



Proposal: Independent Destination Management Organisation

A companion to the Peterborough Destination Identity & Place Profiles Proposal

More Than You Imagine

This is
Peterborough 2026



Introduction: Independent Destination Management Organisation

A companion to the Peterborough Destination Identity & Place Profiles Proposal



This is Peterborough! began as a bold plan to create a new annual festival celebrating the city's culture, heritage, creativity, and communities. The idea quickly gained wide support, with over 40 partners already engaged across cultural organisations, businesses, community groups, and educational institutions.

Our initial aim was to deliver the festival, with tourism and storytelling assets emerging as natural outputs — originally designed to contribute to the city's Tourism Collective and strategy. However, recent events have accelerated our vision. With strong partnerships, deep community roots, and a city-wide network in place, ***This is Peterborough!*** is now ready to lead a coherent, ambitious, and inclusive approach to destination management.

In doing so, we align directly with the national transformation of the visitor economy set out by VisitEngland and the de Bois Review. The new Local Visitor Economy Partnership (LVEP) framework calls for fewer, stronger, and more resilient organisations. Peterborough can seize this moment — not only to secure LVEP accreditation, but also to demonstrate how culture-led regeneration and resident-first tourism can build pride in place, attract investment, and drive sustainable growth.

Our approach is collaborative, not competitive — building on the strengths of existing organisations, aligning resources, and creating shared platforms that amplify Peterborough's story to residents and visitors alike.

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Proposal: Executive Summary



Peterborough is entering a new chapter. The closure of the outdated Visit Peterborough website, together with the City Council stepping back from leading tourism delivery due to funding and resource constraints, has created a once-in-a-generation opportunity to reimagine how the city is positioned, promoted, and managed as a destination.

This proposal sets out a bold but realistic plan for a new model: an independent, accredited Destination Management Organisation (DMO) rooted in community collaboration, business engagement, and cultural storytelling. Building on the City Council's commitment and foundations already laid, it will unite cultural, commercial, and community partners to tell a stronger story, raise Peterborough's profile, and ensure that tourism benefits flow directly back into the local economy and communities.

Our ambition is to achieve Local Visitor Economy Partnership (LVEP) accreditation within three years, increasing visitor spend, extending stays, and boosting pride in place for residents as well as visitors.

Why Independent?

For too long, Peterborough's tourism identity has been fragmented, under-promoted, and limited by the capacity of council resourcing. Establishing an independent Destination Management Organisation (DMO) — outside of local authority structures but rooted in strong public, private, and civic partnerships — unlocks the ability to be agile, entrepreneurial, and market-driven, while remaining accountable and inclusive.

What Makes This Different?

- **A clear and memorable place identity**, shaped by the Peterborough Framework of Inner Quarters, the Middle Quarters, and Heritage Landscapes. This layered structure helps visitors and residents alike see the city as more than a cathedral destination.
- **A delivery model designed for impact**, with independent governance, a board spanning culture, commerce, and community, and a sustainable funding base blending membership, sponsorship, service contracts, and grants.
- **A commitment to measurable outcomes** — growth in visitor spend, longer stays, stronger pride in place, and new jobs — all tracked against nationally recognised KPIs.
- **A future-facing approach using digital-first tools**, data-led decision making, AI-powered itineraries, and open dashboards for businesses.
- **A responsible and inclusive ethos**, with sustainability and net-zero targets, The Middle Quarters engagement to ensure neighbourhood benefits, and partnerships with organisations such as CPSL Mind to embed wellbeing into destination planning.

Our Ambition

Over the next three years we will:

- **Achieve LVEP accreditation**, securing Peterborough's place within the national tourism framework.
- **Deliver a conservative £12m GVA uplift to the local economy**, with potential to reach £40–50m under ambitious scenarios.
- **Position Peterborough as a regional leader in sustainable tourism**, with carbon-neutral events and Green Tourism accreditation.
- **Build a year-round events pipeline** that balances flagship moments with seasonal and community programming, avoiding the peaks and troughs that currently characterise the visitor economy.
- **Create a Visitor Economy Skills Academy** to open pathways into hospitality, tourism, and the creative industries.

The Outcome

This is not simply about attracting more visitors. It is about creating a tourism system that:

- **Strengthens the local economy** by supporting retail, hospitality, and creative businesses.
- **Regenerates the city centre** through cultural activation and new investment.
- **Connects communities** by celebrating identity, diversity, and pride of place.
- **Enhances resident wellbeing** by embedding health, nature, and culture into everyday life.

Peterborough has the assets. It has the people. What it has lacked is a unifying vision and a delivery model capable of realising it. This Independent Destination Management Proposal provides both.



1. Vision & Purpose

Peterborough has always been a city of arrival, exchange, and reinvention — from Bronze Age causeways and medieval pilgrimage, to Victorian industry, New Town expansion, and the diverse communities shaped by modern migration. Today, it is evolving again, with major investment in housing, infrastructure, and cultural facilities.

Our vision is to create a coherent, ambitious, and forward-looking identity for Greater Peterborough: one that projects confidence, celebrates heritage, embraces diversity, and ensures the visitor economy strengthens the city for residents as well as visitors. This will be achieved through a coordinated visitor offer that connects attractions, infrastructure, and communities under a single, unifying story.

Guiding Principles

- **Identity** – An inclusive city narrative rooted in history, multicultural communities, and landscape.
- **Regeneration** – Culture and heritage as catalysts for civic pride and renewal.
- **Destination Management** – Coordinating attractions, infrastructure, and services under one vision.
- **Economic Development** – Tourism as a driver of retail, hospitality, and creative industries.
- **Cultural Capital** – Investing in people, partnerships, and cultural projects.
- **Tourism Competitiveness** – Differentiating Peterborough in the regional and national marketplace.

2. Why Now – The Moment to Act

- **Governance change** – The creation of the new Greater Peterborough Authority provides a timely chance to embed an independent, accredited tourism model from the outset, aligned with the Combined Authority's Region of Culture plan to use culture as a driver of inclusive growth, regeneration, and skills.
- **Cultural foundations** – The existing Cultural Strategy and draft Visitor Economy Strategy give us a strong platform to build from.
- **Market trends** – National recovery in tourism is favouring authenticity, localism, sustainability, and unique experiences. Peterborough's rich multicultural communities, layered history, and distinctive landscapes align perfectly with this demand.
- **Freedom to innovate** – Independence from council cycles enables us to be agile, entrepreneurial, and market-driven, ensuring Peterborough moves at the pace of opportunity.

3. Strategic Goals (2025–2028)

By 2028, we will:

- **Achieve LVEP accreditation** by the end of Year 3, securing Peterborough's place in the national visitor economy framework.

- **Increase visitor spend by at least 15%**, equivalent to a conservative £12m GVA uplift, with stretch targets of £40–50m under ambitious growth scenarios.
- **Extend the average length of stay from the current baseline to 1.8–2 nights**, strengthening the overnight economy.
- **Improve visitor perception and brand recognition** by raising satisfaction and awareness scores by 10% through coordinated marketing and targeted product development.
- **Grow the year-round events economy** by developing a city-wide calendar that integrates existing multicultural celebrations with new flagship events, ensuring a balanced programme across the year.
- **Increase resident pride in place**, demonstrated by a 10% uplift in annual survey results, with additional tracking to capture engagement across Peterborough's diverse communities.

4. Delivery Framework – Independent DMO

The Independent Destination Management Organisation will be delivered through This is Peterborough — a public–private–community partnership with independent governance. We are uniquely placed to lead because, unlike council-led or sector-led models, we are not a direct or secondary beneficiary of visitor spend. This neutrality makes us the only body able to convene partners across culture, business, and community with complete impartiality, ensuring that every uplift in the visitor economy benefits the whole city.

Board (12–14 members)

The Board will provide strategic leadership and accountability, drawing from culture, heritage, business, hospitality, transport, marketing, data, education, and community representatives. To anchor delivery, one seat will be nominated by Peterborough City Council and one by the Combined Authority/Region of Culture programme, ensuring alignment with regional ambitions.

Advisory Forum (20–30 organisations)

Meeting quarterly, the Advisory Forum will give voice to the wider sector and communities — feeding into strategy, integrating existing multicultural and civic festivals into a city-wide calendar, representing neighbourhoods, and surfacing new partnerships.

Executive Team

The Executive Team of This is Peterborough will deliver day-to-day operations: destination marketing, product and skills development, business support, and data-led evaluation, while acting as the city's advocate within national and regional frameworks.

Regional Alignment

The DMO will operate with a formal partnership agreement with PCC and CPCA, embedding Peterborough within the Region of Culture plan and positioning the city as both a local leader and a regional driver of culture-led growth.



5. Alignment with National Policy

- **LVEP Criteria** – The model meets VisitEngland’s Local Visitor Economy Partnership requirements: clear destination identity, independent governance, robust data systems, integrated product development, and a sustainability-first approach.
- **De Bois Review** – Fully aligned with the Review’s call for fewer, stronger DMOs, This is Peterborough embodies independence, a convening role across public–private–community partners, and evidence-based planning.
- **Policy Fit** – Supports the DCMS Tourism Recovery Plan, Levelling Up missions, Arts Council’s Let’s Create, VisitEngland’s Destination Development agenda, and Historic England’s heritage frameworks.

6. Integration with CPCA Region of Culture & LVEP Programme

In March 2025, the Cambridgeshire & Peterborough Combined Authority confirmed its intention to establish a Local Visitor Economy Partnership (LVEP) co-terminus with the Mayoral Authority boundaries, with accreditation from VisitEngland anticipated in September 2025. The Region of Culture programme provides the strategic framework for this regional LVEP, embedding culture and the visitor economy at the heart of economic growth, place-making, and skills development.

This development has clear implications for Peterborough. While our original ambition was to achieve standalone LVEP accreditation within three years, the Combined Authority’s regional LVEP model creates an opportunity — and necessity — for Peterborough to act as the city-level delivery partner within a wider structure.

Our proposed Independent DMO will therefore:

- Serve as the recognised Peterborough partner within the Cambridgeshire & Peterborough LVEP, ensuring that the city’s priorities, brand, and data are not overshadowed by Cambridge or other districts.
- Provide local governance, coordination, and delivery, aligning with regional LVEP standards while safeguarding Peterborough’s distinctive framework of Inner Quarters, the Middle Quarters, and Heritage Landscapes.
- Contribute a strong evidence base, sharing visitor economy data, insights, and brand research through the LVEP’s Shared Visitor Economy Team while retaining city-level reporting.
- Leverage regional funding streams, including UK Shared Prosperity Fund transitional allocations, to scale our cultural and tourism delivery while maintaining independent sustainability through membership, sponsorship, and events.
- Champion city identity, using the “This is Peterborough” brand to amplify local cultural stories, community participation, and product development, thereby complementing the broader “Region of Culture” narrative.

By aligning our independent model with the Combined Authority's LVEP programme, we avoid duplication, unlock investment, and secure a formal governance role that guarantees Peterborough a strong voice in regional tourism and culture. This dual positioning — as an independent, high-performing DMO and as a core LVEP partner — ensures that our city is both locally empowered and nationally recognised.

7. Place Identity – The Peterborough Framework

The Peterborough Framework provides a clear, layered model for understanding and promoting the city. It connects the Urban Core with surrounding communities and landscapes, offering residents and visitors a coherent way to explore Peterborough's story, culture, and geography.

- **Tier 1 – Inner City Quarters:** Cathedral Quarter, Creative Quarter, River & Rail Quarter, Old Town Quarter.
- **Tier 2 – The Middle Quarters:** A belt of historic neighbourhoods linking the centre to diverse communities, reflecting the city's multicultural identity.
- **Tier 3 – Heritage Landscapes:** Fen Edge, Nene Reaches, Clare Country, and the emerging Kiln Quarter, showcasing the interplay of history, nature, and industry.

This layered framework strengthens external marketing, builds pride in place, and positions Peterborough as far more than a cathedral city.

8. Visitor Segmentation & Market Positioning

The Peterborough Framework provides a clear basis for targeting and growing priority audiences. Our approach is outcome-driven, ensuring marketing and product development align with distinct visitor needs while reinforcing local identity.

- **Domestic Short Breaks** – Two-night stays that combine heritage, arts, and outdoor experiences, extending average length of stay.
- **International Cultural Visitors** – Drawn by world-class Bronze Age heritage, migration stories, and Peterborough's unique multicultural identity.
- **Family Audiences** – Multi-generational experiences that connect city attractions with surrounding landscapes.
- **Niche Markets** – Specialist segments including rail and industrial heritage, eco-tourism, and John Clare literary tourism.

This segmentation supports tailored campaigns, strengthens brand distinctiveness, and ensures Peterborough competes effectively in a crowded market. By positioning our multicultural story and unique heritage as central to the offer, we create a differentiated, future-facing destination identity.



9. Skills & Workforce Development

A sustainable visitor economy depends on skilled, motivated people who can deliver high-quality experiences and build pride in place. The DMO will act as a catalyst for talent, working with education, business, and community partners to strengthen the sector's pipeline.

- **Visitor Economy Skills Academy** – Established with ARU Peterborough, local colleges and approved training providers to provide training in hospitality, tourism, and cultural industries.
- **Pathways to Employment** – Volunteering and apprenticeship routes into guiding, heritage, event production, and customer service.
- **Creative Skills for Young People** – Partnerships with schools and youth projects to embed cultural and digital skills early, inspiring the next generation of ambassadors for Peterborough.

This strategy retains local talent, improves service quality, and builds long-term capacity. It directly aligns with the CPCA's Region of Culture plan, ensuring that growth in the visitor economy contributes to wider regional goals for inclusive skills development and cultural opportunity.

10. Accommodation & Infrastructure Strategy

For Peterborough to compete as a visitor destination, growth in accommodation and infrastructure must match the ambition of our offer. The DMO will focus on enabling investment and improving connectivity so that visitors can stay longer, spend more, and explore further.

- **Hotel Growth** – Attract new boutique and mid-market hotels in the city centre, while supporting rural diversification such as farm stays and eco-lodges.
- **Transport Integration** – Strengthen links between the Station Quarter, city centre, and surrounding landscapes through better bus services, cycle hire, and EV infrastructure.
- **Accessibility** – Commit to step-free access across attractions, multi-language visitor information, and inclusive programming to ensure Peterborough is welcoming to all.

This integrated approach ensures that infrastructure development underpins sustainable tourism growth, benefits residents as well as visitors, and positions the city to capture future demand.

11. Sustainability & Net Zero Tourism

Peterborough's visitor economy must grow responsibly, ensuring benefits for people, place, and planet. The DMO will embed sustainability at the heart of delivery, setting clear commitments that align with national policy and local climate goals.

- **Carbon-Neutral Events** – A roadmap to make major festivals and cultural events carbon-neutral by 2030.
- **Visitor Charter** – A "Leave No Trace" charter, co-created with Nene Park Trust, PECT and community

partners, promoting responsible behaviour by residents and visitors.

- **Green Accreditation** – A drive for hotels, attractions, and venues to secure Green Tourism accreditation, raising standards across the sector.
- **Visitor Dispersal** – Strategies to spread visitor flows beyond the city core into neighbourhoods and landscapes, reducing pressure on sensitive sites and supporting local economies.

This approach ensures Peterborough is recognised as a regional leader in sustainable tourism, strengthening its competitiveness and pride in place.

12. Data & Insights Strategy

Robust data is essential to measure impact, attract investment, and improve visitor experiences. The DMO will build a staged data and insights programme that grows in sophistication over its first three years.

- **Year 1** – Partnership agreements, baseline visitor surveys, T-Stats system, and Springboard footfall monitoring.
- **Year 2** – STEAM economic modelling, Huq mobile data, and seasonal perception surveys.
- **Year 3** – Full DestinationCore integration, BVA BDRC brand perception study, and an annual Visitor Economy Report.

Open dashboards will give businesses and partners real-time access to insights, supporting joint marketing and product development. This evidence-led approach ensures accountability against national KPIs and positions Peterborough as a data-driven, future-facing destination.

13. Funding & ROI Model

The Independent DMO will operate on a diversified, sustainable funding base that combines public, private, and earned income. This reduces reliance on any single source and ensures resilience.

- **Income Streams** – Membership, sponsorship, service contracts, grants, and event revenue.
- **ROI Tracking** – Annual reporting against clear KPIs, supported by transparent data dashboards.
- **Impact Scenarios** – Conservative projections show a £12m GVA uplift over three years; mid-range £25m; ambitious scenarios £40–50m.

By blending income sources and evidencing return on investment, the model delivers credibility with funders, confidence for partners, and clear value for businesses. Every pound invested in the DMO generates measurable economic, social, and cultural benefits for Peterborough.



14. Year-Round Product & Events Pipeline

A vibrant, balanced events programme is central to building visitor demand, extending stays, and supporting local pride. The DMO will coordinate a year-round pipeline that combines flagship moments with neighbourhood and seasonal activity.

- **Anchor Events** – Major draws such as This is Peterborough Festival, CAMRA Beer Festival, and Heritage Open Days.
- **Seasonal Trails** – Themed experiences around waterways, heritage, and festive lights to encourage repeat visits and spread demand.
- **Neighbourhood Activation** – Showcasing the Middle Quarters and diverse communities through local festivals and cultural celebrations, integrated into a city-wide calendar.

This approach avoids the peaks and troughs that characterise the current visitor economy, creates new reasons to visit throughout the year, and ensures that growth is shared across the city's communities and landscapes.

15. Business & Investment Engagement

A strong DMO depends on active business participation. This is Peterborough will operate a clear and transparent model that delivers value for partners while driving collective growth.

- **Tiered Membership** – Core Partners, Strategic Partners, and Patrons, ensuring opportunities for businesses of all sizes.
- **Benefits Package** – Joint marketing campaigns, access to shared data dashboards, networking, and co-branding opportunities.
- **ROI Case Studies** – Regular evidence of how investment translates into increased visitor numbers, higher spend, and stronger brand visibility.

This model is designed to complement the work of Peterborough Positive, ensuring close collaboration with the city's Business Improvement District. By scaling business engagement into a city-wide framework, the DMO can extend support and investment opportunities beyond the city centre, aligning businesses across all quarters and landscapes.

16. Digital Platform & Marketing

Peterborough's visitor economy will be underpinned by a modern, open-source digital platform that integrates marketing, booking, and data in one place. The DMO will lead with a digital-first approach that is scalable, cost-effective, and inclusive.

- **Unified Platform** – An open-source visitor website with booking, itinerary, and event integration tools,

- avoiding the costs of proprietary systems.
- **AI Itinerary Builders** – Personalised trip planning tailored to visitor interests, encouraging longer stays and wider exploration.
 - **Open Data Dashboards** – Providing businesses with real-time insights to inform marketing, product development, and investment decisions.
 - **Digital Storytelling Hub** – Celebrating Peterborough’s communities, heritage, and culture through multimedia content that reaches new audiences.

This approach ensures Peterborough competes in a digital marketplace, supports partners with actionable data, and creates a flexible platform that can evolve with technology and visitor expectations.

17. Next Steps – 90-Day Action Plan

The Independent DMO is ready to move from concept to delivery. The first 90 days will focus on governance, partnerships, and visible quick wins to build momentum and confidence.

- **Governance** – Adopt constitution, confirm legal status, and recruit the inaugural Board.
- **Regional Partnership** – Formalise a partnership agreement with Peterborough City Council and the Combined Authority, embedding alignment with the Region of Culture plan.
- **Destination Development Plan** – Publish a three-year plan with clear KPIs, linked to national LVEP criteria.
- **Data & Insights** – Launch Year 1 baseline surveys and publish the first State of Tourism brief.
- **Quick Wins** – Deliver joint marketing campaigns with attractions, pilot multicultural and neighbourhood events, and activate digital platforms with live content.

These early actions will demonstrate capability, secure confidence from stakeholders, and set the foundation for long-term growth.

18. References and Source Documents

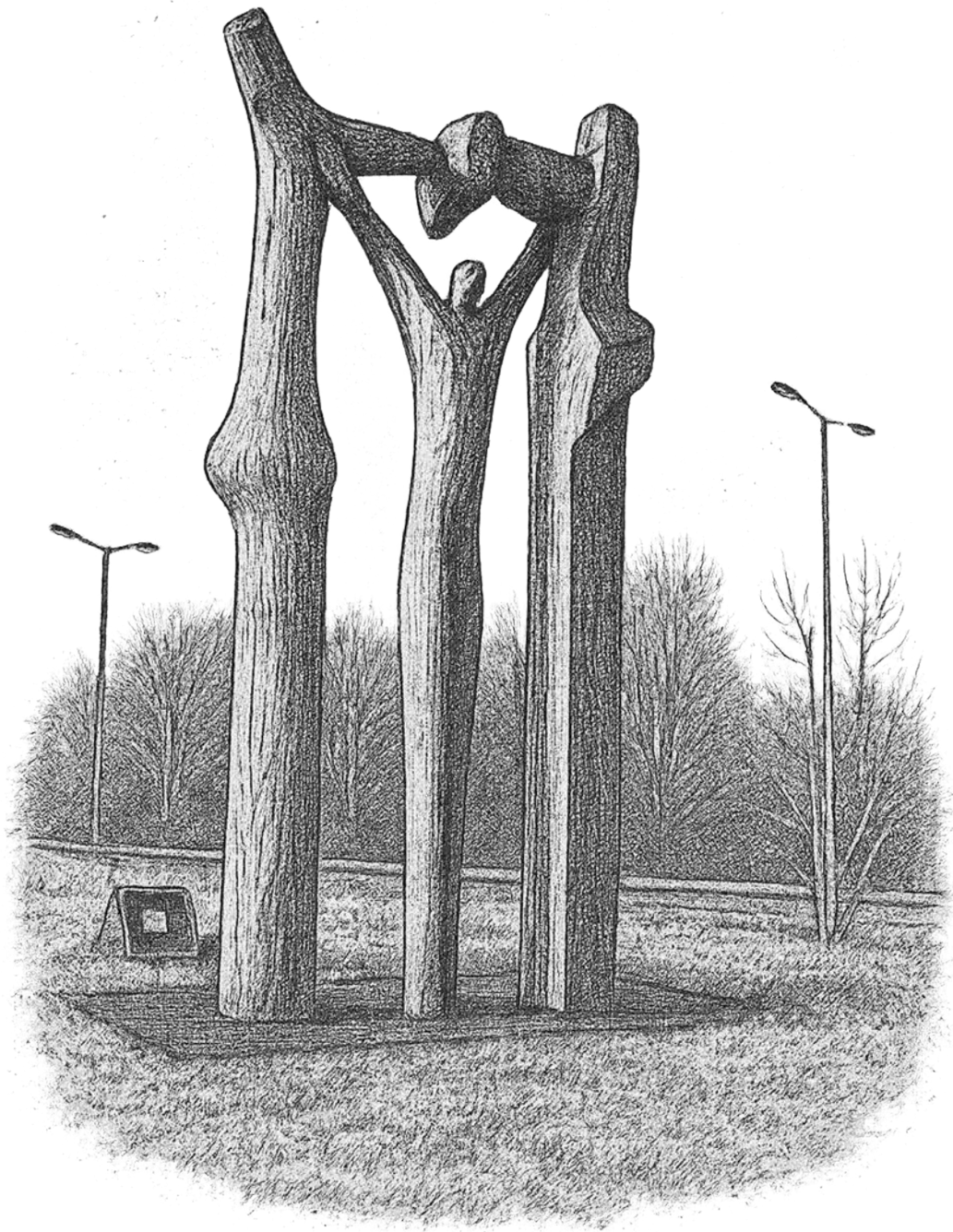
This proposal has been developed with reference to the following key documents and strategic frameworks:

- *Draft Visitor Economy Strategy for Greater Peterborough (2024–2027)*
- *Region of Culture Programme Update* – CPCA (March 2025)
- *De Bois Review of Destination Management Organisations in England* (DCMS, 2021)
- *LVEP Guidance and Criteria* – VisitEngland (2023–2025)
- *This is Peterborough! Festival Brochure* (2025)



Appendix A – High-Performing DMO Criteria Mapping

This mapping shows how this strategy aligns with the de Bois Review definition of a high-performing Destination Management Organisation, identifying strengths, gaps, and immediate actions for LVEP accreditation.



Criterion	Current Strengths	Gaps	Immediate Actions
Clear Destination Development Plan	Emerging vision via “This is Peterborough!” brand and Quarters framework.	No formal 3-year published plan with KPIs; no formal stakeholder sign-off.	Draft and publish 3-year Destination Development Plan with measurable KPIs.
Strong, Independent Governance	Independent structure forming; diverse partner representation planned.	Governance constitution not finalised; board diversity/skills mix not yet secured.	Adopt constitution; recruit for digital, trade, finance, and cultural expertise.
Public-Private-Community Partnership	Engaging MP, BID, cultural bodies, attractions, universities.	Transport, retail, and hospitality representation is patchy.	Formal partner recruitment drive for under-represented sectors.
Data & Insights Function	Awareness of need; potential attraction partners to share data.	No current visitor economy dataset or reporting structure.	Launch visitor survey programme; collate hotel/attraction data; link to regional datasets.
Consumer-Led Place Brand	‘This is Peterborough!’ concept aligns with visitor-first branding.	Limited external testing and partner adoption.	Run brand perception research; ensure all partners adopt consistent messaging.
Sustainable, Inclusive Growth	Intention to promote spread of visitors across the city & year.	No sustainability or inclusion framework yet.	Integrate environmental and inclusion KPIs into development plans.
Product & Events Pipeline	Plans for festivals, trails, creative hubs; links to existing events.	Pipeline not documented or linked to investment cases.	Publish rolling 3-year product and events development pipeline.
Funding Stability	Early discussions on mixed funding model (membership, sponsorship).	No multi-year commitments secured.	Secure 3-year minimum funding commitments from key partners.
Advocacy Role	Engaging MP and BID; positioned to be city tourism voice.	Not yet represented on regional/national tourism forums.	Apply for seats on regional boards; engage with VisitEngland/DMO networks.



Appendix B – Tourism Data Provider Comparison Matrix

Provider	Core Service Type	Key Outputs	Indicative Cost	Suitability for DMO
Global Tourism Solutions (STEAM)	Economic impact modelling	Visitor volume, value, seasonality, employment impact; annual trend reports.	£6k–£10k p.a.	High – nationally recognised; ideal for headline economic impact stats.
DestinationCore	Destination data platform	Aggregates web, social, ticketing, footfall, and partner data into dashboards.	£5k–£8k p.a. + setup	High – ongoing tracking; visual dashboards for partners.
T-Stats (Acorn Tourism)	Tourism stats management	Central database for partner-supplied metrics.	£4k–£7k p.a.	High – good for collaborative data collection; needs partner engagement.
Springboard	Footfall analytics	High-street footfall, dwell time, trend comparisons.	£3k–£6k p.a.	Medium/High – strong retail/tourism crossover.
Huq Industries	Mobile location analytics	Origin mapping, movement patterns, dwell time.	£6k–£12k p.a.	High – great for catchment/dispersal analysis; needs GDPR plan.
BVA BDRC	Visitor surveys & research	Profiles, satisfaction, spend, motivations.	£8k–£15k per projec	High – deep-dive research; brand perception.
The Audience Agency	Audience profiling & segmentation	Cultural audience demographics & insights.	£5k–£10k per project	Medium – strong for cultural/arts; less for general leisure.

Appendix C – Year 1–3 Tourism Data Build-Up Roadmap

Purpose

To build a credible, LVEP-aligned tourism evidence base from the outset, scaling in sophistication over three years. This ensures accountability, supports investment, and informs product development that is inclusive, sustainable, and market-driven.

Year 1 – Foundation (Budget: £5k–£10k)

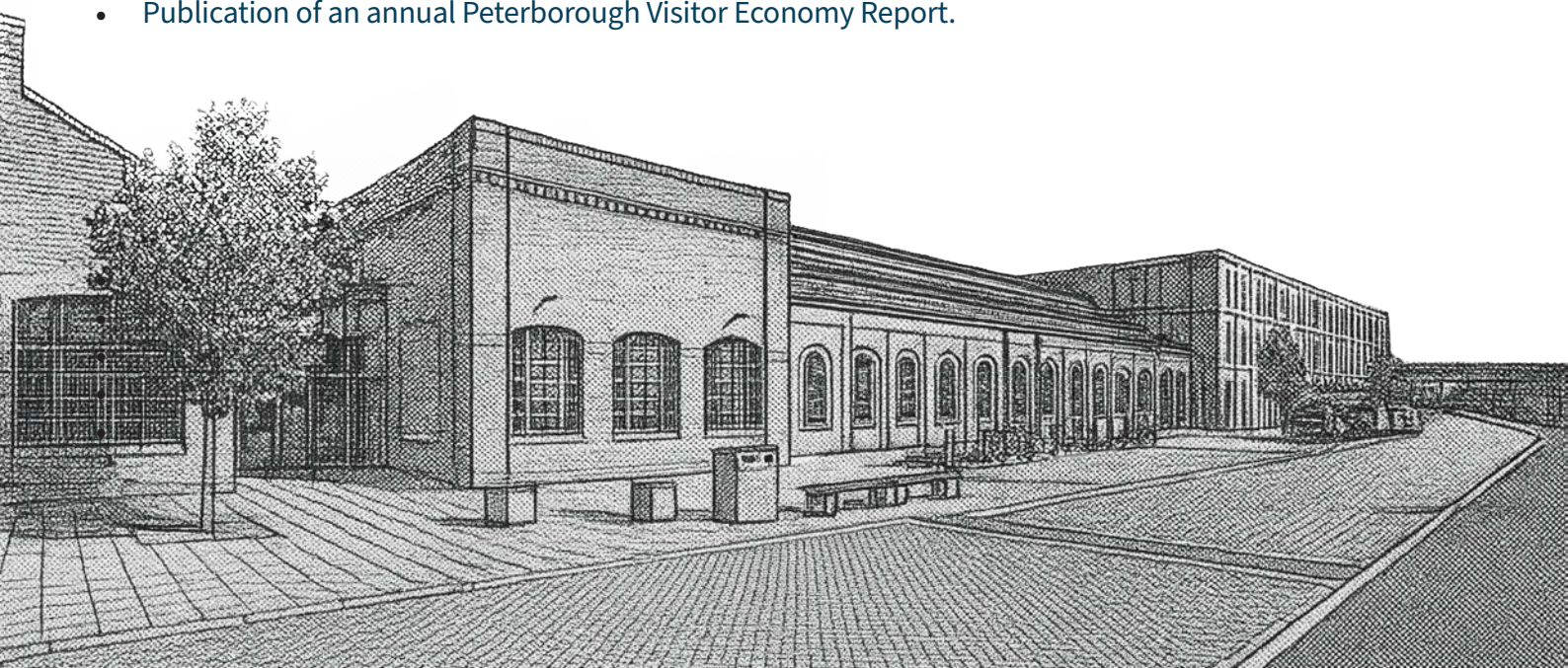
- Partner MoUs to standardise monthly/quarterly data sharing.
- Intercept visitor surveys at key sites and events, capturing diverse audience perspectives.
- T-Stats (or equivalent shared database) setup.
- Access Springboard footfall data.
- Quarterly State of Tourism briefs for partners and stakeholders.

Year 2 – Expansion (Budget: £15k–£25k)

- Commission STEAM baseline economic impact study.
- Integrate Huq Industries location data.
- Expand digital analytics (website, social media, ticketing).
- Seasonal, multi-site visitor perception surveys.
- Thematic research modules (e.g. heritage, multicultural events, sustainability behaviours).

Year 3 – Maturity (Budget: £30k–£40k)

- DestinationCore integration of all data streams.
- Annual STEAM updates.
- BVA BDRC brand perception study.
- Partner benchmarking reports for sector-wide performance.
- Predictive modelling for demand, dispersal, and seasonality to guide investment.
- Publication of an annual Peterborough Visitor Economy Report.



Notes

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



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