

# PERCEPTION PETERBOROUGH

# Perception Peterborough Report

4 February 2009

The Perception Peterborough report has been produced by Haring Woods Associates in consultation with the Perception Peterborough Steering Group.

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**“Democracy is about people being empowered to take charge of their own lives and share in the power that effects them. That is exactly what I see the potential for in Peterborough.”**

Benjamin Barber, political theorist, author and Perception Peterborough participant

8 October 2008, The Guardian, Society supplement

# 1

## Executive Summary

**“Perception Peterborough has enabled all of us who have participated to think freely, to think without barriers and to think creatively about our city as it is, but more importantly, what it could really be.”**

Gillian Beasley, Chief Executive, Peterborough City Council

Perception Peterborough was a dynamic and creative visioning initiative to develop innovative approaches to the challenges and opportunities facing Peterborough and its future growth. As one of the UK's four Environment Cities, Peterborough is pursuing a goal to be recognised as the UK's Environment Capital. Commitments include an extensive agenda of growth over the next 15 years, entailing building 25,000 new houses, creating 20,000 new jobs and increasing the population by 40,000. Peterborough is a city with big ambitions and a drive to achieve big objectives.

Perception Peterborough was devised through a partnership with Peterborough City Council, Arts Council England, East and East of England Development Agency, supported by Opportunity Peterborough, Sport England, Museums, Libraries and Archives Council and Heritage Lottery Fund.

Conceived with the conviction that creative and cultural practitioners can bring fresh perspectives and new sets of skills to consider social, cultural and economic challenges facing communities, the outcomes developed through this process, whether large, small, short or long term, were unpredictable. However, a new and viable delivery model, as distinct from a local authority delivery plan, has been developed to take forward the valuable ideas emerging from the Perception Peterborough process.

Over 4 days in September 2008, a total of 50 key local representatives and international creative thinkers with over 10 different nationalities were brought together to take part in a series

of creative visioning activities. Within the overall theme of Environment, the process focused on three crucial, related subjects: Green Infrastructure and Environmental Technologies, Social Cohesion within a Climate of Migration and Growth and Development of the Built Environment.

The creative process held a mirror up to the city and its people, enabling the participants to see through others' eyes the assets and challenges of Peterborough, and to motivate individuals and agencies to recognise their place in the wider picture of the city's future growth. Arts and culture as a driver of public policy and policy outcomes was positioned from the outset to underpin all aspects of the Perception Peterborough process.

Haring Woods Associates (HWA) a creative and strategic consultancy and artist studio Proboscis were appointed to devise and manage the visioning process through a series of interdisciplinary workshops, followed by a presentation and media event, and culminating in this comprehensive report. For Perception Peterborough, HWA and Proboscis applied creative methodologies to deliver an actively participatory process that enthused local and regional partners and engaged international practitioners. The Perception Peterborough process was based on HWA's 'CONNECT' methodology, and Proboscis' Anarchaeology process. HWA's CONNECT successfully encourages interdisciplinary partnerships between stakeholders, partners and individuals, particularly in local authorities who are charged with the practicalities and challenges of delivery and community cohesion; Proboscis' Anarchaeology process excavates the layers of knowledge and experience of places as a starting point to shaping the future through a participatory creative process.

As a model of working which has been applied in many different places and situations, CONNECT is tailored precisely to benefit the people and the place where it is being used, focusing on combining different skills and knowledge bases to identify and develop future action plans. Of particular importance now, in a time of unprecedented economic pressure, this methodology shows significant value for money through best practice and partnership working, by mitigating potential waste and duplication. Through this CONNECT methodology Perception Peterborough has identified that a joined up commitment exists amongst the partners to realise Peterborough's vision, and that this very real and exciting energy can be driven through a creative process.

**“Peterborough now has some new points of reference, a new way of thinking about the city, and a fresh and concerted effort involving a range of partners that have got to know each other for the first time.”**

Andrea Stark, Executive Director, Arts Council England, East

This report documents the Perception Peterborough visioning process, how the CONNECT methodology was used and the ‘ideas’ that were generated within the interdisciplinary workshops. But more importantly the report details how this interdisciplinary methodology, which from this point will be referred to as the Perception Peterborough methodology, can be used to maintain the commitment, creativity and energy of the workshop experience, develop and integrate the ideas within the Perception Peterborough partners’ delivery plans and agendas.

Six key ideas emerged from the workshops, which the Perception Peterborough stakeholders agreed to communicate through the Presentation Event held on October 22nd 2008. These key ideas were the five most ambitious, robust and appropriate models which introduce new opportunities, build on existing initiatives identified in Peterborough and indicate new ways to help deliver Peterborough’s growth agenda:

**The Knowledge Bank** – The Knowledge Bank is a mobile ideas store where local people can physically record, or ‘bank’ their ideas, and develop culture-led initiatives. Contributors will be encouraged to deposit ideas which are experimental, risk taking, innovative, with local identity and local ownership. The Knowledge Bank also serves to identify both the perception and reality of Peterborough’s arts and cultural assets. It will act as a collection point for existing and related information, ideas, suggestions and case studies that together demonstrates the wealth of knowledge in Peterborough which can be drawn on to develop and inform future plans and develop new initiatives.

**New Metric** – The Perception Peterborough process also raised the need for a ‘new metric’ – a system to measure society’s ‘soft’ or social elements which contribute to a ‘sense of place’ and how this affects and contributes to a better quality of life. The Knowledge Bank and New Metric are models which can work together to expand the Perception Peterborough methodology and provide the local information needed to deliver the other ideas.

**A Connected City** – This addresses the underutilised assets of the city, by balancing the development of the city centre with the townships and rural areas as well as reconnecting the city centre with the outlying urban areas through public realm developments. However it must be ensured that growth is sustainable and informed by the needs of local people. Specific proposals included developing a new housing model for communities in and around the city, structured to support the local economy and ensure that wealth and social capital was invested and remained within the city. This Peterborough housing model, founded on successful precedents is dependant on the development of a vibrant public realm.

**Environment Capital** – Building on Peterborough’s aim to achieve the status of UK Environment Capital would provide a distinctive focus for Peterborough’s growth agenda, defining it as a magnet for environmental industries, a liveable city where people choose to live and work, and which engenders pride and ownership in its citizens. The workshops explored a variety of mechanisms to support the existing delivery plans and empower communities to buy into the Environment Capital aspirations at all levels. Specific proposals included exploring the development of an environmentally responsible public transport system, incentives to encourage innovative environmentally sound business models, initiatives to establish civic responsibility for environmental best practice, and the development of existing Permaculture schemes.

**Peterborough as a Global Role Model** – The United Nations World Urban Forum in 2010 has a mandate to work with governments and principalities to deliver environmental sustainability and aims to identify best practice models, particularly those focusing on housing and development. Perception Peterborough is a dynamic new opportunity for partners to promote this creative process and the developing outcomes at the UN to an exceptional gathering of leaders from around the world. Specific proposals included using this opportunity and its fixed schedule as ‘the glue’ to connect Peterborough’s strategies and development plans for presentation to an international audience.



**Education** – Building on the existing plans and proposals for the new university for Peterborough, considerable opportunities emerged to form an integrated educational system for the city, contributing extensively to nurturing talent and the revitalisation of the city centre. Proposals included the delivery of a cutting edge environment curriculum across the education system, and support for the schemes to integrate the university campus into the life of the city

These six ideas are interdependent and at the core of the city's strategies. Pursuing these ambitious goals would be quantifiable through the objectives and targets of the Sustainable Community Strategy and Local Area Agreement. An holistic delivery approach, integrated with the extensive delivery plans already in place would generate the most significant outcomes.

The development and delivery of the ideas depends on the commitment of the partners, the investments to date and identification of leaders, teams and budgets necessary to continue the Perception Peterborough process.

**“We’re getting on with these plans now. Not in five years time when the markets are healthy again. We’re starting now, so that Peterborough gets ahead as an economy, and so that our people get the opportunities, facilities and neighbourhoods they deserve. And when the markets do wake up, people from other cities will see how Peterborough became the one place where time didn’t stand still.”**

Gillian Beasley, Chief Executive, Peterborough City Council at the Presentation Event, 22 October 2008

The Perception Peterborough project took place during an unprecedented period of turmoil in the world's economic markets, a situation which influenced the workshop discussions and highlighted financial realities and implications.

It is also important to remember that the ideas developed as part of this process were inspired by the expertise and creativity of participants from across the world. This was a two-way process where participants were inspired by Peterborough's ambition and approach and saw it as a potentially world-class example of best practice in how a creative-led approach can be used as an effective vehicle to deliver growth in a mid-sized global city.

Perception Peterborough continues to achieve its aim of raising the profile of the city on a local, national and international stage through high-profile media coverage, including a front page article in the Guardian's Society supplement. This was a measure of how the ideas developed through the process have a strong resonance with current political thinking around the development of a more conscientious civil society.

**“The real result of the workshops was an energized citizenry, a city re-imagining itself in terms of its assets and aspirations, a city able to see itself in all of its potential connectivity with a world it might help shape and lead. In a word, the result was an emerging common vision produced by creative housing developers, thoughtful town councillors, inspired cultural officers and a broad range of concerned regional stakeholders.”**

Benjamin Barber

## 2 Introduction to Peterborough

Peterborough is located 78 miles north of London, on the Northern edge of the Eastern Region, bordering the East Midlands, in Cambridgeshire. The city itself covers an area of 343 square kilometres and is the sub-regional centre for north Cambridgeshire, south Lincolnshire and east Northamptonshire. Peterborough, a unitary authority, has been designated as a growth area within the Government's Sustainable Communities Plan.

It is a city which is characterised by contrasts between a historic city centre with a spectacular Norman Cathedral, an industrial heritage of transport, heavy industry and engineering, and an outer ring of three urban townships (Bretton, Werrington and Orton), built in the 1960s and 70s as part of the city's New Town status which it achieved in 1968. A fourth township called the Hamptons is currently being developed. Peterborough's boundaries also take in a series of villages, many of which are set within a rural Fenland environment.

Externally Peterborough is well-known as a transport hub, through the train station which is a key stop on the East Coast Mainline and road networks which connects the Eastern Region to the rest of the country. It also has the reputation of being one of the easiest cities in the region to move around by car.

The city has a current population of 166,000, of which 146,000 live in the Peterborough urban area, and the rest in the outlying villages. Peterborough has a long history of welcoming newcomers and is regarded as a relatively cohesive city. It is estimated that 10% of the population were born outside the UK and there are 100 languages spoken and 93 different nationalities in the city.

Whilst Peterborough and its surrounding area has strong natural and historic environmental assets, a significant number of listed buildings and ancient monuments, SSSIs, and Flag Fen, (a Bronze-Age centre), there are presently few venues for active local professional creative industries and existing provision is typically at a voluntary or touring level.

**“We cannot expect others to see Peterborough as a vibrant city to be proud of if we cannot provide the means for our own people to develop a sense of pride.”**

Heritage Strategy for Peterborough, 2008 to 2012, Peterborough City Council

It is recognised that the city is not making best use of its assets. Issues include:

- A railway station which provides an unattractive gateway into the city
- A cathedral which is one of the least visited in the country
- A city centre that is underused at night and not always welcoming to residents
- Unsympathetic development of shopping provision in the city centre
- A river that is disconnected from the city centre by its transportation system
- Lack of high quality office space and low density accommodation in the city centre
- A physical and social disconnection between the city centre and the outlying townships and rural villages
- Lack of promotion of the city and its surrounding areas
- Limited cultural and recreational facilities relative to a city of Peterborough's size

The current employment specialisms of the city are food, construction, publishing, auto, finance and leisure, with 30% of the city's workforce employed in one of these sectors. The city is developing a specialism in environmental sciences, linked to the development of renewable power, a sector with the potential to grow nationally by 45% over the next 10 years.

There are plans for improved public realm within city centre developments and a tender has recently been put out to deliver a carbon neutral housing scheme on the South Bank. Peterborough is a recipient of national and regional regeneration focussed funding including the East of England Development Agency's 'Economic Participation Programme' and 'Neighbourhood Investment' funding.



### 3

## How Perception Peterborough developed

### 3.1

#### Background and aims and objectives

The stated aim of Perception Peterborough was to: “bring together creative thinkers to develop innovative approaches to the challenges and opportunities facing Peterborough and via this to raise Peterborough’s profile locally, nationally and internationally.” Perception Peterborough brief, Peterborough City Council, 2008

The overall cost of the 12 month long project was £185,000 plus staffing and operational support from all the organisations involved. The financial value of staff time and in kind support has not been calculated, but the partners provided the following financial contributions:

Arts Council England, East	£60,000
Peterborough City Council	£50,000
East of England Development Agency	£50,000
Opportunity Peterborough	£10,000
Sport England	£10,000
Museums, Libraries and Archives Council	£ 5,000
Heritage Lottery Fund	£ 1,500

These funders and partners made up the Steering Group for the project. The role of the Steering Group was to contract the delivery agency, oversee the day to day management of the project and monitor its strategic direction . A list of members of the Steering Group can be found in **Appendix A**.

A wider Stakeholder Group was set up to ensure that the project was responsive to both local and regional priorities. The members of this group were: Greater Peterborough Partnership, Voyager School, Screen East, New Link, English Heritage, Natural England and Government Office East. A list of members of the Stakeholder Group can be found in **Appendix B**.

This visioning project came at a time when there had been a great deal of regional investment and partnership development. It was felt that there was a climate of change, an evaluation of current activities and a range of challenges for delivery in the city. Partners agreed that the Peterborough model must inspire stakeholders to action and offer a legacy of an inter-disciplinary approach that would enable them to sustain the momentum of change in the city. The desired

outcomes of the project were to maximise the value and impact of the work Peterborough has undertaken to date and help it to unlock new ways of working to deliver its growth agenda. The outcomes were intended to add value to partners’ understanding of the positioning and identity of Peterborough and the opportunities and challenges they share if they are to capitalise on its agenda.

This process and presentation event was intended to empower stakeholders to develop a shared ownership and the dynamism to support future delivery. Creativity and culture were perceived as catalysts for this, as well as integral to the delivery of the Department for Communities and Local Government’s vision of prosperous and sustainable communities.

The steering group agreed that the project would incorporate the following elements:

- Analysis and creative interpretation of existing policy and strategies
  - Production of creative materials to inform project participants and partners about the city and its growth agenda
  - Delivery of a series of creative days which brought together local policy and decision makers, key regional players, internationally renowned creative thinkers and creative practitioners
  - Promotion of the city through provision of opportunities for international delegates to experience the city and through the delivery of a high profile Presentation Event, which will attract national media coverage
  - Identification of a range of recommended outcomes, including an exploration of future creative delivery models and initiatives
  - Identification of issues and opportunities around the replicability of the project in other areas and contexts
- The partners worked together to identify what they saw as the key issues and challenges facing the city which should be addressed through the project. The key goals of the project were to:
- Raise aspirations of Peterborough’s 15-20 year growth vision
  - Create shared ownership across economic, health, skills and cultural agendas of growth
  - Promote culture as an enabler and delivery mechanism for Peterborough
  - Connect new opportunities with existing assets in a dynamic way

- Acknowledge challenging green infrastructure demands/commitments in future builds
- Capitalise on local environmental innovation
- Promote cultural diversity as a valuable cultural asset
- Making sure that cultural development can align with public realm and growth agendas

It was agreed that the project should focus on 5 key themes and priorities, which were identified as being at the heart of the growth agenda for the city:

1. An overarching theme of the environment, which took account of Peterborough's ambition to be UK Environment Capital
2. Green infrastructure and environmental technologies
3. Social cohesion within a climate of migration
4. Growth and development of the built environment
5. The role of culture and creativity in delivering growth

By addressing these themes it was intended that the project would explore the physical manifestations of growth within the city and potential economic drivers, and equally consider the impact of growth on the current and future citizens of the city.

A key priority for the project was to explore how creative methodologies could be used to deliver a series of original creative activities which would involve the project partners, community representatives, creative practitioners from different disciplines and international contributors.

The project was delivered through 5 main stages:

1. Research and creation of the 'Impressions'
2. Workshop preparation
3. Delivery of Workshops
4. Analysis and development of outcomes
5. Presentation Event.

Throughout this process, the project's momentum and overall success relied strongly on the support and interaction with the Steering Group with additional guidance from the Stakeholder Group.

## 3.2 The Delivery Team

The Steering Group contracted Haring Woods Associates (HWA) and artist studio Proboscis to deliver Perception Peterborough.

HWA is a London based creative and strategic consultancy, established in 1996 to respond to the collective needs of commerce, culture and community.

HWA has a strong track record of establishing and maintaining new public/private sector partnerships, working with clients' existing resources and delivery structures to create interdisciplinary teams. HWA's model of informed and integrated consultancy works as a true democratic partnership throughout the delivery process to achieve positive and sustainable results.

HWA has developed the CONNECT methodology, which successfully encourages interdisciplinary partnerships between stakeholders, partners and individuals, particularly in local authorities who are charged with the challenges of delivery and community cohesion. CONNECT integrates individuals into a creative process, often led by artists or creative practitioners to identify commonality within their individual agendas and instigate an enthusiasm for creative visioning which is translated into tangible and achievable plans. Having initiated this creative process at the earliest opportunity, where all individuals in the team are identified as co-makers with the artist or creative practitioner, the CONNECT process works towards reaching solutions, agreeing actions, identifying knowledge gaps and establishing the next steps. The CONNECT methodology was employed throughout the Perception Peterborough process.

Haring Woods Associates' team includes high profile international political theorist and best selling American author, Benjamin Barber and Norwegian environmental expert and consultant with the UN, Jan-Gustav Strandenaes.

A primary strand of HWA's work is developing new models of public consultation and information gathering through a creative engagement model, Perception AREA. HWA's models inform designers and decisions makers within local government, and regeneration and renewal agencies including private sector developers and associated partners.

HWA and Proboscis chose to collaborate on developing and delivering Perception Peterborough. Proboscis is a non-profit artist-led studio which combines artistic practice with commissioning, curatorial projects, design and consultancy. Collaboration is at the core of Proboscis' practice and ethos. They have developed a process of collaboration that is based on understanding how we can learn from others, bringing in not only new skills but also new perspectives to their work. Proboscis often work in transdisciplinary teams, where different skillsets are brought together to collaboratively develop solutions and outcomes, learning from each others areas of expertise and offering fresh insights into habits and standard practices. They identify intermediaries within the community to establish trusted relationships and add local and disciplinary expertise. Proboscis maintain a wide range of contacts around the world including academics, artists, public realm specialists.

Proboscis brought with them creative methodologies they developed in the UK and used recently in Australia and Canada, to help build up a broad range of visions for the future of Peterborough from local, regional and international perspectives. They have developed a participatory process called Anarchaeology which both 'excavates' knowledge and experience of places and communities and use this as a starting point to add new layers of meaning and interpretation, focusing on how perceptions of place can be shaped into the future through a participatory creative process.

Both HWA and Proboscis begin consultation, visioning and collaborative processes as creative thinkers. For Perception Peterborough, both companies applied their methodologies to deliver an actively participative process with the aim of enthusing local and regional partners and engaging international practitioners. Linstock Communications were contracted by Peterborough City Council to deliver the PR strategy and campaign and manage the process of collecting project press coverage. A communications sub-group was formed to advise and direct Linstock, with particular regard to the complexity of the Steering Group approval system to position Perception Peterborough's media messages in line with Peterborough City Council and Opportunity Peterborough policy and PR protocol. HWA were co-opted onto the communications sub group to help manage the press resource material emerging from the workshop participants and the outcomes.

### 3.3

## The Perception Peterborough approach

Partners recognised that there was a need to further develop a shared vision and priorities for the city and work together to develop vehicles for the delivery of agreed priorities. It was recognised that in the past the city has not made the most of its positive qualities and that this could impact on the successful realisation of its growth priorities.

The Perception Peterborough approach was to forge a unique combination of elements: motivation, partners, funding streams, site specifics, strategic analysis, participants and creative processes. The foundation for the approach built on the extensive planning and regeneration already underway in the city.

Perception Peterborough was designed to be a creative process of transdisciplinary discussions, dynamic workshops and engaging activities that would build up an exciting and broad range of visions for the future of Peterborough from local, regional and international perspectives. Employing creative tools, processes and methodologies Perception Peterborough aimed to question existing assumptions, map current perceptions, instigate new points of view, and generate a new understanding of Peterborough and the challenges it faces during this period of historic growth and development for the city.

Fundamental to the process was the positioning of culture as a key driver for growth. Specific cultural goals, such as creating new arts centres or new cultural programmes were not the intention or expected outcomes. Identifying and developing cultural solutions for the workshop outcomes was at the heart of this initiative.

### 3.3.1

## Strategy and policy review and analysis

The creative process for Perception Peterborough followed a number of interdependent stages, which built towards the visioning workshops. A key element of the brief and the start of the process was the analysis of existing strategies and plans for Peterborough.

The Steering and Stakeholder groups identified and provided a multiplicity of national, regional and local strategies and plans which have been produced, outlining growth and development plans for Peterborough over the next 20 years.

HWA undertook to review, analyse and creatively interpret over 50 of these existing strategies and policy documents pertaining to the future of Peterborough's economy, culture and community. A full list of these strategies and plans is reproduced in **Appendix C**.

The starting point for this review and presentation acknowledged that policies and strategies must remain responsive to immediate and long term influences on the public realm.

Through analysis, a number of key elements of the growth agenda planned for the city were identified:

By 2021, Peterborough intends to be the UK's Environment Capital, and a city which has:

- A strong business sector that specialises in companies which develop and provide environmental knowledge and services
- A walkable city centre with a legible public realm, higher density housing, improved office space and a wide range of cultural activities and venues
- Enhanced use of the riverfront for a range of leisure activities
- A rich and varying cultural life, with a vibrant night-time economy, which celebrates and builds on the historic identity of the city
- Enhanced access to open space for both city centre dwellers and those who live in townships
- An improved education offer with a new university that specialises in environmental sciences, sustainability, finance and health
- Strong and cohesive communities who have pride in the local area and are committed to its development

Key trends and priorities were identified which were further explored through the visioning exercise.

A preoccupation of many of the strategies was determining what should be the vision for Peterborough. It is recognised that historically the city has had weaknesses in terms of marketing itself and there has long been confusion between the 'New Town' image with the heritage of the city and its geographical position in the Fens.

Building on issues of image, it is apparent that, on occasion, some of the strategies articulated what had worked in other cities, rather than what is distinctive about Peterborough. Some of the comparisons within the strategies could be viewed as unrealistic (such as successful initiatives in very different conurbations) and it could be said that the city was not comparing like with like. It also made success all the harder to achieve and measure. This was particularly apparent in relation to culture with plans making reference to Peterborough as a potential candidate for European Capital of Culture in 2020 or as developing one of England's largest and most visited year-round programme of coordinated and themed cultural events.

Connectivity between the multiple strategies produced for Peterborough was also not always clear. This is perhaps unsurprising within a Unitary Authority such as Peterborough, with a multiplicity of key players and stakeholders, but also could point to a question about leadership and partnership working for the city.

The word 'leadership' implies one person or organisation; however this visioning process has instigated the development of a new model for leadership and partnership working in Peterborough.

HWA and Proboscis presented the summary of these policy and strategy documents in a creative notebook format to encourage readers to engage with what might otherwise be perceived as highly detailed and difficult to digest information. This snapshot of information designed for all Perception Peterborough workshop participants, provided an objective and useful creative tool for identifying the connections, or lack of them between existing thinking throughout the city.

The text from the notebooks is reproduced in **Appendix D**.

From the analysis a number of key issues emerged which informed the workshop content and were explored further through the visioning process.



### 3.3.2

## Selection of Workshop Participants

The strategy for the shortlisting of the workshop participants focused on achieving a balance of representatives from the public, private and voluntary sectors, Peterborough Local Government Officers and Elected Members, regional cultural and development agencies, cultural diversity specialists, artists whose practices involved working in the public realm, environmental specialists and educationalists.

In building the participant teams, consideration was given to the fact that while many people can offer significant relevant knowledge and expertise, not everyone would have the ability to step outside of their professional and personal spheres, to transcend real or imagined barriers to change and allow themselves to dream, to vision, to imagine what might be. As many of the participants were directly responsible for delivering initiatives in the public realm, the opportunity to vision without accountability was intended to tap into new or underused resources.

Over 140 candidates were put forward by the steering and stakeholder groups. The participants were shortlisted by HWA and Proboscis, with the final selection directed by HWA with a view to their potential contribution relative to each day's theme. However, the structure of the workshops was intended to provide a platform for each person to explore and express their ideas across the 'big picture' of Peterborough's future.

The participants were selected with the understanding that their individual contributions might not be directly credited to them, whatever their professional standing and customary ownership of new concepts. Finally, it is important to note that while some of the participants not directly connected with Peterborough received a nominal fee and expenses, not one of them requested or expected their professional rates. By contributing to the visioning process the participants received in exchange professional development, and the opportunity to participate in a unique and stimulating intellectual and social exercise.

The international participants were selected for their particular national experience and global perspectives. None of the five members of the international team had any prior first-hand experience of Peterborough. A full list of participants and short biographies can be found in **Appendix E**.

### 3.3.3

## Wanderings and Impressions

Proboscis undertook a series of visits to Peterborough for site specific background research described as 'Wanderings', which involved conversations, interviews, encounters and journeys with over 20 local people of different ages, cultures and socio-economic backgrounds. Proboscis 'journeyed' through Peterborough city, its townships and villages by car, train, bus, bike, kayak and on foot to investigate the city and its surrounding landscapes.

The partners were clear from the start of the project that Perception Peterborough was not intended to be a public consultation or engagement process. However it was felt that at this stage the constituent's presence should not be ignored or lost.

These wanderings were key in ensuring the presence of local people from Peterborough, who brought a 'grassroots' voice to the visioning process, which allowed the local, regional and national professionals to connect with local communities. This 'voice' helped reinforce the overarching message from the three days of workshops that regeneration and change within the built environment should be informed through the concepts of how the constituent presently 'uses', would 'use' or why they do not 'use' their physical infrastructure. In other words, there was a general consensus that the constituent should be a recognised and pro-active stakeholder in the future development of Peterborough.

Referencing the overarching theme of Environment, the Proboscis team discussed and explored the main themes and gathered local and grassroots perspectives to achieve a richer understanding of what it is like to live in Peterborough and aspirations for the future.

These conversations and wanderings formed the basis for a series of artists responses or 'Impressions' of Peterborough realised as short films, audio collage, several small booklets, drawings and seed packets which could be easily shared both physically and digitally. The Impressions were a key means of conveying a local sense of place to national and international participants in the workshops in that they provided 'slices' through Peterborough that could be explored individually or in association with other project materials and activities.

Proboscis invited award winning, Sydney based illustrator Matt Huynh to work with the team in London to design a three dimensional StoryCube representing the three sub-themes of Perception Peterborough through distinctive graphics. This highly visual and playful representation provided space for creative thinking beyond words and written documents as well as condensing and communicating the themes and ideas that run through many of the policy documents, outside of text and language.

A 'box of tricks' package of creative materials and background information was delivered to each Steering and Stakeholder Group member and each workshop participant. Contents were:

1. The Impressions which consisted of:
  - Lines of Mobility Diffusion eBook
  - Blocks of Change Diffusion eBook
  - Bus Adventures Diffusion eBook
  - Underused Assets StoryCubes
  - Monsters and Mermaids (8 panel french fold booklet)
  - Flows Film
  - Perspectives Film
  - Voices audio piece
  - Briefing Pack StoryCubes (illustrated by Matt Huynh).
2. The policy creative summary notebook
3. A selection of leaflets, brochures and maps produced by Peterborough City Council, Opportunity Peterborough, East of England Tourism, Arts Council England, East and Peterborough commercial and leisure businesses.

**“It was clear a tremendous amount of effort was put into them which resulted in a quality pack.”**

Chris Williams, Peterborough Renewable Energy Limited and Perception Peterborough Workshop participant

**“I really thought the briefing package served well in preparing participants for what was to come for the week. I thought the cubes were an innovative and playful aspect that allowed**

**participants to begin the flow of creativity that was the overall intent of the workshops.”**

Jeff Lederer, School of Architecture, Waterloo, Canada and Perception Peterborough Workshop participant

**“I think the advance materials were excellent, both in content and in presentation. The connected cubes are wonderful and the Peterborough information was well-researched and presented.”**

Paul Butcher, Senior Ethnic Minority Achievement Consultant, Peterborough City Council and Perception Peterborough Workshop participant

The strategy for the Perception Peterborough brand was to define the initiative as a project, distinct from existing steering group members' identities, strap lines and colourways. HWA and Proboscis worked together to produce a logo using a bespoke text only, designed by illustrator Matt Huynh. To underpin the identity of the project as a transition phase and process rather than the delivery of a complete product, graphics were sketches, drawings, extemporaneous photographs, using primarily recycled, card and paper materials.

**“The pack gave us a window on the beginnings of some real creative engagement with the people, the place and the issues for Peterborough.”**

Sally Labern, artist and Perception Peterborough Workshop participant



## 4 The Workshops

**“We came with a large mirror which we held up in front of the community so that Peterborough might see itself reflected – might catch a glimpse of itself and its future, already there in potential in the present vision of its leaders.”**

Benjamin Barber in his introduction to the International Workshop day, 18th September, 2008



HWA worked closely with the steering group to select and secure as a suitable workshop venue, Peterborough Museum, one of the city's most popular cultural venues. Located on Priestgate in central Peterborough, the Museum director was able to adjust the exhibition schedule of their Space4Art gallery to provide the rooms exclusively for the workshops. As the Museum is receiving significant investment from the City, and has put forward a bid for Heritage Lottery funding for a major redevelopment, the venue presented a compelling example of Peterborough in transition.

Originally planned to take place over three days, the schedule was increased to four days: Monday 15th September to Thursday 18th September, 2008 to allow for more extensive discussions.

It was agreed that each workshop day would focus on a specific theme, within the overarching theme of the Environment, namely:

Monday 15th, Day 1: Green infrastructure and environmental technologies

Tuesday 16th, Day 2: Social cohesion within a climate of migration

Wednesday 17th, Day 3: Growth and development of the built environment

Thursday 18th, Day 4: The International Day; Applying the Global Perspective

The workshops brought together 50 individuals, who were originally from 10 countries.

The five international participants were originally scheduled to attend only the fourth workshop day. Jan-Gustav Strandenaes was subsequently invited to attend all four days; his experience of international environment issues, management and in particular United Nations initiatives, provided a link to the Environment theme throughout the sessions. Rudd Kuijer, Jeff Lederer and Patama Roonrakwit both attended the Wednesday and Thursday sessions. Benjamin Barber also attended the Wednesday afternoon session, which prepared him for the Thursday overview day.

## 4.1 Workshop Structure

The primary purpose of the workshops was to explore and uncover visionary ideas and approaches within the overarching theme of Environment, not to prepare a final vision but to create and examine ideas that could inform it. This was done by kick-starting each workshop around Peterborough's aim to become Environmental capital. Four main questions were posed to engage participants with creative activities:

1. What would the features of an environmental capital be?
2. What will it mean to be the environmental capital?
3. What else do we have to consider?
4. How might we get there?

As stated previously the participants were able to contribute both specific and general knowledge and experience to each day's activities. This process helped a diverse group of professionals, across disciplines and professions visualise a wide range of ideas and acknowledged that expertise, vision and commitment already exists to achieve essential step change in the city.

The list of attendees for each day and workshop structure is reproduced in **Appendix F**.



## 4.2

### Creative methodology of the Workshops

**“Play is not foolish. It lies outside the antithesis of wisdom and folly... Play is a thing by itself. The play-concept as such is of a higher order than seriousness. For seriousness seeks to exclude play, whereas play can very well include seriousness.”**

Huizinga Johan, “Homo Ludens: A study of the Play-Element in Culture”, 1970



With the ethos of play as a central core to their work Proboscis created an intensive period of creative activity, ideas generation and exploration. This provided opportunities, outside of the normal work environment, for local and regional stakeholders, national and international participants to explore, experience and reflect on the three key themes. More importantly, these creative sessions provided an opportunity to challenge and re-think these areas through the creative methodologies developed by Proboscis. The transdisciplinary starting point allows participants with specialist points of view the opportunity to explore the issues from fresh perspectives.

**“I think that the playfulness and creativity of the first two workshops opened individuals up to the deeper questions.”**

Sally Labern, artist and Perception Peterborough Workshop participant

The morning sessions led by Proboscis created an environment that re-inforced the visioning ideology and removed the participants from their comfort zone, potentially masking a professional culture of risk aversion. This set the culture of the days and helped support an adventurous response to the afternoon's round of strategy focused discussions.

**“Through the interactive method of introducing the participants to each other, I came to learn a lot about the city, its people, its challenges, its possible future as an environmental city, even an environmental capital, in the UK.”**

Jan-Gustav Strandenaes, International Perception Peterborough Workshop participant

**Social Mapping** involved exploring participants' connections to each other and Peterborough by creating a physical 2 dimensional map. Using post it notes, brown paper and crayons, participants were encouraged by the Proboscis team to introduce themselves through visualising their links with other participants and Peterborough itself. Connections both known and revealed built trust within the group, setting the tone of workshop as a place where participants felt inspired, comfortable and willing to contribute. These large maps were later displayed on the workshop walls as reminders of social and physical connections.

**“The initial exercise [Social Mapping] was I think very useful as a means of establishing relationships amongst a disparate group of participants.”**

Simon Read, artist and Perception Peterborough Workshop participant

#### **StoryCubes**

The StoryCube is a tactile thinking and storytelling tool devised by Proboscis for exploring relationships and narratives. A dynamic yet simple way of gathering and sharing ideas for the future of Peterborough by engaging a group of people with text and images about a shared issue. Each face of the cube is illustrated or annotated to graphically convey an idea, a thing or an action.

Each day the collection of cubes created a physical landscape, an innovative three-dimensional view which represented multiple narratives and explored the relationships between them. The 'landscapes' built up in collaborative groups represented different approaches to dealing with the same issue. The high levels of negotiation that occurred in the creation of these landscapes was a precursor to the discovery and identification of multiple perspectives

The StoryCubes accumulated over the three days in the workshop space, as reminders of previous discussions. They provided source material for analysing each day's progress and have informed the overall review of workshop outcomes.

### **A map of a future Peterborough**

Over three days each workshop group built a large scale 3 dimensional map of Peterborough and made manifest their ideas around the features of an Environmental Capital. A new layer was created for each day of the workshop with participants using wooden blocks, plasticine, felt, text notes and other materials to contribute their 3 dimensional visualisations of the ideas explored in discussion groups. Fun and tactile, the Proboscis team used the playful qualities of this approach to enable participants to seriously investigate the different qualities that an idea may have when made manifest. It was a valuable capture tool for encouraging people to commit ideas to the 'real world' while allowing a whole group to share and adapt those ideas. At the conclusion of each modelling session, a digital audio recorder was passed to each participant for them to record the intention behind their contribution. These comments were variously poignant, revelatory and comic and are available as audio recordings which are on the archive CD whose contents are listed in **Appendix N**.

Proboscis also filmed the making and dismantling of the map; an edited version was prepared for the Presentation Event, and is also included on the enclosed archive CD.

These highly engaging, memorable processes were the crux of the creative process which challenged current understandings and indicated new approaches to meeting the challenges of Peterborough's future. Over the three days, a significant amount of physical and visual material was generated by the participants. The cumulative affect of these materials, both as a physical presence and creative stimulation provided an unusual and stimulating environment; combining the alchemy and unpredictability of an artist studio with the familiar setting of a meeting room.

**"I much preferred the interactive exercises over the presentation styles because it allowed people an opportunity to engage and discuss matters in a more comfortable way."**

Jeff Lederer, School of Architecture, Waterloo, Canada and Perception Peterborough Workshop participant

Each day the majority of the participants had lunch together in a local restaurant. Following lively discussion over lunch, HWA facilitated the afternoon sessions of strategic debate distilling and relating the outcomes from the mornings' activities (as described in Section 3.2). Through this process, the HWA team identified over the three days areas of commonality and potential conflict between the themed groups.

The fourth day, entitled Applying the Global Perspective, was devised to bring together international creative, strategic, environmental and political expertise to build on the work of the previous days. The Chair for the day was international political theorist and best selling author Benjamin Barber, with Jan-Gustav Strandenæs, consultant with the United Nations, as the concluding keynote speaker. The other international attendees were Dutch artist Ruud Kuijer, Canadian Jeff Lederer, General Manager, School of Architecture, University of Waterloo and Patama Roonrakwit Architect, Director and Founder of Community Architecture for Shelter and Environment from Thailand.

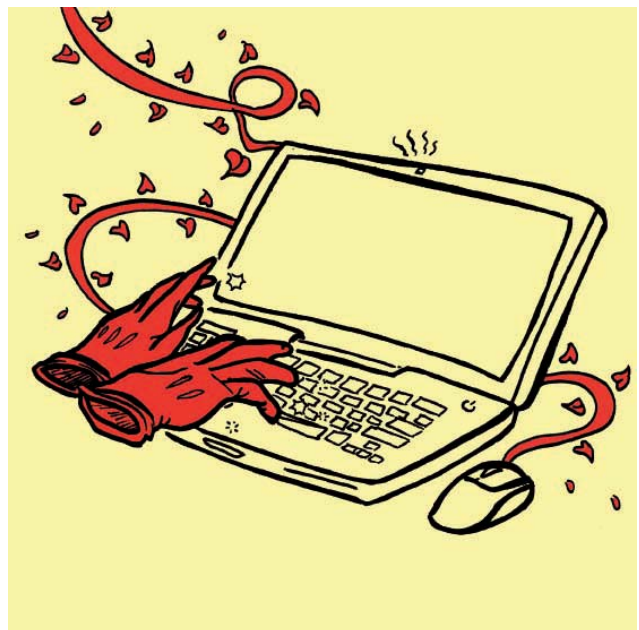
Benjamin Barber presented a 50 minute keynote address which positioned the Perception Peterborough process within the global context, against a backdrop of global economic conflict. Jan-Gustav Strandenæs presented a closing speech which introduced the opportunities for promoting Perception Peterborough to an international platform via the United Nations.

Over the four days it became apparent that there was a shared and common approach to the themes and a natural (and productive) cross-over between them. The concerns, observations and aspirations of participants were also evidently common amongst the groups.

**"I thought the workshop was really well-designed and superbly facilitated."**

Kevin Harris, Consultant, Local Level and Perception Peterborough Workshop participant







## 4.3 Observations from the Workshops

Over the four days it became apparent that there was a shared and common approach to the themes and a natural and productive cross-over between them. The common concerns, observations and aspirations of participants were also evident amongst the groups.

Despite considerable differences in viewpoints there were no discernible areas of conflict. Prior to the workshops we speculated that there might be a strong commonality between the environment themed group and the social cohesion group with any potential areas of conflict coming from the growth / built environment group. This was most definitely not the case and some of the stronger green environment and socially-focussed ideas came from the built environment themed group.

The variation in vocabulary between professional and popular language, while not unexpected, was sometimes an obstacle to progressing and accepting ideas. For future reference this should always be acknowledged and addressed to facilitate a democratic approach and help to maintain interdisciplinary ownership of the respective initiatives and overall vision.

We have observed that Peterborough has a strong resource in 'leaders' and that this re-emerging concern is a product of strong leaders moving forward in perceived isolation, thereby fragmenting the concept of leadership. This strong leadership resource needs to be facilitated to work together. During the sessions it became apparent to participants that 'they' represented a rich resource and were Peterborough's true assets, with strong ideas and the ability to deliver them. However, a continued concern kept arising around the issue, who would lead this?

Finally we note that any culturally-led initiative in Peterborough presently relies on the advocacy and understanding of a few key individuals so consequently is at risk of dropping off the agenda at any given time. A concerted effort needs to be put into place to educate and bring up to speed all elected members with the potential outcomes and benefits of positioning key culturally led initiatives within policy delivery.

Perception Peterborough enabled people from a range of sectors to come together and identify their shared goals. The challenge is to find a way for Peterborough's stakeholders to work collaboratively to deliver these shared goals, achieving added value through a more efficient and effective cooperative approach that focuses resources on the best shared ideas.

**“I thought the Perception Peterborough week was exceptional and exciting. I have started to have thoughts about my possible contribution.”**

John Newling, artist commissioned by Opportunity Peterborough to work on the historic core development and Perception Peterborough Workshop participant

## 5 Perception Peterborough – A future delivery model

Perception Peterborough was an ambitious visioning process which required significant investment in finances and staff time and a commitment to allow the risk of unpredictable outcomes. Perception Peterborough created a space in which people were, as Gillian Beasley said, ‘free to think’. What is needed now is the commitment to continue.

This section details the recommendations, resources and management structures for a delivery model for the Perception Peterborough workshop ideas. These recommendations reflect the tangible energy and excitement generated by the process and the trust engendered in the full potential of the Perception Peterborough process. They also respond to the need to identify best value across all available budgets and resources.

Following the workshops, HWA arranged a series of meetings with individuals from the key partner organisations to discuss their responses to the workshop ideas and begin the process of developing a cohesive future plan which could deliver the range of ideas which emerged. The partners consulted were:

- Arts Council England, East:  
Rachel Drury, Peter Thornton
- East of England Development Agency:  
Kevin Waters, Samantha Togher and Mark Gaynor
- Peterborough City Council:  
Gillian Beasley, Kevin Tighe
- Greater Peterborough Partnership:  
Richard Astle
- Opportunity Peterborough:  
Steve Compton, Steve Bowyer

A discussion around delivery planning also took place in the Steering Group meeting on 13th November 2008. From this meeting, the following key issues emerged:

- Leadership is a critical issue for the city and there is a need to define the roles of key partners in terms of local organisations as well as regional agencies
- There is a recognition that future plans need to be driven by the existing infrastructure; this will ensure that Peterborough avoids the recognised problem of its leaders ‘leading in isolation’, while at the same time ensuring that the positive momentum for taking forward the Perception Peterborough work is maintained

- There was a desire on the part of regional partners to have clarity on their roles
- Proposals for future activity must clearly feed into and build on existing strategies and plans and this needs to be clearly articulated
- Where possible, examples of good practice from elsewhere need to be shared and explored as a starting point for development of the ideas
- The partners valued the opportunity to benefit from international dialogue and would like this to continue

Therefore, HWA’s recommendations for a delivery model of practical steps to take the Perception Peterborough work forward, and instigate a legacy are the result of extensive analysis of the workshop documentation, meetings with steering group members and in depth follow up discussions with Benjamin Barber and Jan-Gustav Strandenaes.

Understandably, the regional agencies are looking for clarification on their role in relation to the Perception Peterborough legacy. However, identifying or extracting outcomes for each agency could potentially fragment the process. Participation in the delivery model will ensure that the agencies will represent their core business and participate in the bigger picture for the city.

Regional agencies will inevitably have a broad role to play in overseeing the development of the collaborative process. With their joint remit for arts and culture in the Eastern region, the East of England Development Agency and Arts Council England, East should work together to ensure this remains a creative-led process, and / or appoint an appropriate organisation to take a pro-active lead role in developing the process on their behalf. As the lead partnership agency, Greater Peterborough Partnership is well placed to be the vehicle to constantly inform the city’s partners of all Perception Peterborough developments and to actively seek out opportunities for future collaboration.

A robust programme of public consultation needs to be in place to ensure that the Perception Peterborough delivery team is fully informed on issues in relation to the primary stakeholder, namely the constituent. This model of partnership working will enable the development of a plan for Peterborough that is truly in the public interest.

## 5.1

# The Perception Peterborough Methodology

Perception Peterborough has not only identified that a commitment exists amongst the partners to realise the Peterborough vision, but that an exciting energy driven by creativity also thrives. How can this commitment, creativity and energy be harnessed and built on, beyond the scope of the workshop experience and effect Peterborough's future for good? HWA believes Peterborough can achieve this by taking ownership of and further developing the interdisciplinary Perception Peterborough methodology.

The Perception Peterborough methodology can realise the vital assets of professionalism, expertise and local knowledge that exists within local government and our public sector agencies. Focusing on the individual and creating cross departmental/agency teams, professionals can maximise on their specific areas of expertise. Project development generates cross departmental/agency ownership and individuals are provided with the resources to respond to the 'important' as opposed to the 'urgent'.

Working for the public sector delivering within our public realm has at times been described as being between a rock and a hard place. The Perception Peterborough methodology can allow the public sector professionals space to do what they do best - provide an efficient vehicle for project development and delivery and achieve results as part of a creatively led team. And, crucially at this time more than ever, the methodology can show value for money. It is essential that individuals are identified from within Peterborough City Council and champions emerging from the Perception Peterborough process can initiate this work, concentrating on feasibility and funding in the first instance. Specialist consultants may be required to augment this work both in the management and in delivery. An example of one of many organisations that could be useful in the delivery of the outcomes is the New Economic Foundation (NEF) an independent 'think-and-do' tank that inspires and demonstrates real economic well-being. See **Appendix J** for further information on NEF.

The momentum of Perception Peterborough will also naturally diminish as each week goes by and projects with immediate deadlines will inevitably take precedence over longer term planning. To counter-act this and to avoid creating a new layer of infrastructure for the city, the new Perception Peterborough delivery teams needs to be broken down into Steering and Working Groups to clarify and confirm the ideas and opportunities to be developed, and enable delivery. Within the Steering and Working Group structure, there should be representation from key agencies, covering as wide a range of disciplines as possible.

There are a number of key principles for the Steering and Working Groups to operate effectively, namely:

- Honesty
- Collaboration
- Space/time where people are free to think and share ideas
- Raise potential issues at earliest possible point
- Strong leadership

The following sections discuss in more detail who should be part of these development teams, and recommend specific guidelines for delivery of the key ideas.





## 5.2

# Steering and Working Group Membership

### Steering Group:

The key agencies who should form the core of the future Perception Peterborough team are:

- Peterborough City Council - representing the constituent
- Opportunity Peterborough - the vehicle charged with delivering physical change
- Greater Peterborough Partnership (Local Strategic Partnership) - the vehicle that represents all the key sectors in Peterborough, and should also include private sector representation and other partners such as education
- Arts Council England, East
- East of England Development Agency

The following points, roles and responsibilities need to be considered when setting up the Steering Group:

- 1.** A top end Steering Group should be identified, comprising of Peterborough's 'leaders', who can champion the Perception Peterborough methodology, and oversee the delivery of the workshop ideas ensuring they are integrated within existing development plans and marketing initiatives.
- 2.** It is recommended that an appropriate organisation should be appointed to facilitate, plan and administrate the Steering Group. This could be an internal or external organisation / department depending on the capacity of the partners and the specialist skills required. This organisation / department should select, procure and manage experienced creative practitioners with the appropriate skills to support this team.
- 3.** The Steering Group should recognise that the outcomes of the workshops were interlinked and it is recommended that the Steering Group meets quarterly, with more regular Working Group meetings as required for specific projects. All groups will require an elected chair and their delivery should be approached in a holistic way.
- 4.** This team should have a strong representation from the arts and culture sector and be creatively led.
- 5.** Steering Group agendas should be focused on exploring and developing the Perception Peterborough ideas within the priority themes for the city. Standing items on the agenda should

include Advocacy and PR, as well as to review all opportunities and coverage and identifying Awards schemes (see section 5.3).

**6.** It is important that all ideas feed from and into the Knowledge Bank once developed, to increase this resource of information. Initially though, the Steering Group should act as the initial point of sharing knowledge about opportunities, trends and new ideas and most importantly identifying connections between these. More details on how to develop the Knowledge Bank can be read in Section 6.1.

**7.** The Steering Group should also enable the continuation of the very productive creative dialogue with international practitioners and thinkers.

**8.** The Steering Group should test the ideas developed and ensure they are complementary to existing plans and strategies, better informed, more creative, stronger and deliverable through more effective partnerships. For example, the 'Homes not Houses' model (see section 6.3) is a vehicle to deliver new houses, but the cultural elements of the methodology offer an opportunity to develop it further into an initiative which can deal with intractable issues for the city. In addition, the New Metric idea (see section 6.2), which will measure the social aspects and 'soft' elements of Peterborough, will also provide an opportunity to assess the effectiveness of ideas in ways that meet priorities of strategies and stakeholders.

### Working Group:

Working Group members should be officers at delivery level. Separate groups should be set up to scope and deliver specific projects. Membership of these groups will vary according to the nature of the project and the set of skills required to develop it. Typically, working groups should be formed of individuals across a number of different departments within (but not exclusive to) the following organisations:

- Peterborough City Council
- Greater Peterborough Partnership
- Opportunity Peterborough

Where appropriate, working groups may also include representation from the original stakeholder group listed in **Appendix B** or other organisations.

These individuals should always be supported by an appointed creative practitioner. Any gaps in knowledge or skills within the Working Groups should be filled by bringing on board additional professional consultants.

The Working group should work with the new University as it develops so that it is involved in all projects, providing complementary skills as required. There is also an additional educational opportunity within this process which can provide students with an opportunity to learn from the various skills within the Working Groups by shadowing officers in the team. In addition, students may provide valuable input as a specific sector of the community.

## 5.3 Delivering Perception Peterborough

Perception Peterborough and the emerging projects will need to be facilitated and project managed by an appropriate appointed organisation (referred to as the Project Manager). Dependent on resources and skills, this organisation could either be one of partners, or an external organisation. The following steps illustrate how the relationship between the Steering and Working Groups would work and advance the delivery process. This process, or a scaled-down version of it, would need to be applied to all ideas taken forward.

### 1. Steering Group membership is agreed:

The Steering Group will oversee the delivery of the ideas which emerged from the workshops, consider any future ideas which come out of the Knowledge Bank, and decide which are most appropriate to take forward, taking into consideration the following:

- the importance of ensuring that creativity plays an important role in projects
- identification of external specialist organisations to assess feasibility of projects
- addressing the overarching theme of environment
- strategic links with existing local policies and plans
- timeliness
- funding opportunities

### 2. Steering Group establishes a Working Group:

For each project a specific Working Group should be established which should incorporate all the required skills and knowledge to take the project forward.

### 3. Working Group develops a Project Proposal:

The group should define the outputs and outcomes for the project, identifying strategic links for all partners. The proposal should provide information about how the project would be delivered, including a brief for the creative practitioner to be involved. It should also establish a timeline and budget for the project, and where possible should make recommendations for funding or indicate funding opportunities.

### 4. Steering Group approves Project Proposal:

The Working Group should present the Proposal to the Steering Group and seek their approval to go ahead.



- 5. Steering Group secures funding:**  
Upon sign off, the next step will be for the Steering Group to secure funding, either from internal partner organisation budgets or external funding sources. At this stage they may task the Working Group to draft funding bids or committee reports.
- 6. Working Group selects and appoints creative practitioners/specialist consultants:**  
The Project Manager should recommend an appropriate creative practitioner to support the team/deliver the project. Working Group should finalise the creative brief and appoint the practitioner. Any additional specialist consultants should also be appointed at this stage.
- 7. Working Group delivers project:**  
Supported by the Project Manager, the group will oversee, inform and direct the creative practitioner's and specialist consultant's work and deliver the project.
- 8. Working Group reports back to Steering Group:** At regular points throughout the project the Working Group will keep the Steering Group informed as to progress and any issues arising.
- 9. Steering Group signs off completed project:**  
The Steering Group should be responsible for agreeing that the project is complete and has met its objectives.

This approach, will provide Peterborough with a mechanism to scrutinise and test the ideas that emerged through the Perception Peterborough process. These should all be rooted in the key priority themes of Perception Peterborough, those of growth and the built environment, green infrastructure and migration and social cohesion. These themes are at the core of the city's strategies and will ensure that all ideas and projects generated will deliver the identified priorities for the city and will be measureable through the objectives and targets of the Sustainable Community Strategy and Local Area Agreement.

Participating in the United Nations World Urban Forum in 2010 provides a galvanising force for the future of Perception Peterborough, through a fixed timetable and quantifiable benefits. More details on how to achieve this goal can be found in Section 6.5.

## 5.4

### Action plans and building the legacy

Locally, Peterborough City Council represents the constituent and should lead a robust program of creative community consultation based around the theme of 'use'. By focusing on the concept of 'how will I use' rather than 'what I want' during the early visioning stages of planning, it enables the participants to think freely, exploring aspirations for future development rather than practical and personal constraints.

The following table outlines the agencies' responsibilities for key tasks to take forward the Perception Peterborough workshop ideas, and a recommended timetable to ensure that the process maintains momentum.

<b>Task</b>	<b>Responsible Agency</b>	<b>Timescale</b>
Agree delivery and management structure for Perception Peterborough methodology	Perception Peterborough Steering Group	ASAP
Take report and recommendations to decision making Councils/Boards etc.	Perception Peterborough Steering Group	ASAP
Initial consultation with external specialists on the feasibility of the outline delivery plan and the funding requirements	Perception Peterborough Steering Group	Feb 2009
Agree resource allocation for next phase of work	Perception Peterborough Steering Group	Feb 2009
Recruit delivery agency (if applicable)	Perception Peterborough Steering Group	Feb 2009
Establishment of Perception Peterborough Steering Groups	Perception Peterborough Steering Group	Feb 2009
Participate in Steering Group	PCC, Opportunity Peterborough, GPP, ACE East, EEDA & others	Feb 2009 onwards
Identification of priority projects	Perception Peterborough Steering Group	Feb 2009 onwards
Participate in Working Groups	PCC, Opportunity Peterborough, GPP, future University, HLF, MLA, Sport England, English Heritage plus others as identified as appropriate to task	Feb 2009 onwards
Selection and contracting of creative practitioners	ACE East/appointed organisation	Spring 2009
Development of Perception Peterborough workplan (based on this table)	As above	Spring 2009
Development of plan for UN World Urban Forum	Working Group for UN World Urban Forum	Spring 2009
Administration, planning and management of Perception Peterborough groups	Partners or appointed organisation	Ongoing
Development of a creative consultation programme	Partners plus appointed organisation/ACEE	Spring 09
Appointment of consultants for feasibility study for Knowledge Bank/ New Metric	Knowledge Bank/New Metric Working Group	April 09 onwards
Contract professional consultancy to provide international perspective to Steering Group	Perception Peterborough Working Group	April 09 onwards
PP project development and management	Working Groups and Steering group plus additional identified stakeholders	Ongoing

## 5.5

### Maximising the advocacy opportunities

The PR messages to promote Perception Peterborough and the workshop outcome stories were compiled by Linstock Communications, working closely with a sub-committee which included the press officers for Peterborough City Council, Opportunity Peterborough, Arts Council England, East and HWA. Two main agendas were detailed: promotion of the initiative, and outcomes of the workshops.

Linstock's main objective was to raise awareness of Peterborough among important stakeholders and create a more dynamic profile for the city. Linstock's main achievements from September to December 2008 as stated in their final report (**Appendix O**) were as follows:

1. Secured coverage with the Advertising Value Equivalent of £133,026. (The AVE figure is based on an advertising value of the coverage of £44,342 which is then multiplied by three. This is a standard industry figure to reflect the increased trust readers place on editorial rather than advertising. This does not include all the coverage, as some ad rates are not easily available. It excludes the broadcast coverage such as BBC Look East. AVE is an inaccurate measure of public relations value, but does give a sense of the campaign's cost effectiveness)
2. Coverage was achieved in national media, arts, culture and regeneration specialist media and on TV and radio broadcasts. Stories included a front page lead in Society Guardian, which has a national readership of approximately 350,000
3. 13 pieces of coverage have been achieved so far with three further pieces to be published shortly. These include 5 profiles of the project, 3 bylined articles, 4 news articles and 4 interviews

Other outputs from Linstock's media campaign include:

- Production of a strategic communications strategy
- Creation of an issues management strategy
- Drafted a comprehensive Question & Answer document
- Produced a news release to announce the project
- Suggested possible policy outcomes for the project
- Drafted four news releases to promote the project outcomes and publicise the final event
- Secured attendees for the final event from

the Local Government Association, New Local Government Network, DEFRA, CLG and IdEA

- Drafted 3 articles, each of between 600-900 words each
- Managed media liaison throughout the project
- Advised meetings of the Steering Group and Communications Group
- Gathered coverage and presented to the Steering Group

As planned, Benjamin Barber's international status and connections with world leaders provided the magnet for the press attention prior to the workshops, with the unpredicted economic crisis fuelling Barber's comments relating to civic society's responsibilities for secure and sustainable development.

Press stories focusing on workshop outcomes were sensitively managed to communicate the partners' commitment to Perception Peterborough as a dynamic and galvanising process, but not committing the partners' to specific delivery outcomes against the main themes.

The range of national and local media coverage listed above, is presented in Linstock's report in **Appendix O**.

The Perception Peterborough booklet, effectively a marketing and advocacy tool for the process and main outcomes was written and designed specifically to be accessible to the widest audience across public and private sectors. This booklet is available as a PDF file on the Archive CD which is supplied with this report.

Perception Peterborough as a process and its specific outcomes are informing existing initiatives including Pride in Peterborough and the new city marketing project led by Opportunity Peterborough. The main focus of press and PR is for the city marketing campaign to build on the visibility and awareness achieved through Perception Peterborough.

There is considerable marketing, promotional and PR value still to be secured through each of the Steering and Stakeholder group members. Current in-house press officers are best placed to progress this follow-up stage through the suggested action points below:

- Confirm the approval system stipulated by press officers for press releases is in place
- Confirm key messages and text are agreed by all parties
- Confirm copyright use of artwork and photographic images
- Confirm ongoing use of the Perception

Peterborough brand and which initiatives should use this

- Identify next stage press opportunities; relevant titles and features, journalists
- PCC, OP and GPP to co-ordinate local government, planning, regeneration press
- Arts Council England, East, and other stakeholders to co-ordinate arts and culture sector press, and advocacy opportunities, such as seminars, meetings, presentations etc.
- Departments within the Council should be constantly looking for specialist press and advocacy opportunities within their discipline

At such time that the Perception Peterborough projects are expected to progress, the Steering Group should consider appointing a communications agency, with a strong background in culture and regeneration, to manage the press opportunities going forward.

The next stage advocacy needs to take place on a number of levels. For the immediate future each partner should identify and take advantage of the opportunities and use the strong, recognised Perception Peterborough brand. In the wider context, advocacy should be integrated into the Perception Peterborough teams to ensure the continuing developments of visioning process are fully exploited.

These include the following:

- Educating and informing within partner organisations - for example ensuring that all members are aware of the positive potential of the process and what has been achieved
- Ensuring that the local media are kept abreast of developments and where possible involved in the future process
- Ensuring that industry sector press (planning, arts, local government etc) are kept informed
- Building awareness and participation in the process going forward for local residents
- All stakeholders and heads of Council departments to scope opportunities for advocacy at various national seminars and conferences to present Peterborough as an example of best practice

## 5.5.1 Award Schemes

The Perception Peterborough project is also eligible and a strong contender in appropriate award schemes, which would gain Peterborough recognition for this innovative process. Potential schemes include:

BURA – award celebrating Community Inspired Regeneration

CABE – Building for Life Award

Creative East Awards

LIVCOM – The International Awards for Liveable Communities

The Municipal Journal Local Government Achievement Awards – Regeneration Achievement of the Year

Local Government News – Street Design Awards

LGC Awards – National Awards for Local Government

Further information on these schemes and contact information is available in **Appendix J**.

Advocacy opportunities through the United Nations World Urban Forum in 2010 are substantial and are identified within section 6.5.

## 5.6

### Towards a cultural strategy for Peterborough

The Perception Peterborough process has been driven by regional cultural providers and the team with responsibility for culture at Peterborough City Council. The process has successfully demonstrated how creativity and culture can be at the heart of the process of planning and developing a city and, it is recommended that the creative sector plays a key role in this.

Peterborough is in the process of developing a suite of culturally-focussed strategies (including sport and leisure, arts and heritage), which will be underpinned by an overarching cultural strategy. It is recommended that this strategy focuses on ensuring that culture is at the heart of the planning process for the city and links clearly to the priorities of the Integrated Development Plan, as well as the Sustainable Community Strategy. It is also recommended that the new cultural strategy takes an overarching definition of culture in terms of defining its future activity, taking in areas such as shopping and informal leisure.

The key Peterborough organisations are already working with regional cultural partners on a range of innovative cultural initiatives. A supporting document written by Arts Council England, East titled Cultural Commitments in Peterborough, provided an overview of current projects and investment by stakeholders involved in Perception Peterborough and was distributed at the Presentation Event. This document is reproduced in **Appendix M**.

Many of these initiatives demonstrate the process of putting culture and creativity at the heart of planning, such as the Historic Core commission work with artist John Newling. It is recommended that the key Peterborough agencies work with the regional cultural providers to develop an agreement which defines partnership projects that could be delivered through the Perception Peterborough methodology, including, but not limited to, the project ideas raised through the workshops. As discussed in section 5.1, it is key that all issues and projects explored are informed by the constituent and therefore the agreement should incorporate a commitment by all partners to a robust programme of public consultation.

## 5.7

### Maintaining an international dialogue

It is clear that the opportunity to inject international perspectives and dialogues into the Perception Peterborough process was successful and the Steering Group have indicated that they wish this to be continued. Perception Peterborough can facilitate the continued development of an institutional 'bonding' capital, this bonding capital between the responsible agencies and stakeholders alone will not succeed without a regular injection of 'outside' influences to enable positive reflection on outcomes to date.

International dialogue will also continue the contribution of other best practice examples which can inform and inspire future projects and developments in Peterborough. Therefore the international discussions become not just about people coming to Peterborough, but about new ideas, new knowledge and new skills.

On a professional and pragmatic level it is also important to consider that the engagement of international professionals will incur consultant daily fees ranging from £750 to £1500, not including airfares, accommodation and expenses. For longer term discussions it may be best to negotiate a project fee for such internationals as opposed to a day rate. If dialogue is maintained specifically between Benjamin Barber and Jan-Gustav Strandaneas, who are HWA consultants, these relationships can continue to be facilitated by HWA.

Other international participants who took part in the Perception Peterborough workshops such as Ruud Kuijer, Jeff Lederer and Patama Roonrakwit can also be contacted (contact details are provided in the contact database provided on the Archive CD which is supplied with this report). But it is important not to underestimate the existing international contacts held in the Steering and Stakeholder Groups. Moving forward, sourcing international contacts should be a focal part of developing the Perception Peterborough ideas, ensuring that professionals from industry, culture, education, environment and community can provide a balanced international view.



## 6

# Summary of workshop ideas and delivery guidelines

This section outlines detailed documentation and interpretation of the six main ideas which emerged and were developed in collaboration by the workshop participants, with targeted guidelines for the development of each idea. To support these guidelines, HWA has also conducted research of examples of national and international best practice around the key themes identified in the workshops. This research was based on suggestions by workshop participants, supported by existing knowledge. Further details and websites on the projects and examples listed below can also be found in the resource sheet in **Appendix J**.

The visioning process delivered a balance between the explorations of relevant international comparators with the development of a truly unique vision for the city. It also explored what Peterborough had to offer other cities, as evidenced by the proposal to showcase the city at the United Nations World Urban Forum.

It is important to note that in the spirit of the interdisciplinary creative process, the ideas presented here are not attributed to individuals, as all workshops focused on collaboration and sharing knowledge. Where ideas draw on specific research or existing initiatives, these ideas have been credited. Other information from this section has been drawn from:

- The Perception Peterborough booklet published for the Presentation Event 22 October 2008 which was a distillation of the workshop ideas, agreed by the Steering Group, in a format and language specifically devised for the widest possible audience.
- The policy review and summary as detailed in section 3.3.1
- Workshop notations and quotes from the sound recordings of Workshop discussions (in quote marks and not attributed to individuals as they were part of group discussions)

One of the clear outcomes of the four days was the extensive crossover and synergy between the key themes and that many similar issues were discussed on each day. For this reason, the key themes and conclusions from the four days have been summarised within the six key ideas.

The key overall themes which emerged over the four days focused on connected spaces, how to achieve the environmental capital, education and the university and a 'knowledge bank' and new metric with the potential for Perception Peterborough to be showcased as a new model of best practice through the United Nations.

An ongoing theme was that the city was considered a very friendly place and its citizens had a strong pride in Peterborough, this represented a solid asset to build on in the future. There was an agreed understanding that public realm design should be led by a thorough understanding of how the end 'user' would 'use' the spaces being provided. There was a feeling that there are very positive elements and unique assets already in place in the city, which are perhaps not sufficiently recognised externally. These included the city's heritage, the river and green spaces, festivals and events, existing environmental initiatives and the knowledge and memory of both existing and new communities. The process highlighted to the participants that expertise was already in place and could be developed. Participants also recognised that climate change would have a considerable impact on the city and that Peterborough will need to adapt and come up with creative solutions to deal with these issues. It was seen as vital that this process generated a long term vision for the city, of at least 50 years.

A wide range of other ideas were offered during the four days, but were not developed beyond initial discussions. All of these initial ideas are listed in **Appendix G**. Detailed and contextual information on the discussions is available from the sound recordings from each Workshop and the PDF scan of all StoryCubes. Both are provided in the Archive CD; contents of which are listed in **Appendix N**.



## 6.1

### The Knowledge Bank

The Knowledge Bank is a virtual and physical space where ideas, innovations and expertise can be 'deposited' and accessed by all. It can be used to inform future plans for Peterborough and develop new initiatives. The Knowledge Bank is essentially a method of centralising all information, ideas, suggestions and case studies.

HWA recommends this as one of the key outcomes, which when developed will stand as a central long term mechanism to help Peterborough continue and expand the Perception Peterborough visioning process. With a strong research and development function, intrinsically linked to the delivery elements of the growth agenda, this mechanism of collecting, sharing and disseminating new ideas about the public realm will become accessible, applicable and valuable to all, reflecting joined up thinking and partnership working throughout the region. The Knowledge Bank can also help to identify activities which can show best practice and value for money.

Workshop quotes:

"A knowledge bank where society's cultural assets are deposited as ideas"

"This town cannot solve the global crisis, but its community and democratic assets represent the kinds of social capital that will be needed to overcome the consequences of the crisis."

"When people talk, people realise their commonality"

"We need a better informed growth agenda"

"Public policy can lead and inspire good practice – behavioural change will follow"

In turn, the knowledge bank could be a vehicle for the city to actively engage with its communities in the delivery process, encouraging the public to 'deposit ideas' and therefore raising civic awareness, responsibility and interdependence.

The bank would be used to continue visioning and debating where people from a range of backgrounds can work together and the work of national and international theorists can link with delivery professionals on a local level, inspiring those at delivery level to innovate and take calculated risks.

Potential outcomes to develop include:

**The Perception Peterborough Knowledge Bank** – a method to 'bank' and develop initiatives and realise projects which are experimental, risk taking and innovative, with local identity and ownership. A process that would facilitate the coming together of ideas, thereby identifying unforeseen opportunities and mitigating the fragmentation and consequent weakening of innovative ideas. Projects realised with the Perception Peterborough 'brand' could gain national and international profile with the potential to be 'saleable product'.

**A mobile ideas store** – a physical place where local people can record their ideas, to be accessed and used by local decision-makers and leaders. A way for connected and concerned citizens to gain confidence that their voice is heard, generating more ownership of the development of their city. The mobile ideas store would inform both the Knowledge Bank and the New Metric concepts.

### Useful case studies

As the Perception Peterborough Knowledge Bank is a new idea, there are only a few direct examples which can be referred to. National agencies such as English Heritage use types of Knowledge Banks, and SURF can be used as a useful guide.

- The Scottish Urban Regeneration Forum (SURF) is the independent regeneration and inclusion network which informs improved regeneration policy and practice by providing a neutral space for all sectors to be involved in a two way exchange of ideas which feeds back to key policy makers. It stimulates challenging debate about community regeneration policy and practice, whilst maintaining a high status for community regeneration.
- Gunpowder Park has successfully developed the Knowledge Bank concept around the theme of open space within the context of the national growth agenda. This is informed and informs Gunpowder Park initiatives including Bright Sparks, Green Heart Partnership and The Art of Common Space.

## Guidelines for delivery

The Knowledge Bank concept stimulated considerable support throughout the process, especially as it builds on Greater Peterborough Partnership Community Cohesion initiative. This aims to improve community cohesion by empowering local people to have a voice and influence decision making in public service delivery.

It is recommended that further feasibility work is undertaken to determine the best model of operation and the bespoke, evolving form which the Knowledge Bank will take. It is recommended that the development of the Knowledge Bank is led by the cultural sector both within the city and the wider region, involving the current stakeholder partners identified in **Appendix B**.

In order to take forward the Knowledge Bank idea, an initial Steering Group should be formed to define the project, as the breadth of knowledge and skills required is extensive. Steering Group members should include all Heads of Department at Peterborough City Council plus senior management of IT, Marketing and Communications. This group should meet to scope the project and way forward, ensuring that all partners and departments buy in to the concept and contribute to the resource. This group should nominate officers at delivery level to form the working group to take the project forward to establish the virtual Knowledge Bank. From this point, the practical process to deliver the project should follow the same format as that outlined at 5.3, using the Steering and Working Groups, with the initial outcome being the Feasibility Study.

The Knowledge Bank will benefit from the information coming from existing and future community consultation carried out by any of the partners in Peterborough. This could be complemented by a programme of creative community engagement, capturing the softer, qualitative data from a broad range of community members. This process can inform any of the proposed project ideas, including the New Metric, and any future projects emerging from the Perception Peterborough teams.

## 6.2 New Metric

Research has shown that there are numerous systems devised by central government and regional agencies for measuring the value of the public realm including land, building structure, heritage, tourism, natural environment and more. However, there is no viable method yet of valuing society's cultural assets or the realisation of a 'sense of place' and how this affects and contributes to a better quality of life.

HWA recommends that a New Metric is developed which measures the value of cultural and social capital which exists within a place. The New Metric would recognise the value of 'sense of place', or the 'soft' elements of our environment. For example, what is the value of the river, the market square, and the village post office in relation to that sense of place? It would become an essential reference for any new development in Peterborough, with national and international replicability. A new type of metric would create a true understanding of social / cultural profit and loss, in both the short and long term. The New Metric could be informed and developed through the Knowledge Bank and mobile ideas store.

Reference to the New Metric should become policy at local level, and would ensure that a 'sense of place' remains at the heart of all developments. Developing a new layer of 'cultural values' would help inform our present masterplanning and decision making processes.

As with the Knowledge Bank, the New Metric can inform and support the development of all other ideas developed through Perception Peterborough, consequently these two ideas have been prioritised as key recommendations.

## Guidelines for delivery

A practical example of how the New Metric might work would be the theme emerging from the workshops that Peterborough is a 'friendly city'. It is clear that the city has strong social capital and the metric could support the development of a 'currency' to measure it and assess its value. This could then be applied to other projects being generated through Perception Peterborough and the Knowledge Bank in order to deliver the aspiration of the 'fully informed' growth agenda.

It is recommended that the New Metric should be fed back into the Local Area Agreement for the city, otherwise it could run the risk of being another set of Performance Indicators which are hard to measure and do not link to other systems of measurement. It will also be key that the themes explored and deposited within the Knowledge Bank link to the strategic priorities for the city.

Development of the New Metric idea should follow exactly the same process as outlined at 5.3, through a Working Group formed of individuals with the appropriate skills and knowledge, which work with the Steering Group.

The New Metric will be relevant to all projects relating to the built environment, but also informed by the early development stages of the Knowledge Bank, with a particular emphasis on city centre developments and the townships. The Steering and Working group should consist of the following skills and disciplines:

- Culture and Heritage
- Built environment
- Social cohesion
- Open space and environment
- Masterplanning
- Strategic forward planning
- Community development
- Private developers
- IT

## 6.3 A Connected City

An overall preoccupation of the four days was the issue of underused assets of the city, which were focused on by Proboscis during the research phase and a core feature of the Impressions. These included:

- Underused spaces – the river, the city's heritage and history, the historic squares, the train station, the sculpture park, the open spaces
  - Culture and tradition – celebrating what it means to be a Peterborian, developing pride in the city and reclaiming and making the most of the Fen traditions of the local area, the perceived failure of the New Town era of Peterborough was that people were moved into the city but not connected to it and its heritage
  - Talent – ensuring the city makes best use of the local talent that it produces, so people don't have to leave to fulfil their potential
- Peterborough is described in the strategies as having relatively cohesive communities and there is a need to ensure that any new developments extend this cohesion, encouraging communities to work and live together.
- A number of useful workshop discussions explored ensuring a balanced development of the city centre with the townships and rural areas. This was also discussed in the context of ensuring that growth is sustainable and is informed by the needs of local people.

Workshop quotes:

"There are good things, but we don't tell people about them"

"Liveable cities are all mid-size"

"We want housing which works within the local environment rather than ruins it"

"Bring the Fens into Peterborough"

"The city centre can be a catalyst for development – more than boozers and shopping"

Key to the realisation of the growth of Peterborough is the definition of a shared vision for the city centre, satellite urban areas and the villages. This vision will recognise their interdependence and begin to define the role that each plays. Connecting spaces is implicit to a successful public realm, it needs to take into account the physical nature of the city and its surrounds, but also how its people connect to each other.

By connecting citizens with a shared vision and goals that they believe in, a profound culture change can happen – from “I” to “we”. Honouring the rights of people to make their own choices, in a context of community responsibility. Building time and space to work with local communities and initiate discussions outside the traditional cycles of local elections.

Enhance the connections between the outside and inside of the city. There is a lack of both perceived and physical pathways within the city and between the city and the townships and the rural areas beyond it. People want to travel in a range of directions in the city, not always towards the centre. Sustainable development will create a balance between local neighbourhoods with their own identity and a vibrant city centre.

As well as a physically connected city, there is a need to explore how the city’s various populations connect together and the positive impact of demographic change. Explore the opportunities that people of all ages can give the city and how they can be assets for the future, rather than obstacles or problems.

Potential outcomes to develop include:

**‘Homes not houses’** – a potentially significant model of financing for developing new communities in and around Peterborough and generating long term cultural and community investment. This issue was introduced by Ronnie Shahmoon, owner of O&H Properties, major developers of the Hamptons village east of Peterborough. The economic crisis which was unfolding around the world propelled this idea to the forefront of discussions; Benjamin Barber’s expertise in international socio-political and economics challenged and focused Shahmoon’s ideas. Explorations are currently taking place to explore how to put citizens more in control of the local housing market.

**Developing a local economy** – there are considerable opportunities to explore the development of initiatives which ensure that wealth and social capital of local people stay within the city and Greater Peterborough. These might include the development of local food markets, developing the ‘Peterborough Pound’, using local materials in the building trade and using Peterborough’s waste products to generate energy.

**Environmental improvements and rejuvenation of existing housing stock as well as building new green homes** – by improving social housing through provision of environmental improvements such as free insulation, you immediately save the occupier substantial costs on heating bills, cut down local carbon emissions and get considerable local buy-in for the environment capital.

**Develop the townships and areas outside the city centre** – encourage the townships to develop a local economy, where the needs of residents are met and people can get what they need locally. Build on the distinctiveness and diversity of areas like Lincoln Road whilst ensuring gentrification does not displace local people, but encourages people to visit for shopping and to meet each other.

**Reconnect the city centre** – by developing the train station as the gateway into the city and reconnecting the river to the centre. Develop a public realm in which people will want to linger and spend time, with a viable evening economy which is welcoming to all. Develop the potential of the city centre to provide a wide range of cultural attractions which differentiate it from the townships and encourage visits. Reconnect the cathedral to the rest of the city.

**Developing underutilised spaces across the city** – marrying up available spaces with the activity and people that need the space, whether this be sporting provision, creative industries or open spaces. Develop spaces that are authentic to the people that want to use them and are culturally inviting.

## Guidelines for delivery

Many of the ideas expressed are already incorporated in varying degrees within current development plans. It is important that creativity is at its core to continue the achievements of Perception Peterborough. To take forward any of the new ideas, the same process as outlined at 5.3 should be followed, allowing the Steering Group to filter and approve plans before they are delivered by the Working Group. This will ensure an efficient and effective delivery of the most significant and worthy ideas. The Steering and Working Groups should consist of the following skills and disciplines:

- Housing
- Culture
- Planning
- Community Development
- Open Space
- Private Development



## Useful case studies

Before the above ideas are developed, it may also be useful to consult some similar and related examples of international projects:

- Use / re-use of recycled, reclaimed materials – an example of best practice in the use of recycled/reclaimed materials in new developments or in the rejuvenation of housing stock is the Olympics development which is re-using 95% of the material that was cleared from the site originally.
- Developing the 'liveability' of mid sized cities – Chattanooga, Canada is considered a successful working example of a city brought together through cultural activities, employment concentration, green space, tourist oriented activities, distinctive architecture, educational establishments and active retail scene. Initiatives include centralised developments such as historical zoning, "special improvement zones" to centralize developments and mix zoning, and innovative leadership by committed groups to incorporate new ideas. Further details can be found in Jeff Lederer's presentation on mid-sized cities in the Archive CD supplied with this report.
- Use of culture to inform the growth agenda – Barking Riverside is a new sustainable community at the heart of the Thames Gateway which as part of the section 106 agreements, negotiated at each stage of the design development, that arts and culture strategy was to be represented.
- Developing new towns through shared discussions – Freiburg, Germany was developed on 38 hectares of land in order to host more than 5,000 inhabitants and create 600 jobs. The planning for the district started in 1993 and included working groups which were open to residents from the beginning and raised awareness of their new environment-oriented district, which not only serves their interests from an ecological point of view but also helps to save money in the long term.
- Developing a local economy – the Lewes pound is a creative yet practical way for local people to make money work for Lewes. Money spent locally circulates within, and benefits the local economy whereas money spent in national chains doesn't. The Lewes Pound encourages demand for local goods and services and in turn this builds resilience to the rising costs of energy, transport and food.

## 6.4 Environment Capital

The Perception Peterborough workshops explored a variety of means of ensuring that residents buy into the Environment Capital aspirations of the city and how change can be delivered by empowering communities. It is essential to follow the work already carried out and in progress by Greater Peterborough Partnership, Opportunity Peterborough and Peterborough Environment City Trust, who are charged with achieving the status of Environmental Capital.

The current economic downturn was identified as a key issue in this area - whether the environmental business sector is robust enough to survive through a prolonged downturn or whether this actually offered new opportunities and whether housing growth targets are achievable.

Discussion took place around the tough choices that Peterborough will need to make to achieve its Environment Capital plans and some key questions were asked: Is there a will to implement some decisions that will no doubt be unpopular with some local residents and businesses in the short-term, such as losing city centre car parks and changing road layouts? Is the commitment there to encourage residents to make a step change in their behaviour to meet the Environment Capital aims?

Workshop quotes:

"The cultural health of a community is related to the ecological health of that community."

"Can Peterborough live within its ecological footprint?"

"I love PB with a green heart rather than a red one – like New York"

"Develop a city without dependency"

Achieving the status of UK Environment Capital would provide a distinctive focus for Peterborough's growth agenda, defining it as a liveable city where people choose to live and work, and which engenders pride and ownership in its citizens.

The visioning sessions all endorsed Peterborough's ambition to achieve Environment Capital status (and some attendees felt that Peterborough should aim higher to be an International Environment Capital), but recognised that it is crucial to work with local



people to define, secure and maintain this status. It cannot be achieved solely by top-down initiatives. There is a need to identify and support productive citizens who will drive it forward.

The Environment Capital aspiration is one that demands enterprise, innovation and education. In order for the city to be seen as globally significant it must invest in and implement green technology and educate its citizens from an early age.

Becoming the Environmental Capital could make real changes in the behaviour of people and organisations. There is a need to ensure that people understand and buy into the need to make change on an individual level. Culture will also play an essential role in delivering Peterborough's Environment Capital. It can provide spaces to inform people, generate debate and celebrate the achievements of the city.

A balance need to be created in the city by encouraging citizens to consider the implications between living an environmentally sensitive life which balances human passions and consumer pressures and by using and adapting existing assets as well as bringing in innovation and new products.

Potential outcomes to develop include:

**Transport** – In a city the size of Peterborough, it should be possible to deliver a step change in behaviour by developing an environmentally responsible, a self regulated and free integrated public transport system which could be a model for the rest of the world. This could take advantage of the assets that Peterborough already has such as the development of water based transportation or alternative energy powered tram system which uses the existing roads system. Connecting Peterborough to the rest of the English waterways system could also increase tourism opportunities. A future-proofed transport system could also respond to future climate change such as the Fens being flooded.

**Develop evidence to encourage change** – people need to see the evidence of their lifestyle and an audit trail of how they live their lives. This can be achieved through a range of initiatives such as signage in the city, economic incentives for lowering carbon emissions and local environmental improvements. This will help with the aspiration of “making the invisible visible”.

**The Peterborough Permaculture Project** – developing permaculture in Peterborough and the potential of a local economy could help to inform the city's sense of place. Initiatives might include Geodesic domes over roundabouts which

develop biodiversity and an ‘Urban Eden Project’, green roofs, allotments run on a permaculture basis, habitat creation in rural and urban areas or food production etc. This would lead towards a ‘Co-produced economy’ which can demonstrate that healthy living and cultural health of an area are interdependent.

(These ideas were discussed in the context of the work already established and developed by the Centre for Sustainable Engineering in Peterborough.)

**Get the basics right** – promote Peterborough as a great place to relocate your business, develop economic incentives such as equity for start-ups and provide opportunities for businesses to work together.

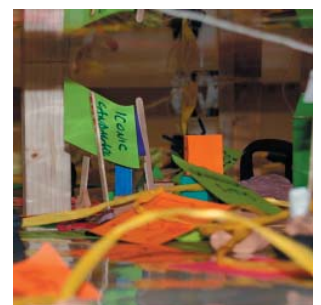
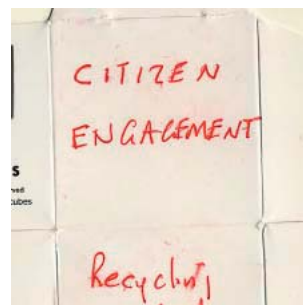
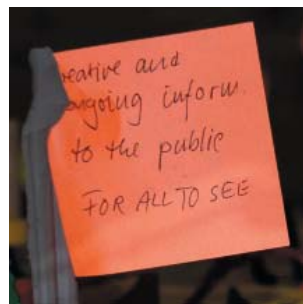
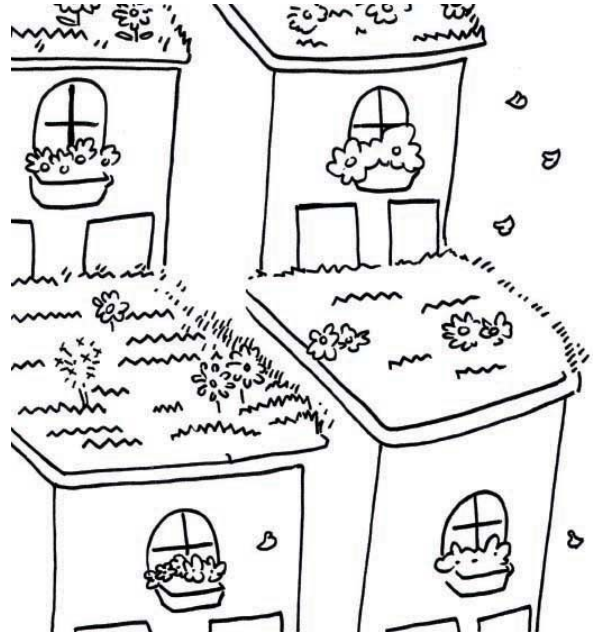
**Enable businesses to innovate** – provide a space to test new models locally – e.g. waste biomass park which will develop an innovative waste management system. Encourage use of local companies in delivering the growth agenda in the city – such as innovative solutions in housing developments. Develop schemes to bring back industry to the city centre to reduce carbon emissions. This will contribute to the ebb and flow between the townships and villages and develop the centre as a natural focus for the city.

**The ‘sounder city’** – Scientific and creative investigation about the quality of sound (from industrial and traffic noise, to voices, music and natural environment sounds) and its effects in and around Peterborough should feed in to regeneration plans. (These ideas related to the policy work already developed and implemented by the Greater London Authority.)

## Guidelines for delivery

It is important that the Working Group set up to develop any of these ideas looks to build on the excellent work already carried out by Greater Peterborough Partnership in this area, and therefore should necessarily form the core of this Working Group. It is also essential that the group draws on the Knowledge Bank to inform and help the work that is already in development.

The Working and Steering Groups also need to refer and build on the numerous key activities identified in Peterborough by The Environment Capital Partnership, whose role is to coordinate partners work in achieving the capital status:



- Many useful ideas were generated through the Environment Capital visioning event held by Greater Peterborough Partnership in February 2008 – such as Eco Schools, a Green University, developing a green infrastructure, and sustainable leisure facilities

- Cleantech Investment Partnership – a developing network of large organisations and companies who want to incorporate sustainable technologies within their businesses

- An eco innovation centre in Peterborough was launched in April 2008 providing physical space, business support and networking opportunities

- Peterborough's proposal to develop an environmental design competition and Pavilion - an interesting proposal to develop an annual competition for environmentally sustainable design where the winning entry will get built and a temporary pavilion on the Southbank provides the focus for a two week cultural programme each year

- Peterborough Green Grid project – a current project that is already looking at some of the ideas that came out of the workshops such as rural food and produce networks, revitalizing allotments, a low carbon bus service, and cycle routes connecting the villages

- Sustainable Travel Demonstration Town – aims to have a 21% decrease in the number of car trips by 2021 and to be a leader in provision of sustainable travel

- The Carbon Challenge project – development of an innovative, zero carbon neighbourhood in the centre of Peterborough.

Greater Peterborough Partnership will also have a strong lead in this Working Group and will form the main representation, but other skills and knowledge will need to include:

- Environment specialists
- Culture
- Open Space

## Useful case studies

The following case studies are offered in support of the extensive research undertaken by the Environment Capital team:

- Augustenborg, Malmö, Sweden has approached their transport system holistically, promoting walking, cycling and public transport which is run on natural and biogas as well as addressing the private transport use, by reducing speed limits to ensure minimal emissions

- Eurostar's Tread Lightly initiative is also regarded as an example of good practice, making a commitment to reduce their carbon dioxide emissions by 25% per traveller journey by 2012 and since 14 November 2007, all Eurostar journeys are now carbon neutral at no extra cost to travellers

- The UK Permaculture Society has numerous case studies of small and large scale urban projects such as Naturewise Forest Gardens in North London, Offshoots in Burnley, Brighton Permaculture and the Falmouth Green Centre

- The East London Community Recycling Partnership (ELCRP) in Hackney works with major organisations and companies to recycle food waste

- The Sounder City – practical examples of moves to reduce urban noise and improve soundscapes are outlined in the (former) London Mayor's Ambient Noise Strategy. Potential areas include: reducing road noise by using quieter vehicles, changing road surfaces, alternative means of traffic calming, promoting Home Zones, providing areas for late-night activities and developing 'tranquil spaces'



## 6.5

### Peterborough as a Global Role Model

**“The world today is crying for good and positive people-based and people-friendly projects that take the environmental challenges of today and tomorrow seriously without making cosmetic promises and not shying away from difficult choices and difficult decisions. Peterborough is such a project.”**

Quote from Jan-Gustav Strandenaes' Perception Peterborough Report (the full report can be found in **Appendix H**)

Throughout the Perception Peterborough workshops, national and international participants were excited by the prospects for Peterborough to present itself in a global context at the United Nations World Urban Forum as described by Jan-Gustav Strandenaes, consultant to the United Nations Environment programme.

The World Urban Forum, organized by the United Nations Settlement Programme, otherwise known as UN Habitat, has a mandate to work with governments and principalities to deliver environmental sustainability and aims to identify international best practice models particularly those focusing on housing and development which it sees as key environment priorities. The next Forum will be held in Rio de Janeiro, Brazil in June 2010, exact dates are still to be confirmed. Functioning as a global knowledge sharing and marketing exercise for urban communities with over 150 world ministers present, this platform would provide an unprecedented level of networking and a unique opportunity for Peterborough to demonstrate what it has achieved to an international audience.

After attending the four Perception Peterborough workshops, Jan-Gustav Strandenaes wrote a report which outlines the similarities and parallel thinking between the United Nations Environment Programme and Peterborough's Environment Capital Manifesto: “The similarity between the visions found in environmental policies expressed for Peterborough and what the United Nations is expressing to day is striking.”

Peterborough's attendance at the World Urban Forum would inevitably bring support from national government, particularly from the Department of Communities and Local Government, especially as the plans developing in Peterborough could be used as best practice in other locations. The process of preparing for the Forum would continue the Perception Peterborough methodology, helping to galvanise the full range of public, private, community and voluntary agencies to chart an achievable schedule, focus the city's work, define its achievements, and demonstrate best practice.

“What happens in Peterborough these days is dramatically linked with efforts to solve the global environmental threats we all are experiencing. And in many ways, the Peterborough visioning exercise holds the key to solving these global threats. The strength of the Peterborough environmental commitment is replicable all over the world” writes Strandenaes in his report.

Because the Forum offers exceptional opportunities for networking and for exchange of ideas and experiences, we recommend this to be a priority to be taken forward. However, there are two other possible UN opportunities which focus on influencing global policy: the Commission for Sustainable Development in New York under the theme of Sustainable Consumption Production, and the United Nations Environment Programme Global Minister Environment Forum. (Further details of both can be found in **Appendix H**). Strandenaes explains that Peterborough's experience contains elements that are relevant to integrating environmental solutions into planning and rejuvenating an urban municipality and it has strong, new elements on how to deal with governance issues, involve stakeholders, position art and culture and promote human well being as an ultimate goal.

Strandenaes concludes his report by explaining how Peterborough can present itself as an example of best practice and aim to be published in the UN Habitat yearly publication “The State of Urban Environment” which is sent to all governments, and used by researchers: “Best practices are opportunities for governments or organisations accredited to the UN to showcase

their various initiatives and show the world what they are capable of doing, both to prove to the public that they are indeed performing and also thinking new ideas....Unfortunately relevant showcases are far and often few between, and the UN is almost constantly on the lookout for more projects...The entire Peterborough exercise is precisely a 'best case example'."

## Guidelines for delivery

The Perception Peterborough Working Group should work to take this plan forward, and ensure that all preparations for attending the World Urban Forum are completed. Key tasks would include the following:

- 1.** Developing a proposal for Steering Group on the benefits of attending, with practical and financial requirements.
- 2.** Setting up the management team: Appointing internally or externally a management team is essential at the earliest possible stage. Their responsibilities would include the following:
  - Ensuring the Perception Peterborough methodology is used throughout the preparation process, maximising the benefits of team and partnership working
  - Writing bids and proposals for national government and regional agencies that can secure funding
  - Overviewing the quality and context of the presentation
  - Acting as a focal point for all partners
  - Managing other internal/external consultants and sub contractors
  - Co-ordinating images and information to press for marketing and advocacy purposes
  - Facilitating partnerships between private and public sector partners
- 3.** Sourcing funding: National governments are usually very keen to sponsor this advocacy activity and should be approached for funding and sponsorship. Regional agencies including East of England Development Agency and Arts Council England, East should also be considered as partners, as the Forum addresses global and national government issues relevant to their agendas.
- 4.** Appointing expert consultants and completing application process: The management team is responsible for appointing experts who can guide the application process and provide expert guidance on attending the event. For example, general application procedure to the Forum is normally through an accreditation system which

is monitored by ICLEI, the global organisation for municipalities, but Jan-Gustav Strandenaes has close working contact with ICLEI's director, Konrad Zimmerman and an accreditation could be negotiated through him. Strandenaes could also be available to act as a guide during the Forum itself, and negotiate both a space for the Mayor, or most appropriate high level representative, at the Mayor's Round Table as well as helping Peterborough to be included in their yearly publication. The proviso is that the UN Habitat writers become interested at an early stage of writing, and there is interest from Peterborough to commit in some way to going forward with the work as presented.

**5.** Agreeing attendees: Level of attendees which need to be considered for this event are as follows:

- The Mayor
- Chief Executive of City Council and Senior Officers
- Senior staff to man the exhibition stand and network throughout the event

**6.** Drafting the presentation: Peterborough should aim to be ambitious in the scale of its presentation at the Forum. Held over five days, the event is set up as a traditional forum with a variety of stands ranging from small stands with two 2D graphics and handouts to large architectural models and larger stands hosting parallel programmes of talks and seminars. The hire of stands in itself is not expensive but all materials would need to be shipped to Brazil. In terms of content, Strandenaes' report in Appendix H of this report should be used as the starting point as it already outlines how Peterborough should position itself in a global context, what issues are of relevance to the UN, what achievements Peterborough has made which should be presented, and what the similarities are between Peterborough's Environment Capital Manifesto and the Medium Term Strategic and Institutional Plan developed by the UN Habitat programme.

**7.** Logistical planning: Further details on the Forum are expected to be published in March 2009, which will provide exact dates, venue, display requirements and agenda focus.

This practical process to deliver the project should also draw on the same process as that outlined in 5.3 where the Working Group and Steering Group work together, calling on other professionals such as:

- Presentational experts
- PR/ Press
- Marketing
- International environment experts



## 6.5 Education

Education and the proposed university was a major theme discussed throughout all workshops, although it is recognised that the university is not a 'new' idea. Any of the new ideas developed through Perception Peterborough should build upon the work being carried out by Opportunity Peterborough and Anglia Ruskin University, particularly the Knowledge Bank and the New Metric.

Workshop quotes:

"We need a continual ferment of ideas"

"The university must practice what it preaches"

The new university proposed for Peterborough offers considerable opportunities to form an integrated educational system for the city, contributing extensively to nurturing talent and the revitalisation of the city centre.

A university needs to be integrated into the life of the city, welcoming and open to all, providing opportunities for local people as well as bringing new talent to the area. It needs to learn lessons from other university cities to avoid 'town and gown' issues where students and the local community become separated, and to ensure students are an integral part of the community.

It could also be a university capable of providing flexible courses and degrees, responding quickly to the needs of the students, community and businesses.

Potential outcome to develop include:

**An Environment curriculum** – Peterborough can champion a cutting-edge environment curriculum, integrated across the education system developing and sharing knowledge and practical skills for future environmentally responsible generations. This should build positive participation in the environment city agenda from the outset, across the diverse populations of the city.

**The campus as the city** – the university campus should be the city itself, providing a real catalyst for the development of the city centre, bringing new partners and opportunities to Peterborough. Delegates discussed a number of models of how universities can be integrated into the heart of the city.

For the theme of Education it is important to note and follow the work already carried out and in progress:

- Centre for Sustainable Engineering - Peterborough's first university linked research and development centre has been launched
- The extensive consultation has taken place through the City Centre Action Planning process around the location of the university such as spreading the campus throughout the city
- Joint venture company has been set up to develop the university between Anglia Ruskin University and Peterborough Regional College
- Some work has been completed around designing a curriculum which links to the existing strengths of the city such as environmental research, 'health and sustainability', 'community needs' and finance
- Voyager School also serves as a good model of a specialist college, aiming to be a world leader in media studies, and has been shortlisted for a RIBA design award

## Guidelines for delivery

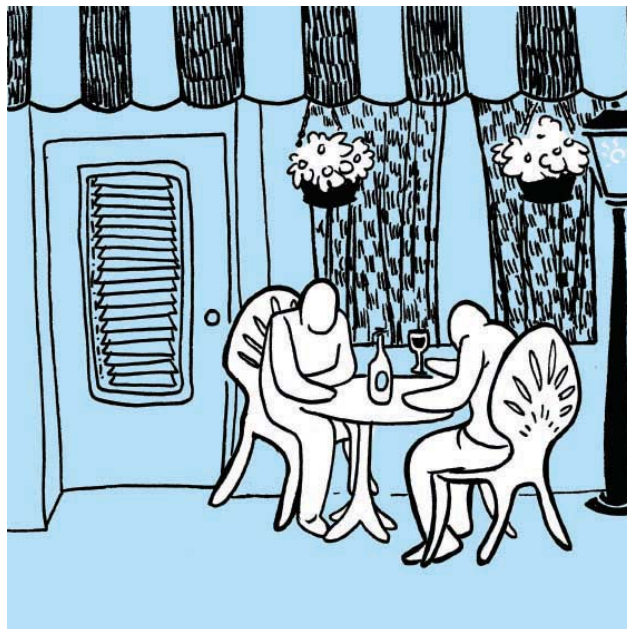
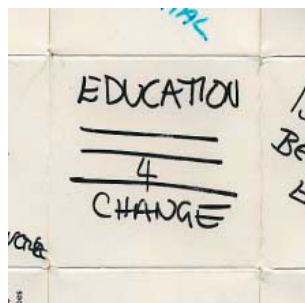
Although, the Steering Group will not be exploring these existing projects and ideas for education in the city, it is important that education is a common thread running through all of the work carried out by the Perception Peterborough team. Wherever appropriate, the new University for Peterborough and education should be represented on the Working Groups. In addition, all project specific Working Groups should explore opportunities to actually embed an educational outcome into the projects, providing valuable knowledge sharing and skills development around the environment, regeneration and cultural development for diverse learners across Peterborough and beyond.

## Useful case studies

Other useful examples and international case studies which can be referred to include:

- School of Architecture, University of Waterloo, Canada developed 'Service Learning' workshops which linked students work with issues of urban regeneration. The School developed community-university partnerships in downtown revitalization, otherwise known as "town-gown" initiatives and undertook various research projects involving a team of faculty, student, and community members where the community need to incorporate universities into their own short and long-term strategies. Further information on the Service Learning initiatives at the University of Waterloo can be found on the Archive CD supplied with this report.

- Rural Studios, Auburn, Atlanta, USA – is an alternative academic centre that also holds exhibits, building projects and research programmes from both Auburn and international students. Their mission is to enable students to use their skills in the building of their environment through participation and human contact. Rural studios promotes educative schemes that influence individuals to become overall political, social and environmentally engaged citizens.





## 7

### Perception Peterborough Presentation Event; 22nd October 2008

**“Perception Peterborough has enabled all of us who have participated to think freely, to think without barriers and to think creatively about our city as it is, but more importantly what it could really be.”**

Gillian Beasley, Chief Executive, Peterborough City Council, in her speech at the Presentation Event



The Perception Peterborough event was tasked with celebrating the innovative and creative visioning process and communicating the outcomes of the workshops

Over 100 people attended the event which took place on 22nd October, 2008 including representatives of the public, private and voluntary sectors from the city, senior regional policy-makers, national think-tanks, media and cultural organisations. A full list of attendees is reproduced in **Appendix L**.

As the main communication tool, a booklet detailing the process and five main themed outcomes was published specifically for the event.

The venue was an unoccupied retail warehouse space, previously tenanted by Matalan on East Station Road in the city centre, located on the edge of the South Bank, opposite the Key Theatre and adjacent to the zero carbon development. This non traditional venue with no current identity was chosen to symbolise Peterborough in transition.

Within the blank commercial / industrial environment, HWA designed an experience which transposed the Perception Peterborough workshop graphic imagery, colourways and creative studio setting. The initial impression was similar to arriving on a film or theatre set, with the event area defined by raw scaffolding, which framed large panels with strong colours and graphics drawn from the existing and developing artworks.

The theatrical atmosphere of 'work in progress' and 'building the future' came from large projection screens on scaffold frames, with constant powerpoint presentations of workshop photographs, displays of artworks and films prepared by Proboscis and tables displaying StoryCubes and workshop materials. Strong theatrical lighting embraced the event space.

The design and use of the workshop materials and event displays conveyed a co-ordinated, cumulative, connected approach, which reflected the overall Perception Peterborough process.

Five distinct focal points were created:

- A 'main stage' for speeches, with a back projection screen for Perception Peterborough branding and speaker titles
- Three presentation zones celebrated the three Workshop themes, with continuous back

projected film images from:

- Green infrastructure and environmental technologies
- Social Cohesion within a climate of Migration
- Growth: Development of the public realm and built environment,
- A fifth zone featured the complete 3D Perception Peterborough Map with back projected film by Proboscis showing a time-lapse film of the making and dismantling of the map over four days.

At the centre of the space, 100 chairs were placed facing the main stage area, with occasional tables positioned around the space for hospitality. A local catering firm using locally-sourced produce provided a lunch buffet.

Guests arriving by train to Peterborough train station were met by Perception Peterborough hosts, and boarded a coach for a short guided tour of Peterborough en route to the venue provided by Stuart Orme, from Peterborough Museum.

The event was boosted by a front page article in the Society section of the Guardian on 8th October, which featured an interview with Dr Benjamin Barber and a positive introduction to the Perception Peterborough project. The high profile coverage was partly achieved due to the fact that the project tapped into current political thinking around the development of civil society in Great Britain, a theme that was discussed during all the Autumn Party Conferences.

Additional media coverage included BBC Look East which broadcast commentary and interviews with Gillian Beasley and Jan-Gustav Strandenaes on the day of the event. The event also provided a setting for a film produced by students from Voyager School, Peterborough, featuring interviews of key Peterborough spokespeople in support of the UK Environment Capital bid.

Speeches were given by Gillian Beasley, Chief Executive Peterborough City Council, Steve Compton, Chief Executive, Opportunity Peterborough, Keynote speaker Dr. Benjamin Barber, International political theorist, Chair of International participants, Jan-Gustav Strandenaes, International Environment expert, Perception Peterborough Workshop participant and Andrea Stark, Director, Arts Council England, East.

Key points from the speeches include:  
(The full texts of the speeches are reproduced in



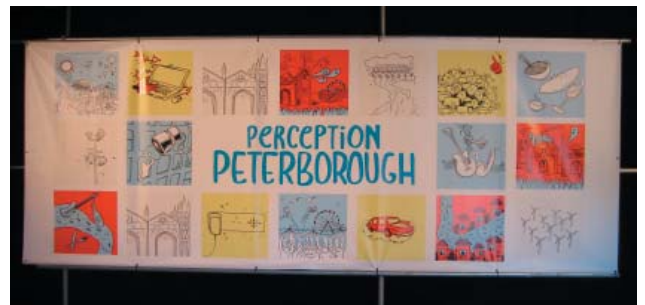
Appendix K)

**“Perception Peterborough...looks at the culture of Peterborough, how we each see Peterborough, and what we would like to see Peterborough become. In essence it is the glue between the physical growth deliverables of buildings, roads, utilities that makes the growth of the city truly sustainable in cultural and social terms.”**

Steve Compton, Chief Executive, Opportunity Peterborough

**“The real result of the workshops was an energized citizenry, a city re-imagining itself in terms of its assets and aspirations, a city able to see itself in all of its potential connectivity with a world it might help shape and lead. In a word, the result was an emerging common vision produced by creative housing developers, thoughtful town councillors, inspired cultural officers and a broad range of concerned regional stakeholders.”**

Benjamin Barber



**“...the Perception Peterborough Process and its resulting outcomes, the vision and the plan for an environmental city called Peterborough on the banks of the river Nene, in the Fens, off the North Sea, a city facing all possible environmental challenges and dealing with it courageously – the example of Peterborough as a best practice needs to be showcased through and at the UN.”**

Jan-Gustav Strandenaes









**“Peterborough now has some new points of reference, a new way of thinking about the city, and a fresh and concerted effort involving a range of partners that have got to know each other for the first time.”**

Andrea Stark, Executive Director, Arts Council England, East

**“We’re getting on with these plans now. Not in five years time when the markets are healthy again. We’re starting now, so that Peterborough gets ahead as an economy, and so that our people get the opportunities, facilities and neighbourhoods they deserve. And when the markets do wake up, people from other cities will see how Peterborough became the one place where time didn’t stand still.”**

Gillian Beasley, Chief Executive, Peterborough City Council in her speech at the Perception Peterborough Presentation Event





**“Come the civic revolution, all eyes will be on Peterborough.”**

Benjamin Barber, 8 October 2008, The Guardian, Society supplement