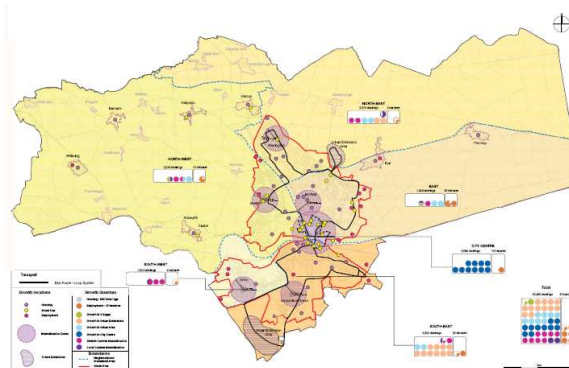


OPPORTUNITY PETERBOROUGH ANNUAL REPORT 2008-2009 for Homes & Communities Agency and Communities and Local Government

Date Established 1 April 2005
Core Partners Peterborough City Council; Homes and Communities Agency; East of England Development Agency
Board members Dr Clive Morton (Deputy Chair), Tony Barker, Matthew Bullock, Cllr Marco Cereste, Dr Angus Kennedy, Doug Livingstone, Cllr John Peach, Paul Tate
Chair John Bridge OBE
Chief Executive Officer Steve Compton MRICS
Staff Numbers 24 including vacancies
Business Plan Period 1/04/2009 – 31/03/2012
URC Area (has) 34,350
Population 158,900



General Overview

• Chairman's Review

Opportunity Peterborough has had a hectic but successful 2008/9, during which key strategy documents such as the Integrated Growth Study, City Centre Area Action Plan and Public Realm Strategy were completed and launched. In addition key supporting studies on water and energy provision for growth were also concluded. Together these documents provide a comprehensive vision for the city with sustainability at its heart and form a sound basis upon which key transformational projects to deliver that vision are prioritised and initiated as the company moves very much in to the delivery phase.

Indeed 2008/9 saw the successful launch of the Eco Innovation Centre in Peterscourt, the selection of a preferred developer for the Carbon Challenge scheme (344 zero carbon Homes) on South Bank and a start on site with the multi million pound transformation of the city centre's public realm centred on Cathedral Square.

Following on from the IGS was the preparation of the Integrated Development Programme (IDP), a pilot initiative developed with the East of England Development Agency, which clearly sets out the main investment requirements for the delivery of the key hard and soft infrastructure needed to create the conditions to allow the planned growth to proceed and as a critical guide to future investment decisions.

OP has also had considerable success in securing £21.4 million of Growth Area Funding Round Three (GAF III) through the preparation of a detailed, comprehensive, robust and deliverable Programme of Development (POD). The GAF III POD provides essential funding to allow key projects, studies and initiatives to proceed which underpin the growth aspirations for the city

This Business Plan for the period 2009/10 to 2011/12 has, however, been prepared in a climate of great economic uncertainty with the on-set of recession, severe contraction in the housing market, poor availability of credit, challenging business conditions for the local economy and also pressure on public sector funding.

The timing of the recession has unfortunately arrived at the same time as OP steps into the delivery phase for the transformation of Peterborough and creates a number of major challenges in driving forward the growth agenda and maintaining the momentum of delivery. In view of the bleak economic outlook this plan has had to look hard at those projects that can be realistically delivered within the next three years whilst maintaining the long term vision and aspiration for the city.

With this lack of private sector developer participation and the associated constraints on public funding, the OP Executive has been working closely with senior Peterborough City Council officers and Members to explore new and innovative ways of engaging with the wealth of private sector infrastructure and investment finance which is still seeking medium to long investment opportunities.

Potential structures for more formal joint working between OP and PCC are being explored to attract these financial resources and provide the much needed upfront investment in key infrastructure to build confidence in the city with developers, partners, suppliers and customers and create the conditions to enable the growth of the city to proceed.

The priorities set out within this plan are therefore reflective of these economic and market challenges but also of the potential opportunities that this may bring in new ways of working and securing key strategic sites for early delivery.

During 2008/9 OP had a strong involvement in developing the city's Sustainable Community Strategy and the new Local Area Agreement (LAA) and in particular with OP taking lead responsibility for LAA Priority 4 "Substantial and Truly Sustainable Growth".

One of the great benefits of the more formal structure of the LAA is that it enables OP to work on a cross cutting basis with Peterborough City Council (PCC) and other public, private and voluntary sector agencies and bodies to ensure delivery of sustainable communities that can prosper and develop; a place where people choose to live, work and play and help to shape cohesive communities that can grow and prosper and which have equal access to jobs, education and the natural environment.

On the economic theme OP has been in detailed discussions with partners over taking a responsibility for the city's economic growth and development. This follows the recommendations of the Sub National Review which seeks to devolve responsibility for economic development to local level and in some cases to local delivery vehicles such as OP. Clearly the creation of a dedicated economic development team and the level of activity OP undertakes in its economic development role will be determined by the funding made available for this work by the partners.

OP has also during the course of 2008 been tasked by the Greater Peterborough Partnership with leading and delivering a new brand proposition for the city to enable a concerted effort by public and private sector partners to position Peterborough firmly in the market place with a strong positive image, clear message about what the city has to offer and high lighting opportunities for external partners, funds, business etc to engage and invest in our city. This exciting work is reaching its climax with a launch of the new brand planned for February 2009.

Without doubt the next 2-3 years will be a very challenging time for Peterborough however the OP Executive team believes that the combination of a clear, robust and comprehensive vision, supporting strategy documents and potential new ways of engaging with private sector investors will enable the city to weather the storm better than other cities and maintain the momentum of delivery.

- **Chief Executive's Review**

Opportunity Peterborough (OP) is one of 19 Urban Regeneration Companies (URC's) established across the country to drive forward regeneration in areas of market failure. Unlike other URC's however, OP's activities are not restricted to the city centre nor specific areas of deprivation within the city but instead has a citywide remit covering the entirety of Peterborough City Council's Unitary Authority area to deliver regeneration and growth. Indeed, established in April 2005, OP was the UK's first "growth" URC and is charged with delivering the Regional Spatial Strategy target of a minimum 25,000 new homes and 20,000 net new jobs by 2021.

Targets such as this are not new to Peterborough which has already had a significant period of growth between the late 1960's and the early 1980's under the New Towns Programme which saw c.26,000 new homes and 25,000 new jobs created. Since this time however the city has failed to maintain a momentum of growth and the anticipated development of the city centre, local and district centres and broadening economy has not been realised.

Opportunity Peterborough therefore faces many challenges in delivering the growth targets having inherited a legacy of issues facing the city today including: a city centre that punches significantly below its weight in terms of commercial, specialist retail, residential, leisure and cultural offer; a low wage/low skill economy relative to the remainder of the region and nationally; and an economy that lacks strong representation from the high value added businesses sectors represented elsewhere across the region.

These challenges have now been exacerbated by the recent effects of the credit crunch and market downturn which is now manifesting itself as a longer term period of economic recession with consequent reduction in private sector participation and increased pressure on public funding.

The failure to maintain the momentum of growth has been due in part to the lack of a robust and coherent vision for accommodating and delivering the required growth in a planned and sustainable way across the unitary area and addressing this has been a high priority for Opportunity Peterborough over the first years of its life.

The result has been the launch of the Integrated Growth Study in February 2008, a robust and comprehensive study which set out a recommended sustainable pattern of growth for the city which has helped inform the draft Core Strategy for the city now going through its statutory process.

In Spring 2009 OP launches its consultants recommended option for the City Centre Area Action Plan which sets out a comprehensive plan for the growth and regeneration of the city centre which seeks to address the issues raised above about the attraction, vibrancy, quality and range of offer in the city centre as the living heart of a bigger and better Peterborough.

Opportunity Peterborough's responsibility for the physical and economic regeneration and growth across Peterborough's unitary area requires that its work will also create the conditions for wider social and community regeneration and ensure that key cross-cutting themes, such as cultural activity and environmental sustainability, are enhanced through the delivery of its programme.

OP, through its role as lead in Priority 4, Substantial and Truly Sustainable Growth, of the LAA, is a key player in the partnership network in the city. By coordinating its activity with those other partners in the LAA, it ensures that roles and functions are not duplicated across the span of the LAA.

Key strategies, such as the Integrated Growth Study (IGS) and the City Centre Area Action Plan (CCAAP) are intended to create a holistic framework for the city as a whole, to be used not only by OP and its partners in bringing forward physical development, but by all strands of local government and the local strategic partnership in their various spheres of activity. In understanding the extent, scale, nature and location of growth and development, partner organisations can not only plan services accordingly but also identify opportunities for enhancement and other benefits for their own initiatives.

OP has already worked closely with key partners and other organisations in non-core activity to ensure that opportunities are maximised. Examples of how this engagement, rather than leading role, can add benefit and value would include the emerging community plan for the Inner Central Ward, the cultural discussions around Perceptions Peterborough, and community regeneration advice for the Dogsthorpe area.

In moving forward, this year's plan has been prepared against a backdrop of declining economic fortunes, not just in the region but nationally and internationally, which has placed considerable financial pressure on all our partners in one form or another.

The private sector development partners, so critical to delivery and generally eager to participate in a rising market, are now extremely concerned about their own exposure to risk and consequently no longer interested in participating in the growth and regeneration schemes being brought forward. Clearly this lack of appetite for participation is linked to the wider declining market conditions and will in time recover to a more normal position. The issue this raises however is the brake this puts on the momentum of delivery of the planned growth at a time when the long awaited comprehensive and robust strategies, policies and delivery frameworks are now in place to facilitate such growth and development.

In times of such market failure, the natural response would be to turn to the public sector partners to help underpin key strategic schemes through gap funding or grant investment and in so doing remove sufficient risk to enable projects to proceed. The situation however is that the public sector partners themselves are likewise suffering the adverse effects of the economic downturn in terms of capital receipts from the sale of sites, top slicing of funding allocations by central government and a high level of commitment to existing schemes from the funding that is available.

Indications from our funding partners bear out this position to the extent that over the next two financial years there is unlikely to be any available funding to undertake capital works and more importantly, limited revenue funding to enable feasibility studies on key strategic projects to test and develop a business case for these projects to prepare them for delivery when the market conditions recover.

Fortunately, the indications from the partners are that there will be finance available to meet the core revenue funding requirements of Opportunity Peterborough over the next two financial years. In addition Peterborough City Council, Homes and Communities and Local Government have confirmed additional revenue funding for the next two financial years which enables the executive to progress a select number of key projects via this route.

This business plan does, however, identify a need for considerable additional revenue and capital support from the partners and without a commitment to this financial support there will be a significant restriction in the ability of OP to deliver on the programme as previously agreed in last years Business Plan and which are taken forward in this years plan. This in turn may have a significant impact on the delivery of growth and regeneration to meet the required targets.

During 2008/9 OP has been in detailed discussion over the delivery of an economic development function for the city on behalf of EEDA and Peterborough City Council. However again the level of finance that will be available for such activity has been severely squeezed and will need to be reflected in the level of service OP is able to provide and also to manage expectations amongst the city's business community at a time when the need for a strong economic lead and associated business support is at its height. In any event the OP Board has decided not to convert the company into an Economic Development Company but intends to add the economic development function to the existing role of the URC.

In terms of successes, over the last 18 months OP has produced key underpinning strategies essential for the informed and sustainable growth of Peterborough. The IGS has received acknowledgement from central government as a model for setting out clear growth aspirations and understanding the environmental implications of that. This has been further enhanced through the Energy and Water Cycle studies which will not only inform how we take growth forward, but also identify key implementation initiatives.

The Public Realm Strategy, leading to the procurement of the first phase of enhancement to the city centre streets and spaces has been acknowledged by regional organisations as a model of best practice in bringing forward schemes of this nature. Alongside this, the CCAAP, with its slightly unorthodox approach, supported by GO-East, of preparing an initial consultants' recommendation, along with a supporting Implementation Strategy, paints a clear and readily understood picture of the future vision for the city centre.

Essential though they are, it is not all about strategies. The Eco-Innovation Centre, established at Peterscourt through the advocacy and leadership of OP, has seen significant occupation rates ahead of business plan projections. This has provided opportunities for businesses in the environment cluster to both grow and share experience.

Leading on the comprehensive approach to the Carbon Challenge site has resulted in a developer selection for 344 zero-carbon homes, the largest scheme of its kind in the country; a planning application for this is expected later in 2009. In preparing a robust plan for the Green Gateway site near the city's railway station, OP has already attracted keen interest from parties for an exemplary environmental office development – making its development a brighter and more certain prospect.

OP has been instrumental in attracting, and having confirmed, over £21m for the city from CLG under the Growth Area Fund. Some of this, along with an additional £1.8m secured from EEDA, will help to deliver the improvements to the city's public spaces. Phase 1 of this work is already underway in Cathedral Square. This will not only make the heart of the city more attractive and vibrant, but investment of this kind has also been demonstrated to be a key economic driver – improving rental values in surrounding properties to make them more attractive to commercial and private investors. It is a catalyst to a regeneration cycle which should see new businesses and jobs created, a boost to the evening economy and an improved sense of safety in the city centre through greater activity.

In delivering these schemes, satisfaction of the cross-cutting aspirations and themes has been critical. For example, ensuring a zero-waste space initiative for the Cathedral Square project, or developing a public art scheme through the same project. In both the Carbon Challenge scheme and the Green Gateway, initiatives are being explored to ensure that opportunities from sustainable energy provision are maximised for the schemes and the wider locale.

OP's Business Engagement Team has been very active this year. Through its liaison, advocacy and encouragement, 317 jobs have been created in the city through new inward investment, and 90 major companies have been supported and encouraged to remain and grow in the city, realising approximately 1500 growth in job numbers. The series of business breakfasts have been extremely well supported, providing valuable opportunities for companies to network and engage in the regeneration and economic development of the city.

The coming three years will see further significant milestones and achievements in fulfilment of our growth and regeneration plans. The first phase of the public realm works in Cathedral Square and St Johns Square will be completed by late 2009 and early 2010 respectively. The resultant high quality open spaces will stimulate the local economy by attracting more people to visit and spend their disposable wealth in Peterborough. This, in turn, will benefit existing retailers and other leisure-related businesses and attract more such businesses to open new premises in Peterborough. As a result, property values and rental income will gradually rise and new employment opportunities will be created, as has been witnessed in other cities.

The Carbon Challenge will progress through planning in late 2009 with start on site by mid 2010. This flagship zero carbon development will contribute to Peterborough's Environment Capital ambition and ensure we maintain a national profile. In addition, both the South Bank riverside and Northern Embankment development areas will move forward to planning applications in 2010; with plans to start development on Fletton Quays by 2011.

Key to this project will be the provision of a renewable energy centre that will provide zero carbon energy to not only the Carbon Challenge site but also the rest of the South Bank development area. This key piece of infrastructure will be the first in a series of decentralized energy centres across the city that will fulfil the ambition of our Energy Strategy to "... become a leader in renewable and low carbon energy delivered at a local scale ..."

With the launch of the new Peterborough brand "the future is you" we are set to market Peterborough actively and comprehensively for the first time in several years. This will promote our inward investment and business engagement work directly as well as ensure that a consistent message is presented across the range of activities that the city will be bringing forward; including the university offer, business intelligence research and advocacy.

As previously mentioned, the major risks facing the continued delivery of the physical growth and regeneration is primarily focused around the national and international economic downturn, which has resulted in significantly reduced available finance to both private and business sectors. This has been witnessed particularly within the housing market evidenced through a rapid reduction in house prices/sales value with a knock on to land value resulting in few land transactions and a major slow down in new house building.

Also as mentioned, further risk is expected from the reduced revenue and capital budgets of our partners, namely EEDA and HCA, who have themselves suffered significant budget constraints, and in the case of HCA being directly impacted by reduced land values and few land transactions. This has direct impact on the ability to continue to progress a number of key regeneration projects which are reliant upon public sector support and pump priming.

However, to ensure that we are able to continue the momentum of development across Peterborough, we are working closely with the City Council to develop an alternative delivery mechanism (utilising special purpose vehicles) to directly engage with the financial markets and developers to broker land deals and drive forward development. The principle aim of this approach is to develop, assess and model the growth and regeneration projects in the city as potential investment opportunities for the financial institutions, such as pension funds, seeking returns over the longer term.

- In addition, we have developed, and implemented, a new growth delivery framework that enables us to work with our partners in a coordinated approach and which included the setting up of a Strategic Growth Board with key delivery teams around; jobs/prosperity, housing, city centre/district centres and infrastructure. This approach will provide further direction and coherence to the delivery of the growth agenda.

Area of Operation

• Strategic Framework Overview

1. Introduction and Context

1.1 Background

Peterborough's growth targets, as set out in the Regional Spatial Strategy, East of England Plan, confirm a minimum of 25,000 new homes and 20,000 net new jobs between 2001 and 2021. This has been welcomed by the city. The Sustainable Community Strategy for Peterborough provides an overarching vision and context for this growth, now embedded in the Local Area Agreement, with a long-term goal of a 'bigger and better' Peterborough.

Peterborough has challenging growth targets, set within the East of England Plan, which translate to:

- City centre regeneration to provide retail, leisure employment and residential space.
- Spatial growth - 25,000 extra dwellings in the period 2001-2021 - to ensure that there is a wide range of housing available in the city, along with quality facilities to make Peterborough an attractive place for people to live.
- Economic growth - 20,000 additional jobs in the period 2001-2021 - through organic growth of new and existing business and by encouraging and aiding businesses to relocate to Peterborough.

2. Strategy

2.1 *Developing our vision and objectives*

Opportunity Peterborough continues to be a major contributor to the vision of creating thriving, inclusive and sustainable communities for Peterborough. Our vision, objectives and priorities are centred around many of the regional and local strategies and plans which help towards achievement of this vision.

Our key drivers in this respect are:

- The East of England Plan sets out the number of new homes needed in the region up to 2021 (currently under review to 2031);
- The East of East England Development Agency (EEDA) Regional Economic Strategy 2006-2016 (October 2006) which sets out how the East of England aims to deliver sustainable economic prosperity;
- The adopted Local Plan for Peterborough;
- Integrated Growth Study which sets out a sustainable pattern for growth (including housing provision to 2026 in alignment with PPS3);
- The emerging Peterborough Local Development Framework (LDF), particularly the draft Core Strategy, which details the spatial strategy, policies and proposals for the future development of Peterborough and sets the scene for all other documents in the LDF, due for adoption at the end of 2010;
- Emerging City Centre Area Action Plan (CCAAP), Site Allocations Development Plan Document (DPD) and Planning Policies DPD, all of which are contained in the LDF due for adoption during 2011;
- The Peterborough Sustainable Community Strategy 2007 which defines the community's vision for Peterborough and provides action plans to address that vision;
- LAA – OP is taking the lead on Priority 4 – delivering Substantial and Truly Sustainable Growth which contains 4 key outcomes centred around: creating a vibrant and safe city centre and districts; creating better places to live; economic prosperity; and building the infrastructure of the future. OP is also involved in the Pride in Peterborough Outcome under Priority 2 Creating Strong and Supportive Communities and also during the secondment of Trevor Gibson into the OP team, lead responsibility for Priority 3 Creating the UK's Environment Capital.

All of these strategies continue to be updated over time and it is essential we take account of them in our business planning and seek to bring them together so that Peterborough has a joined up vision for the future. The Local Development Scheme (LDS) indicates adoption of its Core Strategy Winter 2010 with its associated DPDs following on from that.

2.2 *Our Vision*

Opportunity Peterborough has a clear vision that responds directly to the needs of the existing and future residents of the city relative to facilitating sustainable growth, the promotion of a prosperous, inclusive, knowledge based economy and the creation of a vibrant city centre.

This is reflected in our statement of purpose, which simply states:

Opportunity Peterborough will facilitate the successful regeneration of Peterborough through enabling sustainable growth.

2.2.1 *Aims and Objectives*

OP's objectives are set firmly within the context of facilitating sustainable growth, and are highly focused to guide the delivery of a vibrant city centre, achieve substantial growth and the continued improvement to Peterborough's economic base. Our objects remain:

Objective 1	To create a vibrant and attractive city centre at the heart of a bigger and better Peterborough
Objective 2	The sustainable and integrated growth of Peterborough including the infrastructure to deliver this
Objective 3	A vibrant and diverse business community, supported by an improved skills and knowledge base, fit for the global economy

2.2.2 Overarching Themes

In addition to this vision and objectives, we have 6 over arching themes which reflect our company objectives as well as our obligations under the LAA as follows:

Theme 1	To drive forward Peterborough's environmental sustainability agenda
Theme 2	Demonstrating leadership through delivery, and innovative and integrated thinking
Theme 3	Maximising benefits and opportunities, created through sustainable growth and regeneration, for existing and new communities
Theme 4	Promoting a positive image of Peterborough through the activity of projects to enhance civic identity and encourage inward investment
Theme 5	Building consensus through regular and positive engagement with key partners and stakeholders
Theme 6	Securing Opportunity Peterborough's and partners' credibility for delivery through awareness raising and successful communication

2.2.3 Delivering our Vision

Opportunity Peterborough will deliver this vision, objectives and over arching themes through continued facilitation and support with local partners, stakeholders, the city council and government agencies.

Peterborough's Integrated Growth Study (IGS), launched in February 2008 has mapped out a sustainable and deliverable pattern of growth that identifies priority projects, major infrastructure needs and a growth trajectory to ensure Peterborough can continue to grow sustainably. This is key to Peterborough achieving its ambition to create the UK's Environment Capital.

The implementation of the findings of this study have now been clearly set out in the Integrated Development Programme (IDP), a pilot programme being coordinated by EEDA, which sets out the key hard and soft infrastructure requirements in priority order to help guide future funding and investment decisions.

OP has lead the preparation of the city's refreshed Programme of Development (POD) as a bidding document under the Growth Area Funding Round Three (GAF III) programme for years 2009/10 and 2010/11 and has been extremely successful in securing £21.4 million, £3.9 million more than originally allocated, to enable OP and its partners to deliver key projects, studies and initiatives which underpin and drive forward the growth aspirations for the city.

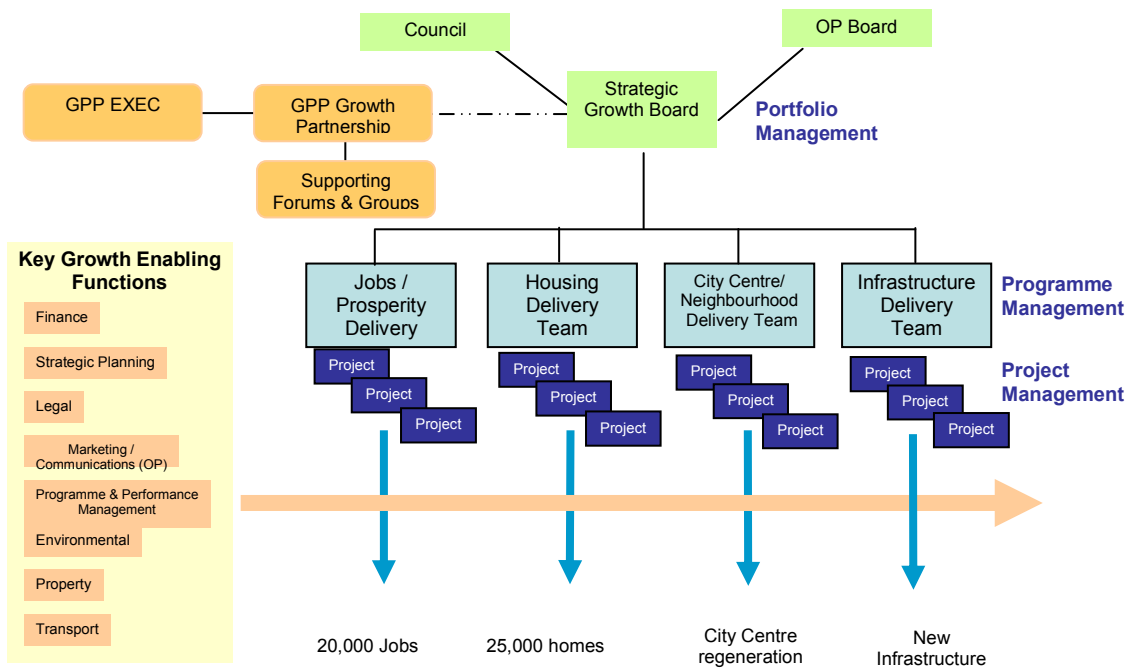
In addition OP has completed the preparation of a Consultants Recommended Option for the City Centre Area Action Plan (CCAAP) together with an associated Implementation Plan, which sets out clear and robust guidance on the development of the city centre over the next 20 years.

We will continue to work closely with PCC in developing its Local Development Framework and in particular the strategy and policy of the draft Core Strategy, Planning Policies DPD (Development Plan Document), Site Allocations DPD and draft City Centre Area Action Plan to enable and achieve sustainable development across the city.

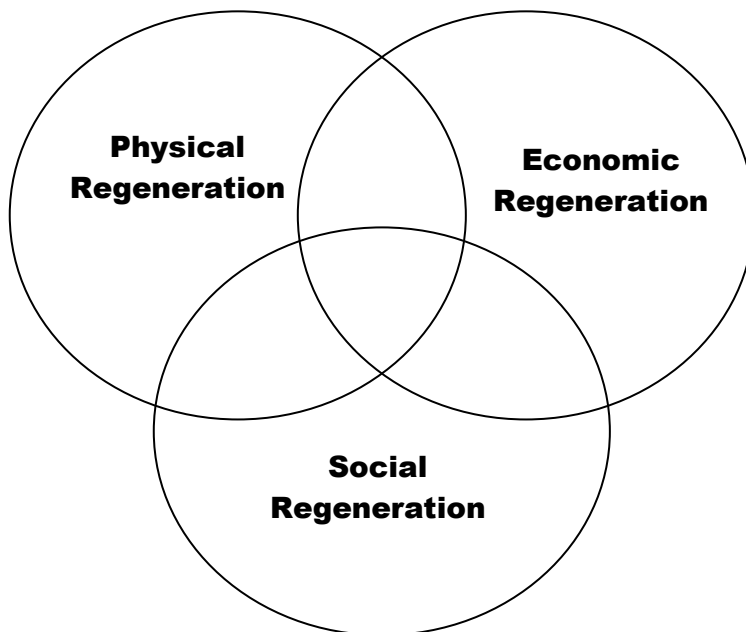
Most particularly, we will facilitate and support joint public - private working to bring forward growth in spatial and economic terms. We will look to the strategic needs of such growth, to ensure infrastructure provision is dealt with through appropriate funding mechanisms that enable the timely delivery of all infrastructures to meet the needs of strategic growth planning and provide confidence to public and private partners.

During the course of 2008/9 the OP Executive has worked closely with senior officers from PCC, EEDA, HCA, Peterborough Regional Economic Partnership and Greater Peterborough Partnership to develop the Growth Delivery Framework which sets out an effective delivery structure for the growth agenda in Peterborough. We have also developed strong links with the European Union and United Nations in order to raise the profile of the city and seek wider partnerships for successful delivery.

Growth Delivery Framework for Peterborough



In addition to the new Growth Delivery Framework, consideration must be given to the three key elements of physical, economic and social regeneration activity across the city that, together with the cross-cutting themes of environmental sustainability, cultural enhancement and skills/education improvements constitute the delivery of truly sustainable growth in Peterborough.



The above diagram illustrates how the key sectors of regeneration relate and integrate. OP clearly takes the lead in physical, and with the support of partners, will be able to take the lead in economic development. The city as a whole, through the LAA networks and partner organisations responsibilities will ensure that social regeneration benefits are realised.

OP will create the environment and conditions, through growth, physical regeneration and economic development, which will underpin social regeneration. OP's engagement with the LAA will assist in partner organisations realising and responding to opportunities for community regeneration.

Furthermore, Opportunity Peterborough will continue to provide a positive environment to support inward investment through the effective marketing and promotion of the city. A single vision of the values we shall focus this promotion on has been identified in the development of a Peterborough Brand and these will now be used to clearly communicate the city's potential to both current and future citizens, visitors and investors.

This work will continue to be supported by ongoing engagement with key stakeholders and the local community, with particular attention being paid to those in hard to reach groups, including ethnic minorities, the elderly and the young.

Challenges in communicating with local communities will be addressed through the use of traditional and new media technologies and the maximization of face-to-face and 'word of mouth' communications.

2.3 *Challenges*

Not since its designation as a New Town in 1967 has Peterborough been expected to achieve such rapid and exciting growth. However, with such growth come challenges. This section highlights some of the key challenges that Peterborough faces and identifies how Opportunity Peterborough will seek to overcome them.

Clearly the biggest challenge that has arisen since the writing of last year's business plan has been the steep economic downturn with associated problems of availability of credit to both the development industry and home purchasers with the result that almost all residential development activity across the city has significantly slowed, and in many cases come to a stop.

There has been a lag in seeing the knock on effects of this economic down turn in the city economy but towards the end of 2008 the effects were becoming more apparent with a number of major companies shedding significant numbers of staff which is symptomatic of what is happening within many small businesses which make up a large proportion of the city's economy. However, the city's successful cluster of environmental goods and services businesses (the Enviro Cluster) should enable the city to ride the economic downturn and emerge stronger as the recession lifts. This reflects the importance of the low carbon economy to Peterborough.

Retail spend and footfall is also falling with the consequent impact on the "High Street" in terms of large and small retailers going into receivership which creates issues for city centre vibrancy and attraction with blank retail facades and reduced consumer choice.

Consequently, this business plan is prepared in a climate of great economic uncertainty, declining markets, hardening economic conditions for many local companies and a general lack of confidence in developers, manufacturers, suppliers and customers. Trying to maintain the momentum of growth and delivery in this environment will indeed be a challenge for OP and its partners over the next few years and in particular during this business plan period.

2.3.1 *Funding Growth*

It is here that OP has been working very closely with senior officers and members within PCC to develop new formal joint working relations that provide a vehicle for the "city" which can engage with the private sector finance market on equal terms.

Despite the "credit crunch" there is still a significant pool of finance looking for investment opportunities, including for example pension companies who still have long term obligations to policy holders and need to invest their funds in medium to long opportunities, but who since the financial market turmoil no longer have access to the standard routes for identifying such investments because the supply chain has gone or there is a fundamental issue of confidence.

As a result of the work OP and its partners have undertaken in putting clear, robust and comprehensive growth and development strategies in place for the city, such as IGS, IDP, CCAAP etc, these funds can have confidence in engaging with a new "city" company (made up of OP and PCC via a special purpose vehicle (SPV)) to make investment in the growth and regeneration of Peterborough which is a medium to long term investment and development programme. This gives the benefits that key infrastructure projects can be forward funded through an SPV in return for longer term payback to the investors when the development this infrastructure releases comes on stream and begins to generate value and income.

Indeed there are investment funds in the market place that are specifically looking for infrastructure financing opportunities, including utilities, and this type of investment is very much what is required to deliver the key infrastructure needed to drive forward the growth agenda of Peterborough and create confidence in the city.

In addition, a major issue for the housing market at the present is not so much a lack of buyer demand but the lack of available mortgage finance. Again, through the "city" company (SPV) approach, work is in hand to explore ways of creating a shared equity mortgage product for the city which will enable its residents to secure mortgage finance across a broad spectrum to facilitate their entry into the property market from a 5% equity stake up to 100% ownership.

Clearly the use of an SPV mechanism for delivery will not suit all growth and regeneration scenarios and will therefore be used in a targeted way alongside public funding and other partner participation to maintain the highest possible level of confidence and delivery in the city.

OP continues to actively seek EU funding opportunities to progress aspects of its work.

2.3.2 *City Centre Challenges*

Over and above the market challenges discussed in 2.3 above, the key challenges faced in delivering city centre growth, and so increased vibrancy in the city centre, relate mainly to the poor range and quality of residences, retail offer and cultural and leisure provision, and a perception of crime and safety issues. These aspects coupled with under-utilisation of primary assets all contribute to a poor quality environment and poor perceptions of the city as a place to live, work and relax.

To redress these aspects, OP will:

- Improve the public realm of the city centre, in partnership with the city council, the first elements of which have already begun with the acquisition of the Corn Exchange site, the publication of a Public Realm Strategy for the city centre and the implementation of a first phase of public realm transformation in Cathedral Square
- Bring forward key city centre regeneration, including the South Bank, North Westgate and the Station Quarter, and the northern Embankment to increase the business, retail, residential and cultural offering of the city centre, thus contributing to increased vibrancy – the Consultants Recommended Option for the City Centre Area Action Plan provides the template and implementation plan for such city centre growth and development in a planned and programmed way
- Encourage more efficient use of sites or land through ‘Living Over The Shop’ initiatives, for example, and the rationalisation of surface car parks (retaining overall numbers, with parking embedded in development)
- Ensure that key assets are promoted and enhanced, including the Cathedral, the station gateway, the riverfront and retail offering
- Improve the image of the city centre, through the development of a new brand proposition for the city, clear city image and key messages all supported by a planned and comprehensive but targeted marketing and promotion campaign
- As one of six Zero Waste Places (ZWP), ensure all city centre building works comply with the ZWP criteria and calculate before and after carbon footprints of such work.

2.3.3 *Infrastructure Challenges*

To enable the main developments to proceed as envisaged under the IGS and CCAAP etc, there needs to be significant investment in key infrastructure. This includes the usual hard infrastructure such as highway alterations and improvements, car parking, foot bridge (e.g. links to South Bank, etc.) and also soft infrastructure such as schools, health centres and green spaces etc. Key utility infrastructure is also required to meet the anticipated energy demands necessary to sustain the levels of growth being anticipated but in a low carbon and sustainable way. The key challenge is around the funding of these major infrastructure investments in advance of development.

To address this OP will:

- Prepare an implementation plan, based on the finding of the city Energy Study, to deliver low carbon, renewable energy to the city’s new and existing communities
- Utilise IDP to secure funding for key infrastructure projects needed to unlock key development sites such as South Bank, North Embankment and Station Quarter
- Identify and bring forward infrastructure needed to ensure resilience and adaption to climate change, such as assessing risks and mitigation from surface water flooding
- Work with PCC to utilise the new “joint venture” arrangements to secure private sector infrastructure finance for key development sites as part of a wider. implementation package.

2.3.4 *District Centres*

In encouraging a focus upon the city centre and existing urban area to ensure sustainable growth, the IGS identified the potential for the existing districts to accommodate up to 5,000 new homes as part of achieving the growth target through a process of utilising under-used or redundant sites and intensification of existing residential areas.

To identify the full extent of the opportunities the districts present OP will:

- Support master-planning work for Orton and Werrington districts and district centres
- Work with the consortium progressing Bretton 2010 master-plan to assist and facilitate redevelopment of this area
- Work with PCC’s Neighbourhoods team to progress proposals for the Inner Central Ward (incorporating Millfield district centre).

2.3.5 *Urban Extensions*

Whilst encouraging a focus on the urban area for sustainable growth, the IGS also recognised that urban extensions may need to be considered to achieve housing and job targets. Over and above the challenges faced by such development in the current economic climate, these areas may face significant challenges in bringing forward key infrastructure to deliver these.

To resolve these challenges, OP will:

- Support developers and PCC teams to identify solutions for the provision of key infrastructure
- Work with PCC to ensure the most beneficial outputs are achieved through urban extension in an effective and timely manner
- Assist in delivery of urban extensions to ensure housing and job targets are achieved.

2.3.6 *Economic Challenges*

In addition to effects of the economic downturn identified in 2.3 above, there are various factors creating barriers to Peterborough's economy, most notably:

- A lack of entrepreneurial / innovative culture
- Lack of coordinated business support
- A relative low skills level which has resulted in a polarisation between 'high end', high skilled, higher paid managerial, professional and technical jobs, and 'low end', low skilled and low paid jobs, which are mainly in the service industry
- The lack of a vibrant city centre relative to inward investment and which attracts and retains senior, middle management and graduates
- Additional challenges surround the integration of accession state communities and workers.

To resolve these economic challenges, OP is in negotiations with PCC and EEDA to take on the lead role for economic development in the city and subject to the level of funding available will aim to:

- Draw together existing evidence, and where necessary undertake additional research into the key drivers of the local economy to identify those key interventions and areas of assistance that OP and its partners can engage in to assist economic growth and development
- Reverse the polarity of low skill/low wage and high skill/high wage by creating suitable conditions for future economic and employment growth within Peterborough, promoting the environment, financial and other key technology clusters
- Promote and lead on inward investment programmes to generate new jobs with the support of the new city marketing campaigns;
- Work with partners to improve accessibility to / and the learning and skills ability of Peterborough's workforce
- Continue to work with and facilitate the coordinated delivery of a University offer for Peterborough to stimulate innovation, learning and technology transfer through a close partnership with University Centre Peterborough, Anglia Ruskin University, Peterborough Regional College and PCC
- Promote further innovation and knowledge transfer through the Eco Innovation Centre launched in Peterscourt in April 2008
- Improved advocacy of Peterborough's economic opportunity and case at regional, national and international level as appropriate
- Through the Enviro Cluster (EC), focus on the low carbon businesses as a focus for building the local economy

2.3.7 *Marketing Challenges*

The sustainable growth of Peterborough has faced a number of challenges due to the lack of a coordinated marketing programme. Peterborough lacked a positive, clear identity and profile with potential inward investors when they are deciding whether to invest in or relocate and this is reflected by residents who fail to understand what is being planned for the city and how it will immediately benefit them.

The current lack of integration prevents the development of clear consistent messages about the city and prevents a coordinated approach to the dissemination of these messages externally. This results in duplication of activity, and inconsistent and, at times, conflicting messages being used.

To resolve these marketing challenges, OP will:

- Finalise the establishment of city marketing group made up of key public and private stakeholders to co-ordinate the marketing of the city utilising the new city brand proposition being launched in February 2009
- Finalise the work already started to establish a "city bond" as a mechanism for collating contributions from private sector companies own marketing budgets to match public funding to form a pool of financial resource to support the promotion and marketing of the city

- Co-ordinate marketing initiatives to promote not only the economy but also the regeneration of the city and provision of sustainable communities
- Provide a focus for inward investment activity and support the growth of existing businesses
- Work to promote Peterborough's work in creating the UK's Environment Capital
- Integrate the values of the city brand into the company's communications activity in order to help Peterborough based residents and businesses understand how they will benefit from the growth
- Lobby external agencies for support for city initiatives
- Promote the environmental aspects of OP's work through initiatives such as Environmental Capital and ZWP as well as developing measures of the environmental impact of our work
- Raise the profile of Peterborough through the development of strong relationships in Europe and beyond.

All these aspects will contribute to 'place' Peterborough in the regional, national and international market place and thereby support Peterborough's role as a regional "engine of growth", providing a strong destination and employment base for the wider sub-region, and an attractive place for people to live, work and invest in.

2.3.8 Stakeholder Communication

In order to effectively deliver the city's growth and regeneration it is important that a consensus of understanding and support towards plans and changes is developed and reinforced among partners, stakeholders and local communities.

A high level of support for Opportunity Peterborough projects has been secured through ongoing, high-level relationship building and this will continue through a series of activities as detailed in the PR and Communications plan.

However, a significant challenge is a localised failure to recognise and understand the role of Opportunity Peterborough among citizens. This in turn is reinforced by perceived apathy towards the company based upon the historical mismanagement of expectations.

- To overcome this we will: Continue to engage with local communities through regular feedback and consultation events supported by ongoing media and advertising activity
- Focus on developing new mechanisms of engagement through the use of new and traditional media
- Work to create a body of local 'growth ambassadors' who will communicate the company's vision to their local community and feedback reactions
- Actively promote projects and their impact through local media and events
- Actively support local initiatives that complement the company's corporate objectives and vision for the city
- Evolve company communications to include realistic timelines for delivery and how they fit into the wider picture for the city
- Lead and guide all communications of OP led and supported projects to ensure consistent and accurate messaging

2.4 Priorities

The key priorities are driven from our vision and objectives, which together with our overarching themes provide the basis for all work that Opportunity Peterborough undertakes and act as a sieve to select and prioritise the initiatives, projects and developments that we progress.

Clearly the current economic conditions, availability of public funding and private partner's willingness to participate in the growth of Peterborough has been a major factor in determining a realistic and deliverable set of priorities. This takes into account the significant contraction in private sector developer participation, increasing competition for decreasing public funding and the potential new sources of funding that may be "tapped" through the new ways of working between OP and PCC with private sector financiers and investors.

Put simply, the priorities set out below reflect our objectives but are tempered by a realistic view of deliverability in the current economic conditions. Consequently the priority projects are:

Objective	Task
City Centre Vibrancy	Public Realm Implementation <ul style="list-style-type: none"> - Cathedral Sq completion - Bridge Street - Cowgate and Long Causeway - Westgate - Zero Waste Place South Bank <ul style="list-style-type: none"> - Carbon Challenge - Fletton Quays - University Eco-Faculty - Eco Innovation Centre II - Railway Sheds/Mill

	<p>City West</p> <ul style="list-style-type: none"> - Station Quarter East - Green Quarter - Railway Station - North Westgate - Highways <p>Northern Embankment</p> <ul style="list-style-type: none"> - Community Stadium - Arena - Swimming pool and leisure - Community facilities - Education - Residential
Substantial and Sustainable Growth	<p>Infrastructure Delivery</p> <ul style="list-style-type: none"> - ESCo - Adapting to Climate Change - Digital Connectivity - Construction waste minimisation - Refreshing and improving access to the IGS - Developing a measurement tool to assess sustainability impacts against IGS criteria <p>LAA Priority 4 Lead</p> <p>Support to</p> <ul style="list-style-type: none"> - District Centres - Stanground/Magna Park - Urban Extensions - Long-Term Transport Strategy
Economic Prosperity	<p>Business Engagement</p> <p>Economic Research/Intelligence</p> <p>Business Advocacy</p> <p>University 'Campus'</p>
Marketing	<p>Marketing Peterborough</p> <ul style="list-style-type: none"> - City Bond Scheme - City Marketing Group - City Marketing Campaigns
PR and Comms	<p>OP company profile</p> <p>Stakeholder engagement</p>

Through this prioritisation, we will maintain focus on driving through the regeneration and development of the city centre, bringing about sustainable growth and encouraging the development of the economy of Peterborough.

In addition to the physical projects, developments and initiatives that answer these aspects, OP will also focus on the marketing of the city, along with continued engagement with all of our stakeholders, including most importantly the communities and businesses we serve.

Key projects within the strategic priorities – City Centre

Project Name and Description	Current Position on Previous Milestones as at 31 March 2009	Project Milestones 1 April 2009 to 31 March 2010
Public Realm Implementation – Design and Construction. Complete the transformation of key streets at the heart of Peterborough City Centre	<p>Finalisation of Strategy May 2008. Detailed design options and consultation exercise May 2008. Preparation for on site works May-Sept 2008. Works on site with Phase I in Cathedral Square Oct 2008-Mar 2009.</p> <p>Completion of the designs and commencement of the construction of improvements to Cathedral Square and 'St John's Square'.</p>	<p>Completion of Wayfinding Strategy June 2009</p> <p>SPV structure December 2009</p> <p>Planning submitted March 2010</p> <p>Corn Exchange</p> <p>Compliance with ZWP criteria</p> <p>Cathedral Square Complete November 2009</p> <p>St John's Square complete March 2010</p>

	<p>Corn Exchange OP support to PCC in securing relocation of tenants from Corn Exchange ongoing. OP completion of Public Realm Strategy May 2008 -key document in supporting PCC case for refusing lease renewals. Facilitated the scheme ultimately for demolition of the CEB, through PRS, liaison and relocation negotiation. Meeting Zero Waste Place criteria and carbon footprinting</p>	
<p>Fletton Quays – geo-studies, strategic acquisitions, remediation, infrastructure provision. Regeneration of key riverside area to provide university, eco-innovation centre, residential, leisure and cultural attractions</p>	<p>South Bank –Northern Site Conclusion of South Bank Master Plan and CCAAP March 09. Permanent Eco Innovation Centre (EIC) Site options appraisal completed May 2008. Application to EEDA for EIC Feasibility Study funding Feb 09</p>	<p>Planning Application submitted for PCC owned part of site by Dec 09 Design competition for foot/cycle bridge by Aug 09 Eco Innovation Centre Feasibility study (funding dependant) by Sept 09 Detailed feasibility study linked to CCAAP Detailed development brief by Dec 09 Detailed design and costing by June 09</p>
<p>Carbon Challenge - manage delivery of flagship scheme. Delivery of 344 eco-homes and lifestyle</p>	<p>Conclusion of South Bank Master Plan and CCAAP June 2008. Competitive dialogue progresses with series of developer workshops and process concludes with final tender submissions May 2008. Selection of preferred developer partner June 2008. Announcement of preferred developer July 2008.</p>	<p>Developer contract signed by May 09 Planning application submitted by Sept 09 Start on site (infrastructure) by 31 March 10</p>
<p>Station Quarter East – NWG Detailed m/plan, strategic acquisitions, investigations, key infrastructure. The development of a commercial, retail core around the station.</p>	<p>Establishment of landowners steering group Apr-May 2008. Steering group prepare master-plan brief, tender and appoint consultants May-July 2008. Master-planning work including public consultation on options July-Dec 2008. Approval by OP Board/PCC Cabinet Feb 2009. Publication of final master-plan Mar 2009. Negotiations on Green Quarter pre –lets ongoing Apr-Aug 2008. Detailed design work Apr-Aug 2008. Planning application Oct 2008-Jan 2009. Successful completion of a masterplan for the development of 'green office' provision within the Station Quarter area and preparation of an acquisition and development proposal for this key strategic site and opportunity. Engagement with potential pre-lets.</p>	<p>Initial feasibility study on 'marrying' of PSQ East / NWG Detailed combined masterplan Strategic acquisitions (PSQE) Detailed combined masterplan Green Gateway demolition / clearance</p>
<p>Station Quarter West Facilitate development through funding, influence and advice. Key residential development, with opportunities for university grow-on space.</p>	<p>Establishment of landowners steering group Apr-May 2008. Steering group prepare master-plan brief, tender and appoint consultants May-July 2008. Master-planning work including public consultation on options July-Dec 2008. Approval by OP Board/PCC Cabinet Feb 2009. Publication of final master-plan Mar 2009. Negotiations on Green Quarter pre –lets ongoing Apr-Aug 2008. Detailed design work Apr-Aug 2008. Planning application Oct 2008-Jan 2009.</p>	<p>SQW likely to come forward previously through private sector, although public sector facilitation and steering are required. Likely planning application date Spring 2010.</p>
<p>Northern Embankment – Detailed feasibility study (+ Cathedral Views Study), site investigations, demolition, key infrastructure, design + implementation. Provision of community stadium, sports village,</p>	<p>Arena/POSH and North Embankment Recommended site option as part of CCAAP final recommendations report June 2008. Set up POSH/Arena delivery team comprising all key partners/stakeholders May 2008. Work up detailed plans, finance package and heads of terms for land deal July-Dec 2008. Planning</p>	<p>Completion of Cathedral Views Study June 2009 Completion of Feasibility Study September 2009 SPV structure December 2009 Planning submitted March 2010</p>

and community and commercial facilities.	application Feb 2009. Fengate/East Embankment Recommended site option as part of CCAAP final recommendations report June 2008. Establish delivery team to take forward recommendations of CCAAP July 2008-Mar 2009.	
Cultural capital works - Funding capital improvements to key assets, liaison to secure enhanced cultural programme. Development of existing assets within city centre to provide enhanced cultural programme.		HRO Appointment April 2009 F/F Business Plan consultant selection April 2009 CIP programme development May 2009 HRO Programme of interventions July 2009 F/F Business Plan completion September 2009 HRO Review October 2009
Living Over The Shop - Test demand + viability, structure funding programme, promotion, management of scheme. Funding programme to encourage conversion of upper floors in city centre to residential.		Scheme viability study May 2009 Scheme structure May 2009 Scheme promotion July 2009 Scheme launch September 2009
City Centre Area Action Plan- Identify Issues and Options (Reg 25) of an AAP, and provide an Implementation Strategy for delivering co-ordinated development of the City Centre based on a consultant-recommended option.	Final recommended option June 2008. Implementation Plan July 2008. Establishment of key delivery teams with key partners to progress the phase I implementation projects Aug/Sept 2008. CCAAP consultants' recommendation used as base for PCC formal CCAAP July 2008-Mar 2009. Completed the Consultants' Recommend Option for the future growth and regeneration of the city centre and the delivery plan to ensure its implementation.	Project closure March 2009. Moving to statutory phase – formal adoption expected Spring 2011.
Urban Extensions-Broker with PCC and land owners/developers the delivery of two major urban extensions comprising 8,500 new homes in accordance with the recommendations of the Integrated Growth Study (IGS).	OP to contact land owner consortiums for each of proposed urban extension sites to broker coordination over infrastructure, highways, planning etc to ensure delivery of appropriate quality, density, mix etc Apr 2008-Mar 2009.	Great Haddon expected planning application Spring 2009 Norwood expected planning application Spring 2010
North Westgate/Queensgate-Retail led mixed use scheme, new covered shopping street with anchor store and new public realm, multiplex cinema above retail, housing and restaurants.	OP input as part of PCC's project team for North Westgate. Apr 2008-Mar 2009	
District Centre Masterplanning		Commission masterplans May 2009 Final reporting January 2010
Public Realm Strategy (PRS)	Completion and approval by Council of an over-arching strategy for Peterborough's public realm which sets out how we can improve the city centre's streets, squares and spaces, and which will support PCC's funding strategies to deliver this. The PRS has received regional acknowledgement as best practice initiative in the planning and delivery of public realm improvements.	Project Closed – May 2008
South Bank Masterplan	The completion of a comprehensive masterplan and delivery plan for the South Bank area, including urban design principles, land use, storey heights and character areas. Project closed March 2009	

Key projects within the strategic priorities – Substantial and Truly Sustainable Growth		
Project Name and Description	Current Position on Previous Milestones as at 31 March 2009	Project Milestones 1 April 2009 to 31 March 2010
Energy Study Detailed feasibility study, ESCo structuring and delivery. Development of ESCo model and site specific ESCo energy provision.	EDF Site, Town Bridge Ongoing discussions with EDF Energy over future of site as part of CCAAP and Energy Strategy Apr 2008-Mar 2009. Energy Strategy Tender and appointment Apr/May 2008.	Detailed Energy Study by May 2009 ESCo initial financial modelling output May 2009 Formation of ESCo March 2010
Digital Connectivity Research and feasibility study. Exploring enhanced digital connectivity across the city to promote greater economic and cultural vitality.	Project Concept and Authorisation procedures.	Preparation of brief May 2009 Tender and appointment May/June 2009 Final report October 2009.
Adapting to climate change study. Integrating climate adaptation measures to ensure sustainable development.	LCLIP draft report March 09	Commissioning level 2 Risk Assessment work May 2009 Final Risk Assessment toolkit Sept 09 LSP risk assessment and Adaptation Plan March 2010
Stanground/Magna Park - Structure SPV, essential m/planning, key infrastructure provision. Development of a major housing and employment scheme through SPV structure at urban fringe.		South Stanground Provision of a dual carriageway bypass to Stanground Formation South Stanground ESCo Develop ESCo financial model and company structure
Integrated Growth Study- Citywide study to evaluate the strategic growth options for Peterborough to determine optimum pattern of sustainable and deliverable growth for the city.	Ongoing works with PCC to incorporate findings/recommendations of IGS into PCC draft Core Strategy. Apr-June 2008. Agreement with PCC on keeping IGS data updated May-June 2008. Promulgation of the principles of the IGS and development of key recommendations from it (including data collation and monitoring schemes and influencing policy). The IGS has received national recognition from DEFRA as being an exemplary corner stone for growth aspirations.	Improve accessibility to the IGS through dashboard approach Develop tool to measure sustainability of projects against IGS criteria Develop processes for refreshing IGS datasets
Best Practice Development Guide - To facilitate sustainable growth of the city. Production of a best practice development guide relative to the vernacular of Peterborough and our Environment Capital aspirations.	Commission Project June 2009 Final design guide October 2009	Develop tool to measure sustainability of projects against IGS criteria
Local Area Agreement Priority 4- OP lead on the growth priority as part of the LAA 2008-2011.	OP input to negotiations with GO-East over LAA objectives, outcomes and indicators. Apr-June 2008. Implementation of delivery structure to support LAA. May 2008-Mar 2009.	LAA performance monitoring as part of the Growth Delivery Framework.

Local Area Agreement Priority 2 - OP leading the creation of the UK's Environment Capital as part of the LAA 2008-2011.	OP input to negotiations with GO-East over LAA objectives, outcomes and indicators. Apr-June 2008. Implementation of delivery structure to support LAA. May 2008-Mar 2009	
Water Cycle Strategy-Preparation of a detailed water cycle report to determine future infrastructure and facilities needed to support growth aspirations.	The instigation and completion of a comprehensive study to establish the future requirements and management of water resource in the city, in line with growth aspirations.	Final report May 2009.
Strategic Flood Risk Assessment (SFRA) Instigation and completion of level 2 SFRA for strategic development across the city which identifies key mitigation measures necessary to enable key sites to come forward.		Final report May 2009
Growth Area Funding III- Communities and Local Government Funding programme for projects which support housing delivery.	Confirmation of actual allocation by CLG Apr 2008. OP/PCC implementation of priority projects Apr 2008-Mar 2009. OP led production of the GAF3 resubmission which confirmed a total £21.4m award (an increase from the original allocation by some £3.9m).	Performance monitoring of GAF as part of the Growth Delivery Framework.
Integrated Development Programme - A 20 year plan of priority hard and soft infrastructure needed to support growth aspirations	Ongoing discussion with EEDA ref IDP projects, funding, implementation etc. Apr 2008-Apr 2009. OP lead the continued development of the IDP that identified and coordinates all strategic infrastructure and growth programmes, providing a central programme to accompany the city's growth and development plans.	Second iteration to be submitted to EEDA and RCE. PCC to adopt the document May 2009 using CMDN.
Perceptions Peterborough	OP has supported the delivery of a seminal visioning session, incorporating international thinkers and innovative stakeholder engagement. Coupled with the City Centre Cultural Gap Analysis, this has provided a useful foundation for cultural (and wider) understanding in the city.	To follow up potential linkages to the UN to raise the profile of Peterborough's Environmental Capital work
Flag Fen	Supporting the development of a commercial business plan for this key city asset.	
Key projects within the strategic priorities – Economic Prosperity		
Project Name and Description	Current Position on Previous Milestones as at 31 March 2009	Project Milestones 1 April 2009 to 31 March 2010
University - Long-term business plan, continue dispersed faculty roll-out, develop new faculties. Provision of higher education offer within the city, building to full university status	University Centre Planning application lodged by Anglia Ruskin University June 2008. Start on site Aug 2008. To be opened September 2009. University Campus	Completion of Business Plan June 2009 Completion of Financial Services School June 2009 Completion of Nursing School September 2009

	<p>Recommended site option as part of CCAAP final recommendations report June 2008. Delivery Team established with key partners May 2008 to steer delivery.</p> <p>Discussions around content of campus and associated uses June-Oct 2008. Land assembly discussions/heads of terms Nov 2008-Feb 2009.</p> <p>Support to the development of the initial University Centre (at PRC site) and initiation and delivery of business faculty development at Lynchwood.</p>	
<p>Business Engagement – Support to existing businesses through liaison, advocacy and facilitation. Ensure existing businesses are encouraged and enabled to stay and grow in the city.</p>	<p>Business Growth-Business Engagement</p> <p>Ongoing programme of activities including monthly business breakfasts, Bank of England briefings, events, Ambassadors Dinner etc.</p> <p>OP has continued to lead business engagement in the city, encouraging growth of existing businesses and facilitating expansion, and when required, supported businesses in the management of redundancies.</p>	<p>Growth Summit</p> <p>Agree scope of Growth Summit with key partners May 2009. Arrange venue/sponsors/funding etc June 2009. Send out invitations June 2009. Event to be held September 2009.</p> <p>Engagement Plan in place July 2009</p> <p>Identification of lobbying issues arising from the roll out of the business engagement reporting structures from June 2009</p> <p>Advocacy campaign in place and begin the process of recruiting Ambassadors by September 2009</p> <p>Support material and infrastructure in place for the Ambassadors by December 2009</p> <p>European strategy in place by December 2009</p> <p>Media strategy in place by December 2009</p> <p>Focus on environmental goods and services sector (Enviro Cluster) and Eco-Innovation Centre Phase I and II</p>
<p>Inward Investment</p> <p>Encouraging external and overseas investment in the city through tractivity and other media</p>	<p>Ongoing programme of activities including daily monitoring of tractivity enquiry database, regular 1-2-1 business liaison and engagement.</p> <p>OP has been the forward sign-post in the city for directing investment enquiries and facilitating development of major schemes.</p>	<p>Baseline Development and Sectoral Profiles – May 2009</p> <p>Contact and monitoring programme completion July 2009</p> <p>Beneficial integration of programme with the tractivity database to tie in with the engagement strategy completion July 2009.</p>
<p>Business Intelligence – Data collection and collation. To ensure full economic picture is understood, to enable appropriate strategic planning, intervention and tie-in with RES priorities.</p>		<p>High level visit programme to a small cohort of strategic businesses September 2009</p> <p>Data sharing protocols September 2009</p> <p>Data collation process in place December 2009</p> <p>Initiation of monthly and quarterly reporting approaches from June 2009 – fully in place from September 2009</p>
Key projects within the strategic priorities – City Marketing		
Project Name and Description	Current Position on Previous Milestones as at 31 March 2009	Project Milestones 1 April 2009 to 31 March 2010
<p>City Group</p> <p>Establish, facilitate forum for key stakeholders. Ensure correct focus for city marketing campaign, and maximise opportunities for business engagement.</p>		<p>City Cycle Race June 2009</p> <p>Musical Event – provide a range of music to attract all tastes</p> <p>Graduate Milk Round – website and event</p> <p>Advertising – ongoing. Mix of magazines, Taxis, Underground, and Airports</p> <p>Media Activity – promotion of the brand in Peterborough</p>
<p>City Bond Scheme</p> <p>Structure to encourage stakeholder investment in brand. Key financial support to marketing programme, ensuring longer term sustainability,</p>	<p>City Marketing</p> <p>Prepare brief, tender and appoint consultants to do a perceptions audit of city May-June 2008. Brief and instruct consultants to</p>	<p>Set up Marketing Group and website link for those interested in joining Bondholder Scheme.</p> <p>Launch of design and toolkit for stakeholder use.</p> <p>Business Partner Scheme – business breakfasts</p>

and increasing 'marketing pot'.	prepare brand/image/identity for city June-Sept 2008. Establish public /private sector marketing forum including funding/sponsorship June-Sept 2008. Launch new city brand Sept/Oct 2008. Ongoing marketing campaigns Nov2008-Mar 2009. A renewed focus is reinvigorating OP's Business Partners scheme which provides an important channel to engage with and provide support for the local business community. OP has led the establishment of the City Marketing campaign, including the appointment of a marketing manager, the completion of a branding exercise and the establishment of a City Marketing Forum.	
Campaign Programme Sponsorship of key events, brand promotion, media utilisation. Promotion of Peterborough offer and identity to encourage investment.		Growth Summit - Agree scope of Growth Summit with key partners May 2009. Arrange venue/sponsors/funding etc June 2009. Send out invitations June 2009. Event to be held September 2009. Green Festival June 2009 Hoardings – ongoing. To help raise the profile and understanding of the city of the individual projects, e.g.: Cathedral Square and Station Quarter
Key projects within the strategic priorities – PR and Communications		
Project Name and Description	Current Position on Previous Milestones as at 31 March 2009	Project Milestones 1 April 2009 to 31 March 2010
Stakeholder Engagement - Meetings, workshops, website. Ensure, as far as possible, consensus for projects, programmes and initiatives.	OP has created a website to provide a platform to promote the work of the URC and promote the city to potential inward investors. Regular updates of website. Stakeholder engagement on key projects (CCAAP, PRS, PRI) has been positive and well-supported, with key messages heard and acted upon.	Website and database
Media – Interviews, press releases, features, articles. Ensure that appropriate profile for interventions, and maintain and enhance OP and partner reputation (thus facilitating delivery and future initiatives).	Ongoing programme of press releases, good news stories, public consultation, engagement activities. The media relations programme has provided a steady stream of positive news stories in support of the URC's projects and initiatives.	Press and Media Relations Public Affairs Advertising and Sponsorship Events Branding Publications and Literature Awards Photography Programme and Project Communications Internal Communications
The Tour Series city centre Cycle Race (4 June 2009)	OP lead on bringing this high profile and important event to Peterborough as one of ten stages of the tour	Successful delivery of the Tour Series in Peterborough and securing it as an annual event

Projects highlighted in Annual Report 2007/2008		
Project Name and Description	Previous/Current Milestones - achieved	Comment
Civic Quarter- As part of the wider Civic Quarter/Rivergate East project, this project seeks to redevelop the existing market site as a mixed use scheme anchored by a new combined justices centre, relocated from the existing courts sites in Lower Bridge Street. Rivergate East and West - seeks to redevelop the existing courts and police station sites as a high quality, vibrant and mixed use scheme to provide a key linkage between the city centre and South Bank.	Apr-June 2008 CCAAP process complete. Ongoing discussions with HMCS (Courts Service) around relocation requirements, costs, funding, etc June 2008-Mar 2009. Negotiations on Police Station Acquisition June-Sept 2008. Funding application to EEDA for capital acquisition funds Sept-Dec 2008. PCC complete acquisition Mar 2009.	This project has been reprioritised post five years owing to: 1) indications from the courts that they are unlikely to move before 2015 and; 2) the Implementation Plan which sits behind the City Centre Area Action plan identifies this area as a later phase of redevelopment.
IKEA Store- To identify a site for a new retail store and assist IKEA to realise its plans to locate the Eastern Regional store in Peterborough as a key retail draw.	Agreement on site location preference May 2008. Agree heads of terms between land owner and IKEA Jun-Sept 2008. Detailed planning stage Oct 2008-March 2009.	IKEA's European Board has placed an embargo on taking forward any additional sites in the UK at this time due to the market down turn. Discussions are still ongoing with IKEA however around potential suitable sites with Peterborough to ensure these are suitably allocated in the emerging Site Allocations DPD in the LDF.
Market Relocation- Feasibility study for the delivery of an enhanced city centre market offer, to include potential relocation as part of the wider Civic Quarter/Rivergate East project which seeks to redevelop the existing market site as a mixed use scheme anchored by a new combined justices centre.	Recommended site option as part of CCAAP final recommendations report June 2008. Preparation of brief and appointment of consultants May-July 2008. Consultation on options and final report Aug-Dec 2008.	Project postponed due to re prioritisation of the Rivergate/Civic Quarter project as set out above..
Peterborough District Hospital - Redevelopment of 4.5 ha of brown-field land to deliver residentially led mixed use development including potential for commercial and university uses.	Recommended site option as part of CCAAP final recommendations report June 2008. Ongoing discussions with PCT over future site options July-Dec 2008.	The Hospital Trust is bringing this site forward through appointed external consultants King Sturge. OP/PCC are working with the Trust to ensure the development of this site compliments the adjoining Station Quarter and North Westgate developments.
BT Building – Rivergate – Bourges Boulevard-Conversion of former BT building to provide hotel accommodation in city centre.	Ongoing engagement with developer. Apr 2008-Mar 2009	Refurbishment of the former BT building was completed at the end of 2008 and Park Inn opened for business in this building in December 2008.
Sustainable Transport Improvements- Feasibility studies looking at sustainable transport solutions for the city including park and ride	Undertaking feasibility studies of highway improvement schemes including park and ride options Apr-July. Appoint consultants for specific work packages July 2008-Mar 2009.	Consultants are appointed and the work is ongoing developing a city wide long term transport strategy with the preliminary report due in Autumn 2009. OP are working with PCC transport team to ensure this meets the needs of future sustainable growth patterns.

Value For Money

The contributions from PCC towards the core funding of Opportunity Peterborough's operations and the secondment of personnel to that organisation represents excellent value for money:

- £250k PCC money attracts a further £549k from EEDA and the Homes and Communities Agency combined.
- A further £350k per annum has been attracted from CLG to support key programmes and projects in the city.
- OP has been instrumental in securing for the city an initial £17.5m from the department of communities and local government (CLG) under the Growth Area Fund, along with an additional £3.9m. This total of £21.4m over the period 2008-11 will deliver substantial infrastructure projects for the city for the benefits of all its citizens.
- A further £1.8m has been secured to support the transformation of Cathedral Square from EEDA. An exceptional award based on the thorough approach adopted by OP in producing the Public Realm Strategy initially. This work has been recognised regionally as an exemplar model of bringing forward such schemes, and Peterborough is already being used by Colchester Council as an example of best practice in this field.

- The ground-breaking Integrated Growth Study has been recognised by central government as a unique model for identifying sustainable growth opportunities and is underpinning the city's claims to aspire to be environment capital.
- Significantly OP has lead on key initiatives which have, or are soon about to, transform our city: the establishment of the Eco-Innovation Centre at Peterscourt which is demonstrating exceptional take-up rates; the developer selection for Carbon Challenge on South Bank, the largest zero-carbon home development in the country; the commencement of works on Cathedral Square; the Green Gateway initiative, providing a low carbon office development as a gateway from the railway station to the city; the development of a new brand for the city that all of its people and businesses can get behind.

These are just a few of the achievements of OP so far which demonstrate the value for money that OP represents to the city. There is a wide range of skills and experience within the company which is driving forward so many key projects in the city.

The seconding of staff to the company also secures an excellent connection between OP and the city council, ensuring that we move forward in the city in a true spirit of partnership to deliver the city's regeneration.

Without PCC's core funding and its seconded staff contribution, OP could not deliver the agenda that we have all signed up to through the Sustainable Community Strategy and our Local Area Agreement.

Good News Opportunities For The Year Ahead

Sustainable Development

Sustainable development is a central element of our vision. We also recognise that the pressure of significant accelerated growth has the potential to erode sustainable development principles. However, this will not be allowed to happen. Opportunity Peterborough, through its leadership, partnering and through example, will ensure that the future regeneration and development of Peterborough will be founded on the principles of sustainability. We will ensure that the developments we create will support the communities of the future; and be the places where people choose to be; to work, live and play. The city's significant enviro cluster provides some unique low carbon economic opportunities during the downturn.

This is a shared vision and reflected in the Sustainable Community Strategy, which seeks to develop Peterborough environmental and sustainability credentials beyond that of Environment City status, to that of creating the UK's Environment Capital, for the benefit of all our communities and businesses alike.

There are challenges to achieving this goal, not least being lack of awareness and historic cultural attitudes, towards for example private transport, but with this shared vision embedded within the Sustainable Community Strategy (refresh) we will over time be able to change these inherent attitudes and help make Peterborough the Environment Capital of the UK.

Specifically, to help achieve this OP will:

- **Build Sustainable Communities** – adopt the Inspire East Excellence Framework model as an overarching decision making and appraisal toolkit that will ensure all future developments address the key components that combine to make and support a sustainable community (shown below).
- **Ensure design quality** – through the provision of a Peterborough companion best practice design guide (planned to be completed by Aug 09) we will ensure urban design, density form and function are appropriate to the unique sustainable challenges that Peterborough faces.
- **Towards carbon neutrality** – we have developed an Energy Strategy for the city to determine the best way forward to achieving significant renewable energy provision and reducing Peterborough's carbon footprint. This has highlighted energy action zones where specific measure will be investigated to enhance energy efficiency and enable the provision of low carbon energy.
- **Low Carbon Building** – promote environmental building design, from concept to completion throughout all developments. This will be achieved through the development of a new Carbon Toolkit that can be used to identify carbon impact at the development scale planning stage to help guide overall scheme concept, through to use relative design standards such as Code for Sustainable Homes and Building Research Establishment Environmental Assessment Method for individual buildings and schemes.
- **Manage flood risk** – through the production of a Water Cycle Study, this incorporates strategic flood risk assessment, to understand the selection, mitigation and compensation requirements for the strategic growth projects that guide the correct pattern for growth.
- **Protect and enhancing green spaces** – through working in partnership with the Peterborough Natural Network Partnership and promoting key green infrastructure projects through GAF3.
- **Environment summit** – support an annual regional environment summit to discuss key topics and showcase Peterborough Environment Cluster businesses. The first event took place in September 08
- **IGS** - Improve accessibility to the IGS through dashboard approach; develop tool to measure sustainability of projects against IGS criteria; develop processes for refreshing IGS datasets

Inspire East Excellence Framework toolkit:



Opportunity Peterborough has adopted an Environmental Policy which expresses our commitment to achieve our aims for environmental sustainability within our own organisation. Through managing the impacts of OP we aim also to show strong leadership to partners and the city. Objectives cover reducing our waste at source, our use of carbon-based energy and our resource consumption. In order to deliver this policy OP has made a commitment to continually monitor and improve environmental performance and to provide staff training. As part of this, we shall be developing an Environment Management System to identify and produce effective company procedures that ensure our environmental commitment is translated into all operational and project activities.

In addition, as mentioned above there is a significant cluster of environmental companies within the Greater Peterborough area that we consider central to upgrading our economy and driving forward sustainable technologies, and which we will continue to support and promote.

Opportunities for the Year Ahead

City Marketing

- The final new brand proposition and supporting logo and strap line for the city was launched on 20th February 2009 at the Ambassadors Dinner. This strong new identity will now go forward as the over-arching brand for the City and is connected to a City Bondholder Scheme which will enable all sectors of Peterborough (individuals, organisations and large business) to participate and work together as a team to help support/promote and where appropriate fund focused marketing initiatives and events to promote Peterborough a city where people can live, work and invest.

Energy Study

- The final report is due in Spring 2009 and will provide a comprehensive review of energy provision within Peterborough to meet the needs of the growth agenda via low carbon/ renewable energy sources; thereby identifying how Peterborough will meet its localCO2 reduction targets as well as contribute to regional and national ones; whilst at the same time ensuring security of energy supply to our growing population. Consideration of the use of CHP facilities across the city as well as potential new working/funding arrangements to deliver a citywide ESCo are also being explored.

Water Cycle Strategy (WCS)

- The WCS, due Spring 2009, incorporates a level two strategic flood risk assessment, which combined with the remaining elements of the WCS provides a necessary and powerful decision making tool relative to how key development sites may be affected by and impact both flood risk and water infrastructure respectively. The WCS provides a basis for comprehensive investment planning by both developers and water companies to ensure future developments are not constrained, as well as enabling appropriate planning evidence.

North Embankment Delivery Plan

- The area of Northern Embankment has been identified as requiring regeneration as a currently under-used part of the city. Proposed facilities include a Community Stadium, Swimming Pool, Arena, Conference Centre, education and community

facilities as well as potentially health. The area will also incorporate public open space and will protect and enhance the green space of the Embankment. There are significant issues in developing the area, including transport and access, and the range of uses to make it a viable as well as attractive proposition.

Carbon Challenge application

- The 350 zero carbon home development is progressing well, with a planning application expected by Sept 09. This will be a flagship exemplar project, kick starting the regeneration of city centre living on the South Bank, supported by HCA, EEDA, PCC and OP. Not only will this development instil confidence into the property market, but it will also enhance Peterborough's environment goods and services cluster and support our Environment Capital aspirations through the use of exemplar environmental technologies and renewable energy.

Public Realm Implementation

- The works to improve Peterborough city centre's public realm is well underway, focusing on Cathedral Square in the first instance. This is based on the principles of the public realm strategy. Quality, programme and budget are all running according to plan, and major risks (such as utilities) are being mitigated through careful planning and liaison with the relevant companies. The main square should be complete by November, with the smaller, 'St Johns Square' to be completed in Spring 2010. These will represent considerable investment in the city centre and encourage local economic development as well as acting as a central venue for a variety of cultural activities.

Stanground South/Magna Park

- This is a very key strategic growth opportunity for the city which could deliver 1,525 homes, 400,000 sq m of commercial buildings as part of an inland port and c.4,500 jobs. OP is working with PCC to bring this site forward using a special purpose vehicle (see below) which would seek to joint venture the site with a consortium of investors/developers. The residential site is owned by Persimmon Homes but cannot be developed until a condition precedent regarding the provision of a £16 mill by-pass has been satisfied. In the current market Persimmon are unwilling to make this significant upfront infrastructure investment. In any event, the by-pass needs to be realigned and built to a higher standard if it is also to serve the planned inland port which will take sea containers from the deep sea port of Harwich to Peterborough via the Harwich Nuneaton upgraded rail line removing significant HGV traffic from the highway network including the A14 East past Cambridge. Negotiations with developers Gazeley over a joint development of the Inland Port are progressing well.

Special Purpose Vehicles

- Due to the dramatic reduction in private sector participation in the growth agenda, especially residential developers, and the rapidly contracting public funding pot, it has been necessary to look at alternative approaches to delivery. PCC has employed the services of highly experienced and senior financial specialists in infrastructure and structured finance to work with the PCC/OP executives to explore the availability/interest of private investment finance in growth and regeneration projects. There is a significant pool of private sector medium/long term investment finance looking for opportunities and the work being undertaken is seeking to match growth and regeneration packages risk/return profiles to known appetite for risk/return in the market place. Both OP Board and PCC Cabinet have endorsed this approach. Financial modelling of key strategic schemes such as Station Quarter East, Stanground South/Magna Park and Peterborough United Football Club relocation are being prepared ready to begin detailed discussion with the private sector investors.

Green Gateway

- This flagship eco-office scheme of 200k sq ft is intended to be located close to the city's railway station and will act as a beacon of Peterborough's environment capital aspirations. A design for the site has been prepared and initial indications on possible pre-let are proving positive. This will contribute to both environmental and economic ambitions in the city.

Links to Other Programmes

The following series of tables demonstrate how OP key priorities contribute to our partners' key goals, linking directly to our objectives and key projects that fulfil these.

Links to RSS goals

The Department of Communities and Local Government (CLG) and Government Office for the East of England (GO-East), are the chief custodians of the East of England Plan (Regional Spatial Strategy) which provides the regional focus for growth. The following demonstrates the key contributions to the policies of the RSS.

RSS Objectives	OP Contribution
Communities and Local Government's Vision: is of prosperous and cohesive communities, offering a safe, healthy and sustainable environment for all...	

GO-East Vision: Transforming Lives, Transforming Places – Creating Sustainable Communities.	
East of England Plan – Overall Spatial Vision:	
By 2021 the East of England will be realising its economic potential and providing a high quality of life for its people, including by meeting their housing needs in sustainable and inclusive communities. At the same time it will reduce its impact on climate change and the environment, including through savings in energy and water use and by strengthening its stock of environmental assets.	
To reduce the region's impact on and exposure to, the effects of climate change	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> • Carbon Challenge (South Bank phase 1) – OP continues to drive this development forward to achieve Code for Sustainable Homes level 6 (zero carbon) • South Bank (phase 2) – continuing to drive the environmentally sustainable credentials of the Carbon Challenge into and through the rest of the South Bank development area • Energy Provision - formation of an ESCo perhaps incorporating energy from waste • Adapting to Climate Change - leading to investigation and implementation that builds resilience into all strategic developments • Green Quarter – providing a flagship environmentally sustainable business quarter in the heart of the city to showcase the future of developments • Eco-Innovation Centre • OP also provides a dedicated resource to drive forward the city's environmental and sustainability agenda • Climate change and adaptation strategy • Develop tool to measure sustainability of projects against IGS criteria • Develop processes for refreshing IGS datasets • Support the Environment Capital partnership
To increase housing opportunities for people in the region	<p>The majority of Opportunity Peterborough's projects and initiatives respond specifically to this Priority.</p> <p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> • City Centre Area Action Plan – has identified sites for significant new housing accommodation in Peterborough City Centre • South Bank – delivery of well over 1000 housing units on this prime edge of centre site • Station Quarter – housing will be a significant element of the scheme for this site • District Hospital – housing will be a significant element of the scheme for this site • Infrastructure Delivery – key to the delivery of many housing schemes in the area • Assisting with the delivery of other housing and mixed use development schemes in the Peterborough area. <p>Opportunity Peterborough will work with the City Council and other partners such as HCA and Housing Associations to seek significant numbers of affordable housing in all schemes.</p>
To realise the economic potential of the region and its people	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> • Station Quarter, including new regional station and Green Quarter (25,000 m²) • LAA Priority 4 Lead • Enabling Creative Solution • Arena • Infrastructure Delivery, including highways and bridge proposals and Sustainable Transport Infrastructure • University Centre • University Campus • Eco-Innovation Centre II • Business Growth Team, including Inward Investment, Business Support and Business Engagement • City Wide Marketing • OP will work with PCC and EEDA to develop and deliver some key initiatives that will support and drive the city's economic growth, especially in the key clusters.

<p>To improve the quality of life for the region's people</p>	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> • The Integrated Growth Study was commissioned with the principles of sustainable development and resource efficiency at its heart. The implementation of the IGS through the Core Strategy, CCAAP and other projects will help to ensure new developments fulfil sustainable communities principles • City Centre Area Action Plan – has considered the physical, economic and social well being of the community • Public Realm Implementation – will deliver an attractive city centre with multifunctional attractive open space • Opportunity Peterborough will work closely with the Council's Neighbourhood Investment Team and input to the Neighbourhood Investment Plan to maximise opportunities for the disadvantaged, promote social cohesion, maintain cultural diversity and ensure appropriate co-ordination measures are put in place. <p>Integral to the role of Opportunity Peterborough's operations will be regular communication/engagement with wider community on projects and initiatives.</p>
<p>To improve and conserve the region's environment by</p>	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> • City Centre Area Action Plan • Public Realm Implementation – that delivers of an attractive city centre with vibrant open space • Carbon Challenge (South Bank phase 1) – OP continues to drive this development forward to achieve Code for Sustainable Homes level 6 • South Bank (phase 2) – continuing to drive the environmental sustainable credentials of the Carbon Challenge into and through the rest of the South Bank development area • Energy provision - leading the formation of an ESCo which may incorporate energy from waste • Adapting to Climate Change - leading to investigation and implementation that builds resilience into all strategic developments • Green Quarter – providing a flagship environmentally sustainable business quarter in the heart of the city to showcase the future of developments • Eco-Innovation Centre Phase 2 • OP also provides a dedicated resource to drive forward the environmental and sustainable agenda • Develop tool to measure sustainability of projects against IGS criteria • Carbon Footprint • Develop processes for refreshing IGS datasets

Links to RES goals

The RES identifies the Greater Peterborough area as a key 'engine of growth', as it is recognised that these key centres for development and change are areas that will increasingly drive the regions economic growth.

Significant contribution to EEDA's RES eight primary goals will be led through key projects and initiatives that combine to meet OP's objectives. As expected, many projects will contribute to more than one goal, as they are inter-related and cross cutting.

RES Goal	OP Contribution
<p>RES Vision: An ideas region, that is internationally competitive, harnesses the talent of all and is at the forefront of the low carbon economy.</p> <p>Headline targets: Prosperity and productivity – raise the annual growth in GVA per capital and GVA per employee</p>	
<p>Enterprise and Economic Participation</p>	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> • Inward investment – providing positive response, introductions and facilitation to companies interested in investing within the greater Peterborough area. • Business support – direct intervention and support to businesses to identify their needs, requirements and ensure local networking. • Economic growth – to develop economic growth initiatives with partners (EEDA, PCC, and GPP) based on a clear strategy and action plan.

Innovation and Skills for Productivity	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> • Eco-Innovation Centre – to build an eco-innovation centre at the heart of an environmentally sustainable technology cluster • University – to develop a full university campus within the city, with satellite faculty buildings around the city to promote further innovation and technology transfer to business. • Digital Connectivity – to provide digital connectivity across the city centre to promote, foster and enable growth of industry, business and commerce • Support the further development of the enviro cluster
Digital Economy	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> • Digital Connectivity – to provide digital connectivity across the city centre to promote, foster and enable growth of industry, business and commerce.
Resource Efficiency	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> • Energy Provision – leading the development of an ESCo or MUSCo, incorporating for example, energy from waste and renewable energy provision. • South Bank – development of the Carbon Challenge and continuation of the eco-quarter for the city across the remainder of the South Bank area. • Adapting to Climate Change - leading to investigation and implementation that builds resilience into all strategic developments
Transport	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> • Station Quarter <ul style="list-style-type: none"> ○ Crescent Bridge Roundabout ○ Bourges Boulevard • South Bank <ul style="list-style-type: none"> ○ Road and Rail Bridges • Northern Embankment <ul style="list-style-type: none"> ○ East embankment junction
Spatial Economy	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> • Public Realm Implementation – delivering improved streets, squares and spaces across the city centre. • Arena – identification and development of a multifunctional arena for sports, culture and leisure; based within the city centre. • Station Quarter – creation of a world class station as a main gateway into the city and located within the high quality environment of the surrounding mixed use station quarter development. • University • Great Haddon/Norwood – proposed urban extensions are to provide high quality spaces for relaxation, recreation and civic uses including public art. • South Bank – will provide high quality, well connected spaces to maximise the extensive frontage to the river, London Road gateway and embankment. • North Westgate – provision of major retail offering, further establishing Peterborough as a sub-region hub. • LAA Block 4 Substantial sustainable growth lead.

Links to LAA / Sustainable Community Strategy goals

The Greater Peterborough Partnership (GPP), Peterborough's local strategic partnership, is currently refreshing the Sustainable Community Strategy, which has four clear goals which will form the basis of the new Local Area Agreement (LAA). Opportunity Peterborough are key partners to the GPP and are responsible for driving forward one of these key goals, that of delivering substantial and truly sustainable growth.

The following identifies the OP objectives, cross cutting themes and key planned projects that make significant contribution to the (LAA) goals as identified with the current draft refresh Sustainable Community Strategy.

LAA Goal	OP Contribution
<p>Sustainable Community Strategy Vision: A bigger and better Peterborough that grows the right way</p> <p>That through truly sustainable development and growth:</p> <ul style="list-style-type: none"> Improves the quality of life of all its people and communities and ensures that all communities benefit from growth and the opportunities it brings Creates a truly sustainable Peterborough, the urban centre of a thriving sub-regional community of villages and market towns, a healthy, safe and exciting place to live, work and visit, famous as the environment capital of the UK 	
<p>Creating Opportunities - Tackling inequalities</p>	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> Eco-Innovation Centre – phase 2 is to locate, design and build a purpose built centre to stimulate the growth of new business and technologies University – to develop a full university campus within the city, with satellite faculty buildings; that provides higher and further education opportunities CCAAP – has identified the social infrastructure (health, education) needs within city centre, and neighbouring areas (e.g. Bright Street) Business Growth – encourage businesses to grow and engage in community development projects to ensure enhanced employment opportunities, particularly through LIC involvement.
<p>Creating strong and supportive communities</p>	<p>OP Objective 1 and 2 and overarching Themes 2, 3 and 4</p> <p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> Public Realm Implementation – ensuring safer environments through design, and shared community identity Cultural Gap Analysis – identifying opportunities to encourage community cohesion and participation Arena – encouraging shared community engagement.
<p>Creating the UK's environment capital</p>	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> Carbon Challenge (South Bank phase 1) – OP continues to drive this development forward to achieve Code for Sustainable Homes level 6 South Bank (phase 2) – continuing to drive the environmentally sustainable credentials of the Carbon Challenge into and through the rest of the South Bank development area Energy Provision - leading the formation of an ESCo which may incorporate energy from waste Adapting to Climate Change - leading to investigation and implementation that builds resilience into all strategic developments Green Quarter – providing a flagship environmentally sustainable business quarter in the heart of the city to showcase the future of developments Public Realm Implementation – delivering of an attractive city centre with good quality open space, and environmentally sustainable approaches to public realm enhancements OP also provides a dedicated resource to drive forward the environmental and sustainability agenda Sustainable transport – to develop feasibility studies on key sustainable transport initiatives with PCC and other partners Eco-Innovation Centre Improve accessibility to the IGS through dashboard approach Develop tool to measure sustainability of projects against IGS criteria Develop processes for refreshing IGS datasets Carbon footprinting approach Successful delivery of the Tour Series Cycle Race
<p>Delivering substantial and truly sustainable growth</p>	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> OP are taking the lead in the delivery of this priority, and the majority of OP's projects and initiatives respond specifically to this priority The CCAAP and its implementation strategy has identified housing, commercial, leisure and cultural opportunities to create a vibrant city centre Housing will be a key part of the following projects: <ul style="list-style-type: none"> South Banks Station Quarter

	<ul style="list-style-type: none"> ○ District Hospital ○ District Centre regeneration ○ Urban Extensions ● Economic prosperity will be advanced through many of the above projects including mixed use development ● Infrastructure Delivery projects – will be key to the delivery of many housing and employment schemes in the area ● Assisting with the delivery of other housing and mixed use development schemes in the wider Peterborough area ● Inward investment – providing positive response, introductions and facilitation to companies interested in investing within the greater Peterborough area ● Business support – direct intervention and support to businesses to identify their needs, requirements and ensure local networking ● University – to develop a full university campus within the city, with satellite faculty buildings; that provides higher and further education opportunities. <p>Opportunity Peterborough will work with the City Council and other partners such as HCA and Housing Associations to seek significant numbers of affordable housing in all schemes, as well as other housing developers to ensure a wide range of housing opportunities, in line with the LAA targets.</p>
--	---

Links to PCC Corporate Plan

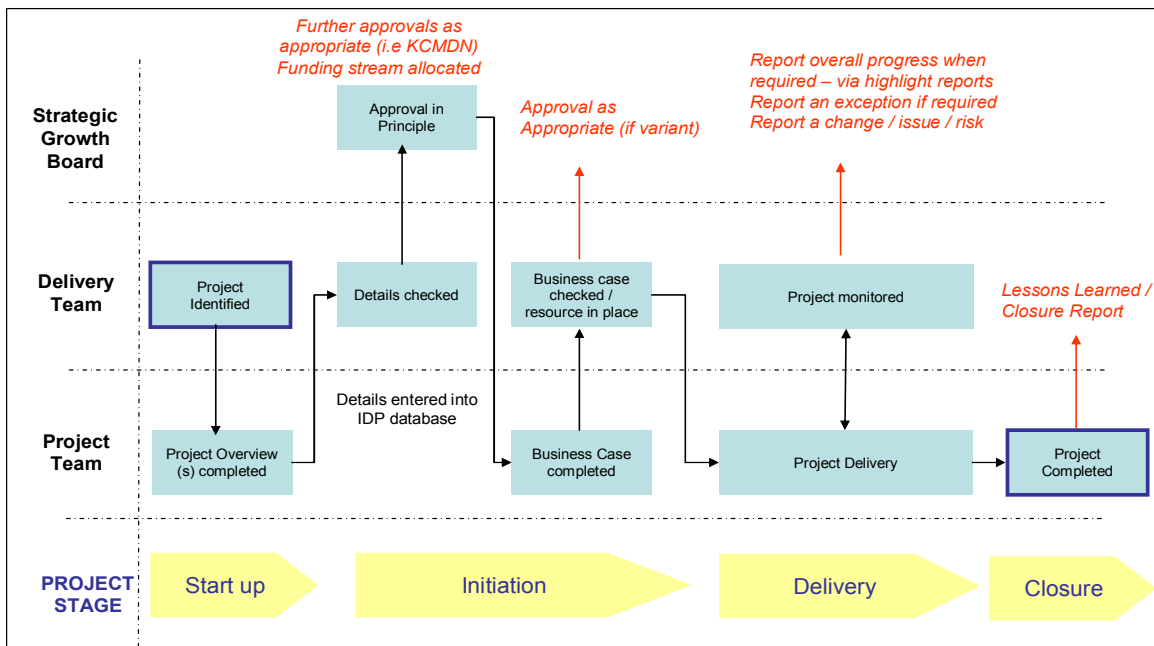
PCC Priorities	OP Contribution
<p>Peterborough City Council: shares the Sustainable Community Strategy vision:</p> <p>“A bigger and better Peterborough, the centre of a thriving community of villages and market towns. “A city that grows substantially and is sustainable, building on its heritage and environment city status. “A city that is acknowledged internationally as a model of how to deliver truly sustainable growth in order to improve the overall quality of life of its people, communities and environment.”</p>	
Plan and deliver a safe, attractive and environmentally friendly city	<p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> ● Public Realm Implementation – that delivers of an attractive city centre with open space ● Carbon Challenge (South Bank phase 1) – OP continues to drive this development forward to achieve Code for Sustainable Homes level 6 ● South Bank (phase 2) – continuing to drive the environmentally sustainable credentials of the Carbon Challenge into and through the rest of the South Bank development area ● Energy Provision - the formation of an ESCo which may incorporate energy from waste ● Adapting to Climate Change - leading to investigation and implementation that builds resilience into all strategic developments ● Green Quarter – providing a flagship environmentally sustainable business quarter in the heart of the city to showcase the future of developments ● Eco-Innovation Centre Phase 2 ● OP also provides a dedicated resource to drive forward Peterborough’s environmental and sustainability agenda ● Improve accessibility to the IGS through dashboard approach ● Develop tool to measure sustainability of projects against IGS criteria ● Develop processes for refreshing IGS datasets ● Carbon footprinting approach ● Successful delivery of the Tour Series Cycle Race.
Achieve the best possible health and well-being	<ul style="list-style-type: none"> ● CCAAP – identifies the social infrastructure (health, education) needs within city centre, and neighbouring areas (e.g. Bright Street) ● OP will work with partners to help move forward projects such as the Well-being Centre, and input expertise to the LIC Board, LAA Board and Exec Group.
Make Peterborough a better place in which to live and work	<p>The majority of Opportunity Peterborough’s projects and initiatives respond specifically to this Priority.</p> <p>Key Projects and Initiatives:</p> <ul style="list-style-type: none"> ● City Centre Area Action Plan

	<ul style="list-style-type: none"> Public Realm Implementation South Bank Station Quarter District Hospital LAA Priority 4 Lead Enabling Creative Solution Arena Infrastructure Delivery University Centre University Campus Eco-Innovation Centre II Business Growth Team City Wide Marketing
Provide high quality opportunities for learning and ensure children are healthy and safe	<ul style="list-style-type: none"> CCAAP – identifies the social infrastructure (health, education) needs within city centre, and neighbouring areas (e.g. Bright Street) Public Realm Implementation – ensuring safer environments through design, and shared community identity University – to develop a full university campus within the city, with satellite faculty buildings; that provides higher and further education opportunities. Help to develop the prospectus for the University Centre in the interim.
Being accessible, effective and efficient	<ul style="list-style-type: none"> The OP Marketing Plan and Communications Strategy will ensure that Peterborough's stakeholders and general public are not only aware of our activities, but are closely engaged in moving our initiatives forward.

Evaluation and Succession Planning

1. Monitoring and Evaluation

Monitoring of the programme of delivery will be undertaken through OP in conjunction with Peterborough City Council on a project by project basis which will effectively support not only the Strategic Growth Board (SGB) but also the OP Board as monitoring and reporting becomes synchronised. As such the adoption of the following process flow chart outlines the key monitoring and reporting procedures, to ensure appropriate approval and management of strategic projects.



The OP Board / SGB will only need to approve or recommend an initial project brief / project overview document in order to commit resources and investment. All other updates, including business case and highlight reports, will be provided on an exception basis or at the specific request of the OP Board / SGB.

OP and PCC are finalising an overall performance management framework for growth and regeneration that supports the requirements of all key the growth governance arrangements, such as the LAA, SGB and OP Board, to avoid duplication and ensure that monitoring, reporting and evaluation only has to be done once.

OP and PCC are keen to establish an information hub for the growth programme providing access to good quality information on all matters relating to the management and delivery of growth.

2 Performance Targets

Our performance areas are essentially our objectives, which clearly identify the priority areas that OP remain focused on, and from which are derived key performance targets for the coming year. These are based primarily on key LAA targets; they represent current LAA figures (as of February 2009) but may be affected by the LAA refresh. OP performance targets will be adjusted accordingly.

Key Performance Measure	Performance Target for year	Monitoring Frequency
Performance Area : City Centre Vibrancy		
Night time economy	Extension of late night shopping days and hours	Bi-annual
No of residents using city centre 'after work'	Increase evening footfall through Cathedral Square/ Queensgate	Annual
Mix of retail / restaurant provision	Increased choice of city centre bars and restaurants (monitor change of use)	Annual
Performance Area : Substantial and Sustainable Growth		
No. of dwellings granted planning	1850 per annum	Quarterly
No. of dwellings delivered	1450 per annum	Quarterly
Percentage development on brownfield land	Minimum 60%	Quarterly
Av. Density of new build	City centre – 100 dph Urban areas – 70 dph Urban extension – 50 dph Villages – 30 dph	Quarterly
% homes built to CSH level	CSH 3* - now CSH 4* - 2009 CSH 5* - 2012 CSH 6* - 2015	Quarterly
Performance Area : Diverse Business Community		
No. of new employment opportunities	% increase in total job numbers (to be set in accordance with LAA)	Annual
No of net company formations	% increase in net annual business formations (to be set in accordance with LAA)	Annual
Green businesses	Membership of EnCluster	Bi-Annual
Qualifications	Increased qualifications for working age adults Increased % with NVQ3 and above	Annual
Performance Area : Marketing and Communications		
Improved perceptions of URC	Positive press cuttings per month Web traffic and dwell times	Quarterly
Stakeholder support for URC projects	Funding renewed and stakeholder feedback	Bi-annual
Improved profile of Peterborough	Positive press cuttings per month Web traffic and dwell times % increase in inward investment enquiries	Quarterly

Direct Output	Lifetime	Achieved up to 31/3/09	% of lifetime outputs
Public Sector investment (£m)	191.8	7.2	3.8
Private Sector investment (£m)	860.7	0	0
Commercial Floor Space (sq m)	216,305	0	0
Jobs Created	1895	29	1.5
Housing Units	2855	0	0
Land brought back into use (ha)	67.4	0	0

Lifetime gearing

Brokered Output	Lifetime	Achieved up to 31/3/09	% of lifetime outputs
Public Sector investment (£m)	14.5	2.5	17
Private Sector investment (£m)	1,734	2	0.1
Commercial Floor Space (sq m)	132,340	0	0
Jobs Created	7325	30	0.4
Housing Units	9,550	0	0
Land brought back into use (ha)	31.4	0	0

Finance

Income & Expenditure account for 1st April 2008 to 31st March 2009

	Budget Annual £000	Actual YTD £000	
Income/Funding			
HCA	514	294	
EEDA	740	250	
PCC	519	418	
ERDF	NIL	NIL	
Other	1045	918	
Expenditure			
Staff Costs	933	850	%Exp÷ Total EXP 52
Offices/Premises Costs	67	60	4
Traveling/Transport	9	13	1
Consultants PI/Proj	1560	377	23
PR/Marketing	105	92	6
Other	148	228	14
Surplus/(Deficit)	(4)	260	

Average No. of Staff

15

Comments

Other income/funding is mainly CLG/GAF3. Other expenditure includes City Marketing.