

# **Next stop Peterborough, Home of the Great British Railways HQ!**





Opportunity Peterborough

OFFICIAL



## **Context**

Peterborough. To many not familiar with our city it may be known for two things; its railway station and its passport office. As important as those institutions are, our city is so much more.

Fig 1- Cathedral Square, Peterborough city centre



Peterborough is a historic cathedral city, centrally located on the border of East Anglia and the East Midlands, sitting on the River Nene. The city sits at the heart of the East Coast Main Line, less than 40 minutes from central London and just one hour south of York, as well as on the line connecting Birmingham with the east coast. It also sits at the crossroads of the A1(M) and the east-west A47, and is just a short drive from the A14 providing excellent connectivity to large parts of the country.

Peterborough has a population of just over 200,000 and was the 4th fastest growing city in the UK in 2021, with a large portion of that population being in the 0-15 and 30-45 year old age brackets indicating a surge of young families, and experienced talent, moving to the city in recent years.

Peterborough is a city of ambition and opportunity. It was the first Gigabit City in the country following a deal struck between Peterborough City Council and CityFibre, and won the title of 'World Smart City of the Year 2015' at the Barcelona Smart City Expo, beating competition from Moscow, Dubai, and Buenos Aires.

Today the city continues with its ambition, undertaking a £600m regeneration programme, supported by £22.9 from the Towns Fund, and £20m from the Levelling Up Fund. This funding will help to bring forward projects such as the third phase of the new Anglia Ruskin University (ARU) Peterborough campus, and the Station Quarter redevelopment which will include a brand new, state of the art railway station and grade A commercial office space.

Securing the new Great British Railways (GBR) HQ would bring great rewards for the city's economy and communities alike, as well as for GBR itself. For this reason all major stakeholders in the city have come together to support this expression of interest including:

- Paul Bristow MP and Shailesh Vara MP
- Peterborough City Council
- Cambridgeshire and Peterborough Combined Authority
- ARU Peterborough
- Opportunity Peterborough
- Visit Peterborough
- Peterborough Investment Partnership





Opportunity Peterborough

OFFICIAL



- Peterborough Positive (BID) ☐
- PECT (Peterborough Environment City Trust) ☐
- LNER's Peterborough station team ☐ Peterborough Investment Partnership ☐ Railworld Wildlife Haven ☐
- Peterborough Civic Society ☐

The primary proposed site for GBR's new HQ is Peterborough's Station Quarter, in which Network Rail is a key partner, the centrepiece of which will be the development of a new, £43m state-of-the-art gateway station surrounded by grade A office space, and enhanced retail offer, and providing much improved access to the city centre and beyond.

Depending on space requirements, GBR's headquarters could be incorporated into the design of the new station itself, further supporting the commercial case for the building, or be accommodated in grade A office space either on Network Rail land to the south of the station facing a picturesque public plaza, or as part of the redevelopment of The Great Northern Hotel, directly opposite the station. The station will be a showcase building, exemplifying GBR's aims of accessibility, sustainability, and cost efficient operations. The site is just 5 minutes walk from the city centre with plenty of parking nearby in the station's new multi-storey car park.

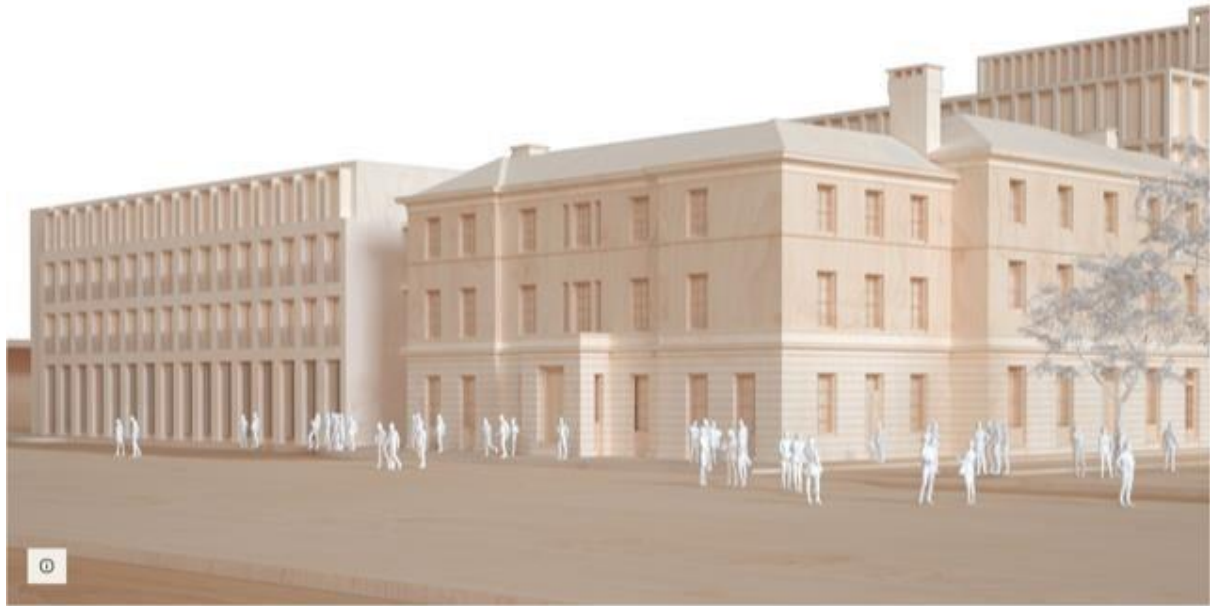
Fig. 2 – Aerial view of Station Quarter development



Fig. 3 - Peterborough's Gateway Station



Fig. 4 – Proposed grade A offices around The Great Northern hotel



Export

Save to my Dropbox

The city's ambitions aren't confined to the station. A £600 million regeneration plan spans another seven sites across the city centre.

This includes a brand-new university, ARU Peterborough, which will open in September 2022, bringing additional footfall to the high street and riverfront and significantly increasing the number of people with higher level skills in the city. The curriculum will focus on technical and business skills, and giving students direct experience in industry. This could be pivotal for developing the right skills for the rail sector, and GBR itself, and further boosting the aspirations for our young population.

Peterborough's location, very competitive costs in terms of land and labour supply, historic industries, and talented population have given rise to a diversified economy, and a logistics sector that has boomed over the last two years.

We're a hotbed of enterprise, startup rates place us among the top 10 in the country, and we have over 7,000 businesses that span advanced manufacturing, agriculture and food processing, professional services, and high-tech digital innovation. At the heart of our economic growth is a commitment to sustainable working – organisations like PECT, ELeather and Caterpillar Perkins are among the pioneers and advocates leading the world in sustainable business practices.

Thanks to the growth sparked from our railways, Peterborough is a fantastic place to do business. So much so, the city is the base for UK headquarters ranging from the Peterborough home-grown Perkins Engines (now Caterpillar Perkins), to British Sugar, CITB, Royal HaskoningDHV, Coloplast, Lawrence David, Bauer Media, and many more.



## **Levelling Up**

Peterborough is one of the fastest-growing cities in the country, with net business creation outpacing regional and national trends, growth in economic output (GVA), and new patent registrations showing strong evidence of innovation. The city's strategic location with good rail access to London, the North, Birmingham and nearby Cambridge mean it is well-placed to continue growing as an employment centre.

However, while Peterborough has seen recent employment growth, is home to many high quality professional, technical, and scientific businesses and household names, and possesses a strong manufacturing sector, a large part remains a low skill, low wage economy.

Only 32.1% of the population have NVQ4+ skills compared to 43% nationally, wages are 9% lower than the England average, and productivity per worker 11% below the average. Unemployment remains above the national average and there are pockets of extreme deprivation.

The Covid-19 crisis has made all these challenges substantially more acute. Rates of Universal Credit claims in the city doubled in the 12 months from March 2020 to rise above 27,000 in a city with a workforce of 120,000.

To address these challenges, our vision for levelling up the city and surrounding areas is to create a bigger and better Peterborough that grows the right way, and through truly sustainable development and growth:

- improves the quality of life of all its people and communities, and ensures that all communities benefit from growth and the opportunities it brings
- creates a truly sustainable Peterborough, the urban centre of a thriving sub-regional community of villages and market towns, a healthy, safe and exciting place to live, work and visit, famous as the environment capital of the UK

In order to realise this vision we have identified seven strategic priorities:

- Drive growth, regeneration and economic development
- Improve educational attainment and skills
- Safeguard vulnerable children and adults
- Implement the Environment Capital agenda
- Support Peterborough's culture and leisure
- Keep all our communities safe, cohesive and healthy
- Achieve the best health and wellbeing for the city

Work is already well underway on numerous fronts to achieve this ambitious vision.



Opportunity Peterborough

OFFICIAL



Opportunity Peterborough, the city's economic development company, has created over 1,000 jobs in the last two years through its inward investment activity, as well as supporting 78 startups in the last 12 months alone, creating employment and increasing pay levels through increased competition for talent.

Opportunity Peterborough is also driving up productivity through its new joint venture with the CPCA, the Smart Manufacturing Alliance. The Alliance is a new network developed to support manufacturers across Cambridgeshire and Peterborough to improve productivity, innovation, and sustainability, and establish a world class manufacturing cluster across the region. The Alliance is backed up by a £1.2m ERDF programme, ACMI4.0, which supports manufacturing SMEs to better understand and invest in Industry 4.0 technologies.

R&D is getting a huge boost in the city through the development of the new Manufacturing and Materials R&D Centre. This £16m facility is a joint venture between ARU Peterborough, the CPCA, and trailblazing local 3D printing company, and three times Queen Awards winner, Photocentric. The centre will link up with local businesses to drive collaboration and innovation in a range of materials technologies, including 3D printing, sustainable plastics, and new ways to make batteries. ARU Peterborough will also significantly increase the number of people successfully completing highquality skills training.

Projects are already underway to boost pride in the city, increase satisfaction with the city centre, and drive community engagement with cultural offerings, including:

- ARU Peterborough's Living Lab, an open and interactive science lab and community education space supported with £20m of Levelling Up Funds;
- the city's new Cultural Strategy and activity such as the Unlocking Peterborough street artists programme;
- the development of the new Business Improvement District – Peterborough Positive;
- an enhanced Visit Peterborough diving greater visitor economy promotion

The 'Local Transport Plan', released in 2020, outlines how transport interventions could address current and future challenges for Cambridgeshire and Peterborough. The Peterborough Station scheme is referenced in this plan, and particularly relates to the guiding principles of:

- Supporting economic growth and distributing prosperity;
- Providing attractive alternatives to driving;
- Preparing for the future of mobility;
- Greening our transport infrastructure;
- Supporting social mobility and access to opportunity for all.

Building on these activities, the arrival of the GBR HQ in Peterborough would create further levelling up opportunities both in Peterborough and the wider commuting catchment area, but also more broadly through the importance of Peterborough in terms of rail connectivity.



Opportunity Peterborough

OFFICIAL



As laid out in the Local Plan, Peterborough's development hinges on regenerating the city centre and providing more high-quality, connected and open public space. The Station Quarter, our primary proposed site, is an essential space in the longer-term transformation of Peterborough city centre.

As the LUF prospectus states: 'Perception of place is an important 'pull' factor in investment and business location decisions and can affect a place's capacity to attract talent – especially young people – and retain workers.' Securing GBR as an anchor tenant for this development would help alleviate some of Peterborough's economic challenges by regenerating a mixed-brownfield area into a brand new gateway to the city, creating high quality jobs and additional economic activity in the heart of the city, improving perceptions of place and encouraging further investment into the city.

Land values for housing within the Station Quarter are lower than the city average, the retail market is still in recovery, and office rents are circa £17/sqft making speculative development unviable. The new development at the Station Quarter will fulfil demand for modern Grade A space in the centre after 15 years of significant residential development conversions.

The delivery of a new Station, public realm and improved multi-modal connectivity, supported by arrival of the GBR headquarters, will act as a catalyst to address the current market failures and support further development phases and inward investment to the city.

Encouraging more residents into higher value jobs will help to raise social mobility in Peterborough, which has been faltering in recent years, a trend exacerbated by Covid-19. The Peterborough Town Investment Plan notes that the creation of high value jobs in the city centre, coupled with the confidence from prestigious investment, and with clear pathways to skills development through the new university, will all come together to enable residents to attain higher educational outcomes, higher paid jobs, better housing, and improved health and wellbeing outcomes overall.

### **Connected and easy to get to**

Peterborough has strong rail connections being on the East Coast Main Line with direct journeys to London, Leeds, York, the North East and Scotland.

It acts as a regional interchange hub with connections to cross-country routes with rail links to Cambridge, Stansted Airport, Norwich and Ipswich to the east, and Leicester, Nottingham, Birmingham and Liverpool to the west.

Peterborough is also well-connected to the strategic highway network, the A1(M) and A47 can be directly accessed from the city's road network, whilst the A14 is less than 20 miles away.

Direct rail lines from Peterborough puts a significant proportion of the country within 3 hours' reach:

Destination	By rail	Changes
Aberdeen	Coming May 2023	Direct





<b>Birmingham</b>	1hr48	Direct
<b>Brighton</b>	2hr26	1
<b>Bristol</b>	3hr39	1
<b>Cambridge</b>	51m	Direct
<b>Cardiff</b>	3hr30	2
<b>Edinburgh</b>	3hr32	Direct
<b>Glasgow</b>	4hr44	1
<b>Inverness</b>	Coming May 2023	Direct
<b>Ipswich</b>	1hr37	Direct
<b>Leeds</b>	1hr24	Direct
<b>Leicester</b>	55m	Direct
<b>Liverpool</b>	4hr8	Direct
<b>London</b>	49m (reducing to 39m)	Direct
<b>Manchester</b>	2hr40	1
<b>Newcastle</b>	2hr22	Direct
<b>Norwich</b>	1hr30	Direct
<b>Nottingham</b>	1hr08	Direct
<b>Oxford</b>	2hr26	2
<b>Reading</b>	2hr01	2
<b>Sheffield</b>	1hr26	1 (Direct 2hr 11)
<b>Southampton</b>	2hr32	3
<b>York</b>	1hr13	Direct

Drivers coming off the A1(M) can get to Peterborough city centre in just 15 minutes thanks to the dual carriageway network (parkways) that allow citywide movement without congesting the city centre or residential areas.

In 2020 our job density was an extremely healthy 1.05 compared to 0.85 and 0.84 in the East and Great Britain respectively. We have some of the fastest commuting times in the country, and are a major employment centre for neighbouring districts.



Opportunity Peterborough

OFFICIAL



Peterborough also has a 45 mile cycle network, known as the Green Wheel. The route connects to the National Cycle Network and villages, parks, and nature reserves around the city, and even business parks like Lynch Wood by the A1(M).

A location in the Station Quarter would put GBR's headquarters immediately next to the bustling train and bus stations in the heart of Peterborough. Step free access between the city centre and station are provided to the site already. With the future station build this will increase further. As a key focus of GBR, the new Peterborough Station has focused considerably on accessibility in its design and discussions are underway with RNIB, also headquartered in Peterborough, to trial new technology to improve access between the station and the city centre for the visually impaired.

Proximity to these interchanges makes it extremely accessible for staff and visitors from all backgrounds and will encourage the use of sustainable public transport. It would also put it close to the former Peterborough East station, and Railworld Wildlife Haven, one of the city's most popular attractions that celebrates the city's rail heritage.

The high volume of foot traffic already experienced at the train and bus stations means the area is already well suited to accommodate all needs of members of the public who require special access. A new transport hub to the west of the station will enable car parking to be rationalised (and assist in delivering the first phase of the City Centre Transport Vision). It will also enable improvements to walking and cycling connections in the area, linking in to existing infrastructure.

### **Opportunities for Great British Railways**

Peterborough offers the new GBR headquarters enhanced engagement with customers, the private sector, and wider transport community by virtue of its central location on national rail and road networks. Locally, private sector and transport industry engagement would be further facilitated by the city's economic development company, Opportunity Peterborough, and the Cambridgeshire and Peterborough Combined Authority. Key stakeholders within the transport industry, based locally, include:

- GB Railfreight - opened a £3 million new operational and training facility in 2021 including its 24-hour control centre and state-of-the-art simulators. □ Road Haulage Association HQ
- Chartered Institute of Logistics and Transport (25 miles)
- Centre for Sustainable Road Freight (40 miles)

Fig 5. – GB Railfreight Ops Centre



Opportunity Peterborough

OFFICIAL



Looking specifically at the rail supply chain, manufacturing hubs, and institutes - Peterborough and the wider Cambridgeshire region is a manufacturing hidden gem with much to offer GBR. The region is home to over 3,000 manufacturers from world class engineering businesses like Caterpillar Perkins and Cummins UK, to cutting edge innovators in 3D printing, composites and metallurgy.

Peterborough is also home to the Smart Manufacturing Alliance, a network established across the Peterborough and Cambridgeshire area, to draw together our manufacturing expertise and build links across the sector. The Alliance has a number of key sector focus groups connected to the rail sector including Composites, Materials, Engineering and Electronics. Specific companies in the rail supply chain in Peterborough include TRB Seisenbacher, who make lightweight composite interior for train builders across Europe; and ELeather, who use unused leather from the leather industry to make advanced, lightweight, durable, leather-based materials for the rail, automotive, and aviation sectors.

Manufacturers in Peterborough also benefit from world class learning and innovation centres on their doorstep including the Institute for Manufacturing, part of the faculty of engineering at the University of Cambridge, and TWI (formerly The Welding Institute) both of which are globally recognised centres for innovation and research in the engineering and manufacturing space.

In addition, in 2022 ARU Peterborough will welcome 2,000 students with its ranks swelling to 12,500 by 2030. Manufacturing and engineering courses will form an essential part of the university's early offer, based on the strength of those sectors in the local economy.

The region has a long history of supporting the rail infrastructure and has a range of engineering and manufacturing expertise of huge value to the sector. Peterborough has a strong background in fabrication and coach building as well as having a long history in engine manufacturing and refurbishment. The skill set this has developed in the city is also connected to one of the fastest growing startup markets in the UK, with a number of small business incubator spaces and an innovation lab centred in the city focussed on driving innovation and solving problems for businesses in the region.

The city's local authority and businesses are challenging operational norms, leading the way in Circular Economy and Net Zero through the Peterborough Climate Change Commitment.



Peterborough has been an early adopter of circular economy principles, one of the factors that led to the city winning the title for World Smart City of the Year 2015. Building on this, Peterborough City Council has pledged to become a Circular City by 2050.

This concept is being adopted by the city's institutions and businesses in order to improve sustainability, decrease environmental impact, and increase competitiveness by providing additional value to customers through improved products and services.

The city is home to a number of environmental organisations that provide collaboration opportunities for GBR including the Environment Agency and the Joint Nature and Conservation Committee, both of which are in the process of relocating to their new Government Hub building on the Fletton Quays riverside development; sustainable travel organisations Travelchoice and Sustrans; PECT, home of the national 'Investors in Environment' accreditation; Recoup, plastics reduction consultants; and world renowned design and engineering companies such as Aecom, Royal HaskoningDHV (UK HQ), and LDA Design (UK HQ).

Additionally, the environment and sustainability will be a golden thread running through all courses being delivered by ARU Peterborough, and relationships can also be brokered with the Institute for Sustainability Leadership and the Circular Economy Centre at Judge Business School, both located in Cambridge.

Collaborations with these organisations would help GBR develop into a global leader in sustainability and circular economy in all aspects of its operations, creating a public transport organisation truly fit for the 21<sup>st</sup> century.

The Station Quarter itself provides further opportunities for GBR to develop as an organisation. Being less than 40 minutes by train from central London, and approximately one hour from York, a Peterborough headquarters provides GBR with immense access to the talent required to continue evolving into the efficient machine it needs to be.

Talent will also be available closer to home. The new ARU Peterborough campus is just 10 minutes walk from Station Quarter. The university is focused on providing access to higher education courses to the local community, traditionally a HE cold spot, as well as ensuring that its courses are highly tailored to meet the needs of local businesses. As such, early courses focus on:

Accounting and Finance	Applied Computer Science	Electronics and Robotics	Construction Management	Environmental Management
Human Resources	Data and Analytical Science	Manufacturing Engineering	Building Surveying	Sustainability
Law		Mechatronics	Quantity Surveying	
Marketing				
Business Management				

Courses will predominantly be delivered in a flexible learning format, as well as traditional formats. CPD courses will be developed with industry and could support staff at the headquarters and across the regional centres.



Opportunity Peterborough

OFFICIAL



The premise of the site itself also offers GBR fantastic opportunities for development and growth. Choosing Peterborough's Station Quarter as its preferred location will enable GBR to input into the design of the new station building in order to accommodate its needs. Alternatively, locating to new commercial property to be developed on existing Network Rail land or as part of the Great Northern development will provide staff access to great facilities as well as the opportunity to expand flexibly in the future as required.

### **Railway heritage & links to the network**

The opening of the railway in 1845 was a catalyst for Peterborough's growth, propelling the city from relative rural obscurity to a bustling hub and industrial centre.

Peterborough's first station was the designated eastern terminus for the Northampton and Peterborough Railway, which expanded to connect the city to Northampton and Rugby, March, Wisbech and Norwich. To cope with demand, a second station – the one still in use today - was opened in 1850 by Great Northern Rail for its London to York line. At the time, Peterborough had a population of 8,000 but the railway brought considerable growth. By 1866, 6,000 people worked at the city's New England yard, and by 1900 the population of the city had tripled to 30,000. The 1901 census shows 1 in 4 of the male workforce worked in the railways, and people from 21 nationalities from China and Australia to South Africa resided in the city.

Peterborough became the main centre of traffic from the Midlands to the Fens and coastal ports, and from London to the North. For a time Peterborough was the second largest rail yard in Europe. As an agricultural area and the country's centre for brick production, it fed the rapid growth of London. But possibly its' most important role was as the primary hub for coal coming from the North and Midlands en route to the capital.

The diversity of the population of Peterborough increased as industries flourished. Thanks to the railways, new markets were within easy reach. This was coupled with migration of Italians and Pakistanis in particular, who came to work for the London Brick company - communities that still call Peterborough home. Now over 130 languages are spoken here and we have communities from over 100 countries.

Peterborough's redevelopment and expansion as a new town in the 1960s and 70s was in part because the city was only 50 minutes from London on the train – not far for people to relocate and easy to commute to London. Companies could easily be persuaded to move to Peterborough to take advantage of the trains for freight and goods.

As time went on, many of the eastern rail routes were extended to the north station so passengers could change lines in the same station. Although Peterborough East closed in 1966, its engine sheds remain in place located on the site of the £120m Fletton Quays riverside development which incorporates high quality urban apartments, a new Hilton Hotel with rooftop bar, and the new government hub – home to the Passport Office, Environment Agency, and JNCC. One shed has already been sensitively converted into the new headquarters for Peterborough City Council whilst another remains vacant and presents another opportunity for the new GBR HQ.

Fig. 6 – Fletton Quays.



Opportunity Peterborough

OFFICIAL



Today's station remains a vital interchange for north-south and east-west travel, servicing over 5 million passengers annually. It connects Peterborough directly to places as far flung as London, now in under 40 minutes, Gatwick Airport, Birmingham, Liverpool, Manchester, Cambridge, Norwich, Doncaster, Glasgow and Aberdeen. The city's rail connections have also been boosted as part of East Coast Main Line's £1.2 billion line upgrade.

The legacy of railways is felt keenly across Peterborough, in its architecture, people, and industries. Key historic monuments like the Crescent Bridge, the Great Northern Hotel, the imposing chimneys of the Kings Dyke brick pits and even the city's museum - once the city's infirmary - are all testament to its railway heritage. Even healthcare in the city was in part due to railway companies ensuring injured workers were properly treated and cared for. The Grade II\* listed Crescent Wagon Repair Shed, believed to be the only surviving timber wagon workshop in Britain, will form part of the Station Quarter redevelopment.

In Peterborough, Great British Railways have an opportunity to play a central role in place-making, realising the potential of the city's railway heritage and environmental ambitions. In achieving this it will create a case study for other British towns and cities in extolling the value of the railways as a force for good.

Peterborough City Council's own offices have recently been relocated into an old railway building on Fletton Quays. The listed Engine Shed is a fine example of sensitive restoration and conversion delivering a high quality modern working environment.

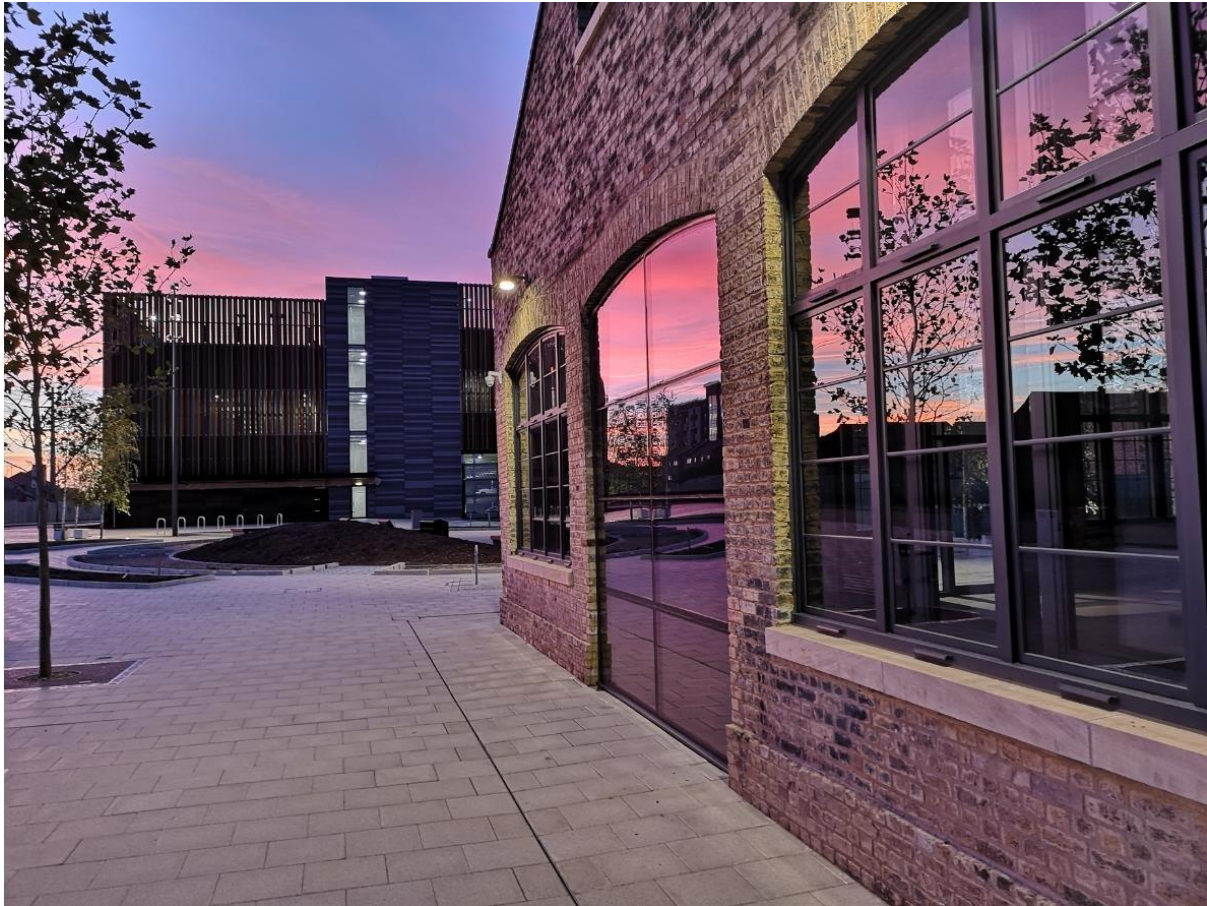
Fig.7 – Sand Martin House, Peterborough City Council HQ





Opportunity Peterborough

OFFICIAL



Railway heritage sites of note in Peterborough:

- Nene Valley Rail – one of the UK’s premier steam railway museums at the original Wansford station, built in 1867.
- Railworld Wildlife Haven - one of the city’s most popular attractions. Entirely run by volunteers, Railworld occupies the formerly derelict Peterborough Power Station coal storage yard. Volunteers are passionate about sustainability and have repurposed many railway materials to create a wildlife haven right in the heart of Peterborough.

As Peterborough’s railway heritage is embedded in its historic environment and cultural identity, there is an opportunity to create a space that reflects this.

The building’s materials could integrate London Bricks, cast iron features and fluted pillars that mimic the Crescent Bridge. Alternatively, parts of engines, signage, railway fixtures and fittings could be integrated in practical ways into the design. Installations could be commissioned from artists working with communities that speaks to the life of the railways in Peterborough.

Staff can also volunteer at rail heritage sites and collaborate with Peterborough Museum to develop their rail heritage exhibit.

Peterborough also offers a unique opportunity to develop the future workforce for the sector and



Opportunity Peterborough

OFFICIAL



GBR itself working with the new university. This would further boost the aspirations of young people and students. The organisation can also leverage Peterborough's diversified economy and forge stronger ties with sector bodies in the city to develop stronger cross-sector working relationships.

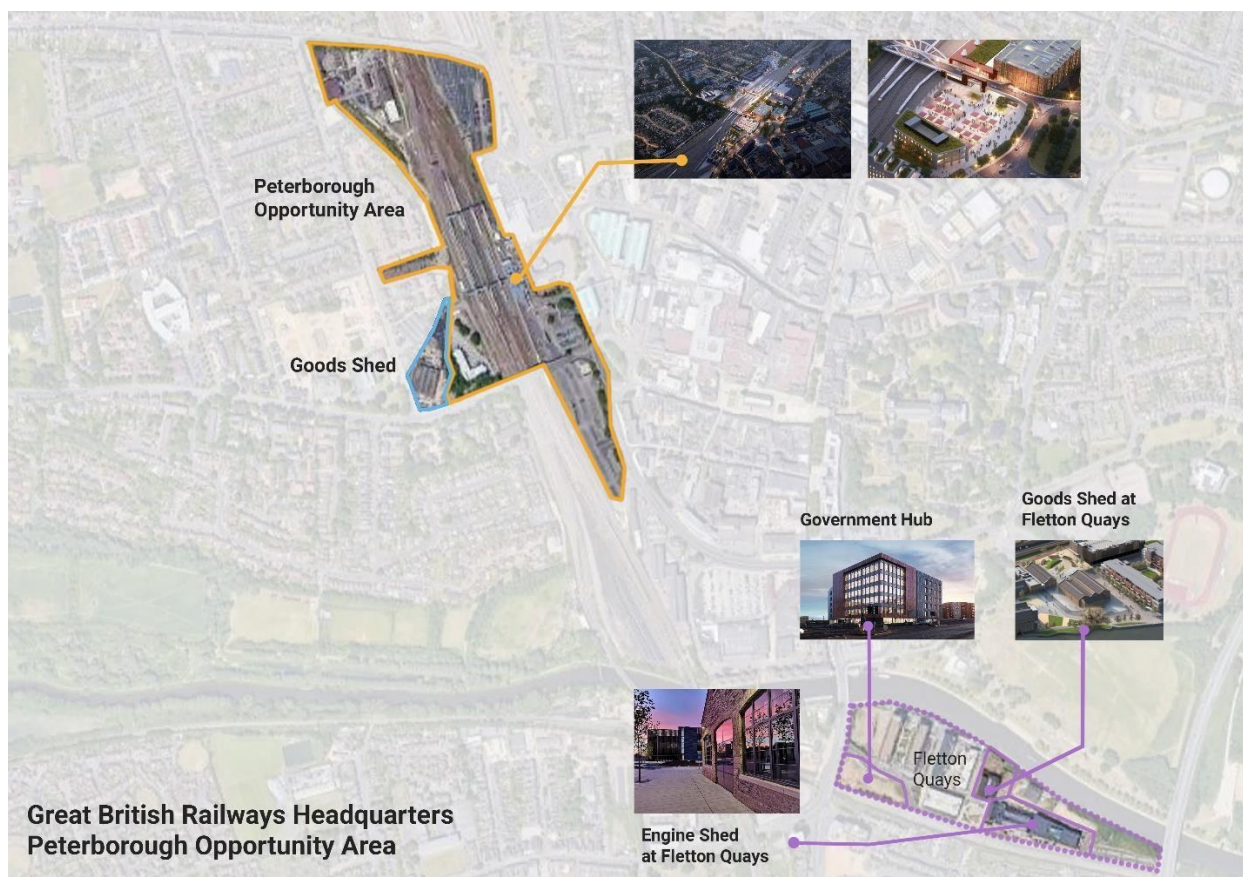
## Value for Money

Locating the GBR headquarters in Peterborough would provide excellent value for money for the public purse and complement existing public sector investment creating long term social value.

Peterborough is one of the most cost effective locations within an hour of London with office rental costs in the city at £17/sqft compared to £74+/sqft in London. In addition to reduced build costs and/or rental costs, Peterborough's average wages are 7% lower than the national average meaning that GBR could offer locally competitive packages and contribute to increasing local pay levels whilst attracting and developing the very best talent the region has to offer.

The bid puts forward an opportunity area, all options offer an opportunity to build on public value.

Fig. 8 – Peterborough Opportunity Area



- 1) **Peterborough Station Quarter** - A Strategic Outline Business Case for a significantly enhanced station and associated opportunities for development of surface car parking is being developed for Round 2 of the Levelling Up Fund. Incorporating the headquarters into the current designs for the station could offer a way to strengthen the commercial viability of the station, helping to accelerate this iconic and much needed regeneration project. This business case development has already commenced with options identified into which the HQ can feed. This reduces cost in terms of making the case and assurance.



There are also opportunities to co-locate with other railway uses such as the proposed new maintenance delivery unit to provide cost efficiencies in set up and running costs. Greater co-location and flexible working through multi-occupancy properties optimises workspaces and provides greater value for money.

Furthermore, the HQ will be able to develop space requirements and configuration as part of wider plans to ensure provision of flexible work spaces that allow for both collaboration and focused individual working to increase staff productivity. It would also be able to take advantage of facilities provided by the Fletton Quays government hub and the interoperable estate functions this will provide to increase flexibility and efficiency.

The GBR HQ could become an integral part of public sector assets being brought together into a programme to deliver value and economic growth. Being a key occupant of PSQ and potentially sharing property with Network Rail will deliver significant savings for the taxpayer and release land and property which can be reused for higher value uses such as housing and new enterprise, boosting local jobs, growth and house-building.

In addition, it offers the opportunity to deliver on net zero carbon and Greening Government Commitments, Our vision of PSQ is for the station enhancements to facilitate modern, net zero regeneration on released land that takes account of whole life costs and applies best practice construction standards to deliver longer term value for money and carbon reduction.

## 2) Fletton Quays

This riverside location overlooks our Norman Cathedral and there are strong links to the station, a 10 minutes walk over a new bridge which will be delivered with Towns Fund and Combined Authority active travel funding.

**1848 Engine Shed of Eastern Counties Railway.** The Council currently resides in the beautifully restored Engine Shed offices at Fletton Quays. As part of the opportunity area GBR requirements could be accommodated in the same building, the newly built Government Hub or adjacent Goods Shed. A nod to history and sensitive reuse of public buildings for future generations. Depending on space requirements the Engine Shed would be a great colocation opportunity.

**Goods Shed** – Adjacent to the Engine Shed is an as yet unrestored Victorian railway shed.

**Government Hub** – completing summer 2022.

A commitment from GBR to place its headquarters in a new

Further discussion removed for being over wordcount