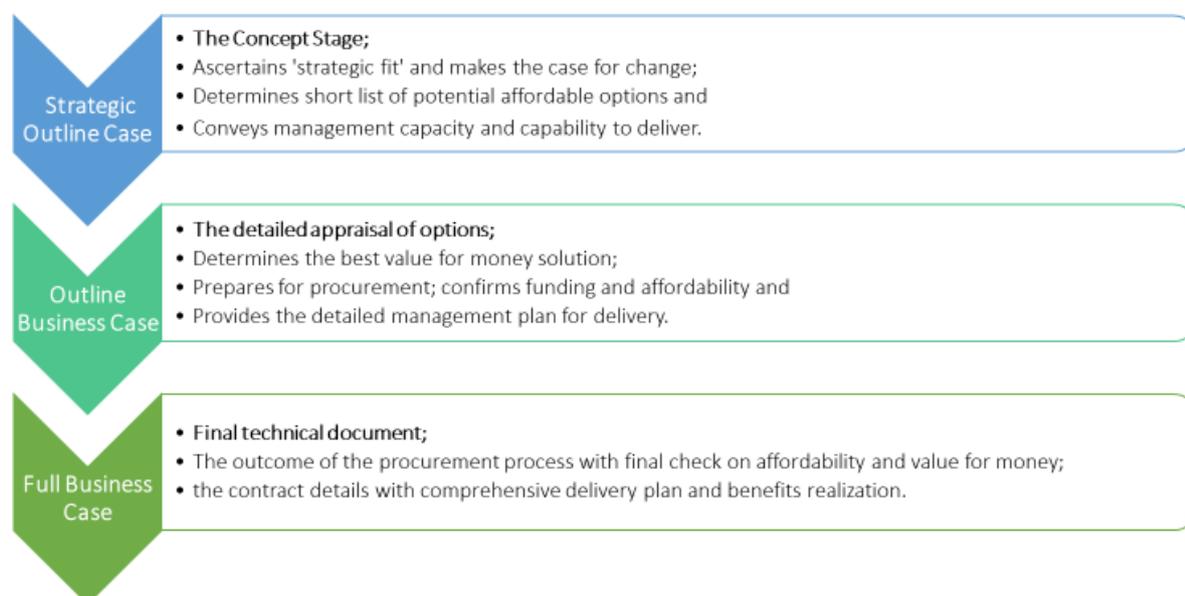


Fig 37: The Three Phases Business Case Cycle

4.4 High-level delivery plan

With support from the PMO function, the 'client' board will ensure appropriate protocols are followed on all Towns Fund projects. Each project will be expected to follow some, or all the basic requirements outlined below:

- A project brief and Strategic Outline Case will be produced for approval.
- A business case will be produced on completion of assessment work to justify progress into delivery with the anticipated costs and benefits clearly articulated.
- The following areas will be considered, and relevant documentation completed: equalities and diversity; health and safety; consultation and engagement; communications and information management.
- Risks will be identified for monitoring and mitigation purposes, so that any threats to successful delivery can be minimised.
- Reports will be made to the project sponsor at agreed intervals so that progress towards objectives can be effectively monitored and any key issues quickly and effectively dealt with.

- Regular status reports will be produced including progress against key milestones and success criteria, current issues and any proposed changes to the project.
- The project will close in a structured way. A closedown report will be produced showing whether it has achieved its objectives and identifying lessons learnt; realisation of benefits, post project delivery, and issues to be handed over to the service area.
- And agreed project documentation and information will be held on a secure shared location.

Subject to a successful bid for funding a delivery roadmap will be developed at programme level with agreed protocols and requirements for project briefs set out on a project-by-project basis.

4.5 Key Success Factors

The Council's project management is underpinned by eight key factors which, when properly addressed, will help ensure each project is successfully delivered. Table 8 below illustrates these critical success factors and related activities.

Success factor	Objective	Activities
1. Stakeholders	Stakeholders are committed	Identifying, evaluating, informing and influencing those impacted by or who may influence the project, to ensure that all who are essential to its success are working effectively towards achieving the agreed objectives
2. Benefits	Business benefits are realised	Estimating, measuring and monitoring the benefits the city will gain.
3. Work and schedule	Work and schedules are predictable	Developing a detailed work schedule to control project deliverables and ensuring they meet specified performance and quality requirements
4. Team	Team is high performing	Identifying, mobilising and developing the people required for the project. Obtaining and maintaining suitable resources and equipment to ensure successful completion.
5. Scope	Scope is realistic and managed	Defining exactly what the project will deliver. Agreeing and maintaining the boundaries of the project to ensure that what it delivers, with the given resources, is always clear to stakeholders
6. Risks	Risks are managed	Identifying and evaluating risks and issues together with avoidance, mitigation and resolution actions to counteract these in order to ensure that the project can achieve its objectives
7. Interdependencies	Inter-dependencies are managed	Understanding the key dependencies in the project and where it may be dependent on other projects, both within and outside the organisation. Identifying, monitoring and managing these dependencies

8. Budget	Budget is managed	Identifying, agreeing, monitoring and controlling the project budget to ensure that the project is delivered within the allocated resources.
-----------	-------------------	--

5. Conclusion: The Place is Peterborough: The Time is Now

Immediately, prior to the pandemic, Peterborough was England's 2nd fastest growing city with a rapidly expanding population and an investment pipeline of over £600m in the city centre alone. Covid 19 has had a serious short-term impact on the city's economy. However, our Board is confident that the city has the vision, resilience and drive to build back better, delivering a green economic recovery. With support from the Towns Fund for the key projects set out in this investment plan, we are confident over the next 5 years, that we can surf the waves of investor appetite for our city and deliver a number of game-changing projects that will become catalysts for the genuine and sustainable transformation of the city's prospects and those of its people. We shall leave behind the tag of being 'left behind' and take our place as one of England's most dynamically growing and prosperous cities: the Championship first and then the Premier League.

6. Appendices

Appendix 1: Recovery Plan Covid-19

Appendix 2: Transport Vision

Appendix 3: Stakeholder Engagement up to July 2020

Appendix 4: Stakeholder Engagement Forward Plan

Appendix 5: References

Appendix 5: References

1. National references

Towns Fund Prospectus 2019 and further guidance 2020 from the Ministry of Housing, Communities and Local Government (MHCLG) <https://www.gov.uk/government/publications/towns-fund-prospectus>

Cambridgeshire and Peterborough Local Industrial Strategy, HM Government, July 2019 Accessed April 2020 here

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/818886/Cambridge_SINGLE_PAGE.pdf

Peterborough Local Authority profile, Labour Market profile, Office for National Statistics, NOMIS, Official Labour Market Statistics, accessed April 2020 at

<https://www.nomisweb.co.uk/reports/lmp/la/1946157202/report.aspx>

Peterborough City Factsheet, Centre for Cities, accessed April 2020 at:

<https://www.centreforcities.org/city/peterborough/>

2. Regional references

The Cambridgeshire and Peterborough Independent Economic Review (CPIER), chaired by Dame Kate Barker published its final report on 14/09/18, which was developed by the Cambridgeshire and Peterborough Independent Economic Commission (CPIEC).

Please note: Current version 15112018.

Accessed April 2020 here: <https://www.cpier.org.uk/final-report/>

The Combined Authority Business Plan 2019-20, CPCA (summarises CPCA's strategy and responds to the endorsements and challenges raised by the Cambridgeshire & Peterborough Economic Review 2018 (CPIER).

Accessed April 2020 here <https://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/CPCA-Business-Plan-2019-20-dps.pdf>

Cambridgeshire and Peterborough Strategic Spatial Framework (Non-statutory) -Towards a Sustainable Growth Strategy, CPCA 2019/20

Accessed April 2020 here: <https://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/NSSF-Phase-1-final.pdf>

Local Transport Plan, CPCA (as Local Transport Authority)

Accessed April 2020 here: <https://cambridgeshirepeterborough-ca.gov.uk/about-us/programmes/transport/ltp/>

Skills Strategy, CPCA

Accessed April 2020 here: <https://cambridgeshirepeterborough-ca.gov.uk/assets/Employment-and-Skills/Skills-Strategy-Final-Version-5.6.19.pdf>

3. Local references

Peterborough Local Plan 2016-2036, adopted by Peterborough City Council in July 2019.

<https://www.peterborough.gov.uk/council/planning-and-development/planning-policies/local-development-plan>

Peterborough; The time is Now, Peterborough City Council, November 2019;

<https://www.peterborough.gov.uk/council/planning-and-development/regeneration/city-centre-development-framework>

Peterborough Economic Intelligence Report 2019, produced by Opportunity Peterborough, accessed April 2020 at

<https://www.opportunitypeterborough.co.uk/app/uploads/2019/01/Peterborough-Economic-Intelligence-Report-January2019-FINAL.pdf>

4. Media references

Peterborough Telegraph news article <https://www.peterboroughtoday.co.uk/news/politics/talks-help-peterborough-earn-slice-ps3-billion-government-funding-ongoing-1379182>

Moment Magazine article <https://www.themomentmagazine.com/community/building-our-future/>

Facebook <https://www.facebook.com/MyTownCampaign/>

Mytown <https://mytown.communities.gov.uk/town/peterborough/>