

Opportunity Peterborough

Delivering economic growth

2011/12

Executive Summary

Opportunity Peterborough (OP) has made positive steps in supporting economic growth during 2010. OP has now been refocused to deliver key economic development services. This business plan sets out how the company will focus its activities during 2011/12 and builds upon the success of 2010. This financial year signals the beginning of a new governance model for the company. With the changes to the regional landscape we have seen the withdrawal of our two longstanding regional partners; we are now singularly supported by Peterborough City Council, as a result OP's forward budget reflects wider issues being faced within the public sector. However a smaller budget will not preclude OP from making a difference to the city's economy.

During 2010 the OP Board agreed that operationally the company needed to focus on a limited number of priorities. Following a successful period this business plan seeks continuation of this approach. Within each of these priorities are projects that OP will lead, and provide support to the local economy.

1. Background

OP is increasingly respected within Peterborough. Going forward we need to maintain our pro-business focus and assist city business while also attracting new enterprise. OP will continue to be a strong partner for the city's private sector. We have begun to demonstrate that there is a critical need to build a respected, visible, proactive economic development service. We are now keen to take this to the next level. OP is now able to assist the private sector more professionally and with more credibility. This relationship is central to generating the growth Peterborough is seeking.

The company has a clear remit, and with strong leadership is beginning to deliver high quality economic development support. OP has had a positive response from the business community following the refocusing of its objectives. OP is fortunate that there is significant goodwill and support from the private sector, however, we have only just begun to demonstrate the leadership and commitment our business community are seeking. In the short term OP has made considerable progress. We now need to maintain consistency and become a trusted and reliable partner.

During 2010 OP began to 'do the basics' well. There is great expectation and encouragement from around the city. Partners are seeking visible leadership and consistent delivery. Looking ahead there is a need to concentrate staff resource so that we continue to enable delivery. The key priorities identified in this business plan have been developed to ensure that OP provides strong leadership and enables Peterborough to deliver its economic potential.

2. Our priorities

During 2011/12 OP will focus on the following five priorities:

- a) Ensuring that Peterborough is visible to investors
- b) Support local business ambitions
- c) Create conditions to increase skills level across our communities
- d) Increase our knowledge of the local economy and utilise intelligence effectively
- e) Supporting the Greater Cambridge Greater Peterborough Local Enterprise Partnership

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

3. Advancing OP's role

OP is now playing a credible role alongside local businesses. We have begun to meet the expectations there is around the city. However as this expectation and engagement increases, the impact of landscape changes mean that OP will have to reduce the resources it has available to support the wider agenda. This means we will have to be creative, and develop stronger relationships to carry out our role.

Greater focus has enabled OP to gain credibility with stakeholders, partners and local media. On the basis that this formula has worked successfully, this plan advocates a continuation of the same priorities.

4. OP's key priorities

Taking each area of focus in turn, there are a clear number of priorities that OP needs to take forward successfully during 2011/12. This section seeks to identify key priorities that will be taken forward.

a) Ensuring that Peterborough is visible to investors

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

b) Support local business ambitions

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

c) Create conditions to increase skills level across our communities

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

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

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

e) Support the Greater Cambridge Greater Peterborough Local Enterprise Partnership

- Provide operational support to the LEP
- Ensure the LEP focuses on issues that support economic growth in Peterborough
- Broker new relationship that enable Peterborough to benefit from the LEP

5. Delivering economic growth for Peterborough: Deliverables 2011/12

This appendix sets out the key aspects of the work OP will take forward during 2011/12. Specifically the paper seeks to capture the metrics identified against the four key areas of focus.

a) Ensuring that Peterborough is visible to investors

Ref	Activities	How?	Milestones	Dependencies	Outcomes (2011/2)	Budget 11/12
1.1	Encourage partner's to own and promote the City's brand	<p>Continue to build the Peterborough Bondholder Scheme to enhance business engagement</p> <p>Build upon the Bondholder section on the OP Website to encourage greater interaction with and between local businesses</p> <p>Create Suite of marketing materials that can be utilised to promote Peterborough</p>	<p>Successful uptake and utilisation of the city brand by Peterborough businesses</p> <p>Business support for city marketing by local partners</p>	<p>'Benefits' need to be secured to ensure that Bondholder looks attractive to business.</p> <p>Bondholders engaged to help drive marketing campaign for the city.</p> <p>Business use of the City's logo will broaden Peterborough's visibility, particularly to supply chains.</p>	<p>800 bondholders by July 2011</p> <p>100 bondholders uploading news to the OP website</p> <p>Use OP website as one stop portal for Bondholders to promote news and information about investment in the city</p>	From existing budgets

<p>1.2</p>	<p>Deliver visible marketing campaigns to attract prospective investors.</p>	<p>By delivering targeted Marketing Campaigns</p>	<p>Three marketing Campaigns during 2011/12</p> <p>First: Target growth sectors using web and utilizing material developed in 2010. Delivered by July 2011</p> <p>Second: Campaign to build on the general awareness: 'why Peterborough' delivered Nov/Dec 2011</p> <p>Third: Restaurant operators – to enhance Cathedral Square offer by September 2011</p>	<p>Key media relationships being developed with trade and national press</p> <p>Provision of marketing information, support and background information from partners and businesses to provide testimonials and materials to generate campaign material</p>	<p>Each Campaign will seek to:</p> <p>Generate: 100 Enquiries 10 business engagements</p> <p>Result: 8 investments 11/12</p> <p>Increase perception of Peterborough and the City's economic vitality.</p> <p>Generate 2,000 hits to the OP website</p>	<p>First campaign – from existing resources</p> <p>Second campaign: using existing resource</p> <p>Third campaign: from existing resources</p>
<p>1.3</p>	<p>Work with local businesses to reinforce their 'successes' within the media</p>	<p>Promote Bondholder member successes</p> <p>Promote sectoral forums and successes</p>	<p>Continue OP's 'e bulletin' - to provide an outlet for OP to promote key messages and enable local business to highlight successes.</p>	<p>Effective use of new website and communications channels with Bondholders</p> <p>Excellent relationships with local, trade and national media</p>	<p>100 companies promoting successes by July 2011</p> <p>Increased media coverage of Bondholder members and their successes</p>	<p>Staff resources</p>

b) Support local business ambitions

Ref	Activities	How?	Milestones	Dependencies	Outcomes (2011-12)	Budget 11/12
2.1	Support businesses to resolve 'growth blockages' – such as planning, funding and skills	Identify alternative funding streams to support growth; act as advocate and broker for planning, infrastructure & skills issues; support Skills Vision	Bi-monthly agents' forum to identify and resolves blockages; regular liaison (planning, highways, CFU etc); skills vision achieve 100-in-100 apprenticeships.	PCC statutory teams - planning control & policy; infrastructure funding; skills vision; FE/ HE providers plans.	10 businesses directly supported per quarter; 3 funding schemes (eg. Euro) in place by end F/Year <i>Skills / apprenticeships see Section C</i>	Staff Time Bondholder breakfasts £6k *
2.2	Proactively attract new business – targeting growth sectors and companies	Liaise with partners/agencies; Sector study work to identify growth opportunities. Attendance at trade fairs etc.	Regular engagement with EEIDB/UKTI etc;	UKCEED activities; Enviro-Capital campaign; shape and engage evolving LEP; success of the city marketing campaigns.	Develop 6 new serious enquiries per Qtr. Achieve 5 conversions of enquiries over year through direct engagement.	FOCUS database - £5k; Sector studies £20k (funds to be sought from LEP Capacity fund).
2.3	Secure investment to improve the attractiveness of the City, in particular around Cathedral Square	Identify target 'investors'; develop property initiatives; marketing collateral; on-site advocacy.	Serious enquiry conversations with 5 operators per quarter.	Management plan for Cathedral Square; events programme and cultural development; city living initiatives; marketing collateral.	4 new operators active in city centre over Plan period.	Promotion, engagement
2.4	Ensure collaborative & consistent approach to business engagement.	Develop framework with partner organisations; monitor and influence wider engagement strategy; structured approach to Top 100	Bespoke OP database with options for external interaction (Jun11); establish engagement board (May 11);	Commitment of partner organisations; national organisation of Business Link and other services; future options for RBSIS or other proprietary	Concise, user-friendly database with potential for roll-out (Jun 2011); Partners engaged with business programme;	Database development £7,500

Ref	Activities	How?	Milestones	Dependencies	Outcomes (2011-12)	Budget 11/12
		companies.	engage with Top 100.	CRM/database systems.	Visit 15 Top 100 companies per Qtr.	

* Note: sponsorship being sought – figure likely to be ‘underwriting’ by OP only

c) Create conditions to increase skills level across our communities

Ref	Activities	How?	Milestones	Dependencies	Outcomes (2011/12)	Budget
3.1	OP will lead the local Skills Vision. Ensuring that Skills issues have a high profile	By building a visible ‘Skills Vision’ programme through proactive partnership with partners/providers and in close partnership with the private sector	Continued growth of the skills vision – through company signing up Build understanding via Annual Skills Survey	Willingness of the private sector to engage with the Skills Vision Establishing support from stakeholders and provider community	OP will broker 2 major companies to sponsor HE provision in Peterborough during 2011/12	Staff resource
3.1	OP will gain a firm understanding of the skills agenda and champion ‘skills’ with local business to increase knowledge of future demand	Conduct Annual Skills Survey in June 2011 With partners promote ‘business skills’ in local media.	200 companies participating in the survey OP recognised as hub for business skills support	Close working with PCC Education and Skills team to ensure connection between 14-19 agenda and ‘business needs’. Business need to provide their long term view of skills needs.	250 companies committed to the Skills Pledge by September 2011 Under Skills vision umbrella OP will promote employing Apprentices through ‘Challenge Peterborough 100 in 100’.	Staff resource (funded by PCC Children’s Services)
3.2	Work with providers to encourage targeted delivery that meets business demand	By understanding business needs OP can help providers shape future provision	OP facilitating links between local companies and providers to enable bespoke delivery	Workstream is reliant on business providing evidence Provider community needs to engage without	40 businesses supported by March 2012. 10 providers bringing forward	Staff resource

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

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

Ref	Activities	How?	Milestones	Dependencies	Outcomes (2011-12)	Budget
4.1	Use economic data to drive decision making and marketing	By using national data and intelligence from local sources OP will produce key economic data relating to local economic performance	On-going sourcing of intelligence from key sources such as ONS, generally quarterly	OP is dependent on information/intelligence from third parties	Quarterly economic snapshots produced and circulated to partners and bondholders	Staff resources
4.2	Work with local businesses to ensure OP understands wider economic activity	Through business engagement activities OP will develop a clear understanding of issues facing key sectors/individual businesses.	On-going conversations which are documented and fed in to the database to ensure knowledge sharing across public sector partners	OP needs to play strong role in information sharing to encourage other partners to reciprocate.	6 bondholder breakfasts per annum 100+ attendees at each session	£6,000 against sponsorship of £5,000

6. OP budget 2011/12

This budget sets a new course for OP, the organisation will now be funded by a single partner, Peterborough City Council. In addition the organisation will need to become more entrepreneurial in sourcing funds (eg European) and contributions (eg private sector).

This year's budget will also enable OP to finally simplify its financial operation and trim core costs to a more manageable level.

Income

OP can anticipate the following contributions in 2011/12.

Source	Contribution	Note
Peterborough City Council	£380,000	
Private sector	£15,000	Discussions underway to deliver joint marketing with local agents
Regional Cities East	£15,000	Contribution to Directors salary
PCC/English Heritage	£25,000	£15k from EH and 10k from PCC
GCGP LEP	TBC	With ND taking over Operations Director position for the LEP there are opportunities for income via the LEP.
OP Breakfast sponsorship	£5,000	
Total	£440,000	

Contingency

Following discussions at the January Board it was agreed that OP should carry forward the balance of the 2010/11 contingency, which currently stands at £75,000. This figure is not represented in the above budget.

Expenditure

The table below sets out the costs facing OP during 2011/12.

Item	Costs	Notes
Salaries (including all on costs)	£382,000	Includes NI at 11% and Pension at 6%.
Rent	£0	Rent stands at £15k per annum. OP rental payment of £36,000 in 2010/11 used to offset 2011/12 requirement
IT/Telephony	£8,000	To be confirmed
Insurance	£4,000	OP currently seeking improved deal (current level of cost - £10,000)
Photocopier	£5,000	Shared cost with PCC – 3rd of 5 year deal
Office costs	£7,000	Includes finance software, stationery, other miscellaneous office costs
External auditor	£2,500	
Payroll admin	£1,500	
Pension admin	£3,720	
OP breakfast costs	£6,000	
Total expenditure	£419,720	
Excess/(Deficit)	£20,280	

7. Opportunity Peterborough: Risk Register 2010/11

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

a) High level risks

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

b) Operational Risks

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