

CABINET

MONDAY 10 JULY 2023
10.00 AM

Bourges/Viersen Room - Town Hall
Contact – philippa.turvey@peterborough.gov.uk, 01733 452460

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**MINUTES OF THE SHAREHOLDER CABINET COMMITTEE MEETING
HELD AT 10:00PM ON
MONDAY 7 NOVEMBER 2022
BOURGES/VIERSEN ROOM, TOWN HALL**

Members Present: Councillors Allen (Chair), Councillor Bisby, Councillor Cereste, Councillor Coles, Councillor Howard

9. Apologies for Absence

Apologies for absence were received from Councillor Ayres. Councillor Bisby was in attendance as substitute.

10. Declarations of Interest

There were no declarations of interest received.

11. Minutes of the Meeting Held on 13 June 2022

The minutes of the meeting held on 13 June 2022 were noted as a true and accurate record.

The Chair advised that, as no officers were yet in attendance for agenda item 4, 'NPS Peterborough Business Plan Strategy', this would be moved to the end of the agenda.

12. Opportunity Peterborough

The Shareholder Cabinet Committee received a report in relation to Opportunity Peterborough.

The purpose of this report was to provide an update on the activities and achievements of Opportunity Peterborough, as well as on the company's plans for the financial year 2022/23.

Tom Hennessy, Chief Executive of Opportunity Peterborough, addressed the Shareholder Cabinet Committee and outlined the contents of the report.

The Shareholder Cabinet Committee debated the report and in summary, key points raised and responses to questions included:

- Members were pleased to hear that Opportunity Peterborough continued to be involved in Visit Peterborough.
- It was acknowledged that there was an abundance of vacant office space in Peterborough currently, as companies across the public and private sectors were reassessing their priorities. Good spaces were available, however, and Opportunity Peterborough was providing support to the Council around inquiries regarding the leasing of Sand Martin House.
- Comment was made that, while there was bound to be an impact on the city's leisure and evening entertainment economy due to the reduction in office use, the increase in residential spaces in had counteracted this. Peterborough's high

street was outperforming that of other cities in a post-COVID-19 environment.

- Members were advised that some companies had been hesitant to sponsor large-scale events in present circumstances, though there would be companies wanting to raise their profile who may be brought on-board to sponsor events like the Great Eastern Run in the future.
- At present, Opportunity Peterborough was working with the university to understand more about the courses being offered and how these could be incorporated into promotional materials.
- It was noted that, while office space was available, there was limited space for industrial and logistics businesses on the outskirts of the city where these would be better suited.
- Work was being undertaken with the Smart Alliance to promote sustainability, and with the Council on the Local Energy Action Plan.
- It was acknowledged that the city was in a good position to attract more green companies to move, and this would be pursued by Opportunity Peterborough.
- Members were advised that £1 million of investment had been proposed into the Council's growth and regeneration function, including bringing the Opportunity Peterborough function in-house. This would embed this work within a wider range of the Council's services.
- It was noted that Opportunity Peterborough had had huge success in building relationships with the local business community, which it was important to retain following the service moving back in-house. Comment was made that the team would continue to operate as a business-facing entity following the move, and would retain its entrepreneurial mind-set.
- It was further advised that a business board would oversee the Opportunity Peterborough work to ensure that it was fit for purpose, and would engage more broadly with Council serves, in order to retain a degree of autonomy.
- In relation to the Advanced Capacities for Manufacturing – Industry 4.0 (ACMI4.0), it was advised that, as an EU-funded support programme, this had been opened up to business outside of the Peterborough and was available until June 2023. At the currently, approximately 1/3 of the funding pot had been used. Officers were confident that the target level of support provision would be reached.
- The intention of the funding was to improve the productivity of business and provider greater sustainability.
- Members were advised that morale at Opportunity Peterborough was positive ahead of the transfer into the Council, with transparent and open conversations being hand on a regular basis to keep them informed.
- It was noted that, as the service would complete its transfer into the Council in the coming months, any future update reports would be heard by Cabinet rather than the Shareholder Cabinet Committee.

The Shareholder Cabinet Committee considered the report and **RESOLVED** to:

- Note the achievements and impact of Opportunity Peterborough with regards to support for the local economy and jobs creation, as well as plans for the financial year 2022/23.

REASONS FOR THE DECISION

By supporting the delivery of the Council's priorities Opportunity Peterborough could also reduce demand on the Council's services, thereby having a positive budgetary impact as well as increasing the Council's income via increased business rates receipts.

ALTERNATIVE OPTIONS CONSIDERED

To not support Opportunity Peterborough's work and progress to date - This had been rejected on the basis that Opportunity Peterborough's work programme closely aligned with, and added value to, the Council's own priorities and provided excellent value for money as a means of meeting these priorities.

13. Peterborough HE Property Company LTD

The Shareholder Cabinet Committee received a report in relation to the Peterborough HE Property Company Ltd.

The purpose of this report was to provide an overview to Shareholder Cabinet Committee of the Council's role and interests in the Peterborough HE Property Company Ltd, enabling Members to scrutinise and challenge as well as inform future activity.

Adrian Chapman, the Executive Director for Place and Economy, addressed the Shareholder Cabinet Committee and outlined the contents of the report.

The Shareholder Cabinet Committee debated the report and in summary, key points raised and responses to questions included:

- The Propco had been established for the long-term, and talks were already beginning around phases 4 and 5.
- Ambitious plans were being discussed around growing the campus in each upcoming phase.
- It was acknowledged that further funding from Government would be required, but the potential for increased earnings within the city was considered to be vital.
- The vision remained for ARU Peterborough to remain a campus-based university, though early stages of a "Plan B" were in development should existing city buildings require repurposing.
- While 48% of the current intact came from a PE postcode, it was noted that this covered a wide area and that provision of accommodation was important for future success.
- A key aim of the university was considered to be keeping talent local to the Peterborough area after graduation.
- Suggestion was made that sponsorship opportunities be taken into consideration, in order to both support the development of students and benefit the local business economy.
- It was advised that the university already had relationships with local employers and were aiming to develop more.
- Suggestion was specifically made around the potential for the local car industry to link in with the university, and this would be followed up by officers, as work was already ongoing in this area with Peterborough College.
- It was noted that the university currently had around 950 learners currently, with 52% of these not local to Peterborough. As such, the need for accommodation was flagged as a priority going forward.
- Members were advised that the current approach was to "pepper pot" students into the city, with plans to retro-fit existing buildings into accommodation. It was, however, recognised that there was already a high demand for housing in the area and a holistic approach to providing housing for all those in need was vital.

The Shareholder Cabinet Committee considered the report and **RESOLVED** to:

1. Note the work of the Peterborough HE Property Company Ltd, and the Council's role as shareholder in that company;

2. Assure itself that the role of the Council as shareholder in that company was being fulfilled appropriately.

REASONS FOR THE DECISION

The decision would ensure Shareholder Cabinet could assure itself that the council was fulfilling its role in the company appropriately.

ALTERNATIVE OPTIONS CONSIDERED

It is anticipated that Shareholder Cabinet has greater visibility of the role and work of the Peterborough HE Property Company Ltd and is assured that the council's formal role in the work of the company is being appropriately fulfilled.

14. NPS Peterborough Business Plan Strategy

The Shareholder Cabinet Committee received a report in relation to NPS Peterborough in the 2022/23 period.

The purpose of this report was to provide the committee with an outline of the work that NPS were currently undertaking for the Council as part of its business plan.

In the absence of officers, Councillor Coles provided an overview of the contents of the report.

The Shareholder Cabinet Committee debated the report and in summary, key points raised and responses to questions included:

- Simon Lewis had been appointed as the new Service Director for Commercial, Property and Asset Management, and had started the process of bringing the property function back in-house.

The Shareholder Cabinet Committee considered the report and **RESOLVED** to:

1. Note the contents of the NPS Peterborough Ltd presentation covering the 2022/23 period.
2. Note the comments in the report in respect of the future direction of the Property function relation to the decision to end the current joint venture with NPS (Peterborough) Ltd and the transition to providing the property function internally.

REASONS FOR THE DECISION

The Committee were asked to note the report and associated documents and raise any queries or comments.

ALTERNATIVE OPTIONS CONSIDERED

The review carried out earlier in 2022 and the report to Cabinet in June set out the basis of the decision to terminate the joint venture. The alternative of continuing was ruled out at that time and an alternative external delivery was not considered appropriate for the strategic elements of the service. The council would consider any framework of contract arrangements to deliver all elements of the property service as necessary in due course.

15. Shareholder Cabinet Committee Work Programme

The Shareholder Cabinet Committee received the Shareholder Cabinet Committee work

programme for the 2022/2023 municipal year and noted that the 'City of Culture Peterborough' item scheduled for the 27 January 2023 meeting should read 'City Culture Peterborough'.

The Shareholder Cabinet Committee considered the report and **RESOLVED** to note the latest version of the work programme.

Chairman
10:00am – 10:56am
7 November 2022

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**MINUTES OF THE CABINET MEETING
HELD AT 10:00AM, ON
MONDAY 19 JUNE 2023
COUNCIL CHAMBER, TOWN HALL, PETERBOROUGH**

Cabinet Members Present: Councillor Fitzgerald (Chair), Councillor Steve Allen (Vice-Chair), Councillor Ayres, Councillor Coles, Councillor Simons

Cabinet Advisor Present: Councillor Jackie Allen, Councillor Hussain, Councillor Moyo, Councillor Nawaz, Councillor Sainsbury

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Ayres and Councillor Cereste.

2. DECLARATIONS OF INTEREST

There were no declarations interest received.

3. MINUTES OF THE CABINET MEETINGS HELD ON 13 MARCH 2023, 23 MARCH 2023, AND 18 APRIL 2023

The minutes of the following Cabinet meetings were agreed as a true and accurate record:

- 13 March 2023
- 23 March 2023 (Extraordinary)
- 18 April 2023 (Extraordinary)

4. PETITIONS PRESENTED TO CABINET

There were no petitions presented to Cabinet.

STRATEGIC DECISIONS

5. HOUSING LICENSING SCHEME – AWARD OF CONTRACT

The Cabinet received a report in relation to the award of contract for the Housing Licensing Scheme.

The purpose of this report was to update Cabinet on the progress towards implementation of licensing schemes in the city to regulate private sector housing, and to seek approval to award a contract to a third-party to administer a Selective Licensing Scheme

The Cabinet Member for Infrastructure, Environment and Climate Change introduced the report and provided an overview of the key points.

Cabinet Members debated the report and in summary responses to questions raised included:

- Members noted that the June implementation date was that provisionally provided by the Secretary of State. Recent communication indicated that this, or early July, was still likely.
- It was considered that future plans should be made now in order to avoid another hiatus between schemes, however, it was noted that delivery would be dependent on need and the approval of the Secretary of State.
- Comment was made around the view that the scheme penalised 'good' landlords, and it was noted that the intention of the scheme was to ensure that all landlords were operating at a good standard.
- The scheme would also provide support for landlords who had been funding improvements themselves.
- It was advised that the scheme was not about raising funds but ensuring quality accommodation throughout the city.

Cabinet considered the report and **RESOLVED** to:

Authorise the award of a services concession contract to The Home Safe Scheme Ltd for the administration of a Selective Licencing Scheme for private sector housing covering the area approved by Council on the 25 January 2023 and included at Appendix 1, subject to approval for the Scheme being granted by the Secretary of State.

REASONS FOR THE DECISION

The Council had a statutory responsibility with regards to regulating housing standards in the private rented sector. The introduction of a Selective Licensing Scheme was one of several measures designed to improve housing standards in the sector.

A previous Selective Licensing Scheme ended in October 2021 after its 5-year period, and consequently there had been a gap in the regulatory controls in the locality. Housing standard complaints and officer inspections confirmed there remained properties providing poor housing condition standards.

Awarding a contract for the administration of the Selective Licensing Scheme to the third-party provided the infrastructure and associated resources necessary to implement the Scheme, the service provider working collaboratively with the Council to ensure an effective and efficient service was provided.

ALTERNATIVE OPTIONS CONSIDERED

Option One (Status Quo) – Continuation of the current delivery arrangement would not provide the resources nor the operational framework necessary to materially improve housing standards across the breadth of our rental sector. The arrangement was, in addition, not sustainable financially as much of the current staffing was funded out of the previous Selective Licensing Scheme, therefore without additional revenue the size of the team would have to be reduced to reflect cash limits. The status quo position would rely on the Mandatory Licensing Scheme alone in conjunction with the enforcement sanctions available to officers.

6. 2023 COUNCIL CLIMATE CHANGE ACTION PLAN

The Cabinet received a report in relation to the Council's Climate Change Action Plan for 2023.

The purpose of this report was to share the Council Climate Change Action Plan. Should the plan be supported by Cabinet, it would be considered for adoption by Council.

The Cabinet Member for Infrastructure, Environment and Climate Change introduced the report and provided an overview of the key points.

Cabinet Members debated the report and in summary responses to questions raised included:

- It was noted that the challenges for the Council around Climate Change would be comprehensively laid out in a road map, to include proposed schemes and costs.
- There was currently a heat decarbonisation plan in place for Council buildings, including the Town Hall and Sand Martin House, but also the Council's leisure centres and swimming pools, which consumed a lot of energy.
- It was recognised that there would be difficult decisions to make in the future around the Council's stock of buildings, including community assets, to ensure that they were benefiting the community, sustainable and supporting the net zero ambition.
- Comment was made in relation to constraints around listed buildings and it was noted that work was being done with an aim to secure funding for renewable infrastructure.

Councillor Ray joined the meeting at this point.

- Members noted that the Action Plan was in its fourth iteration and that it was to be reviewed annually by officers. Additional measures would be brought in in-year if possible.

Cabinet considered the report and **RESOLVED** to:

1. Endorses the 2023 Council Climate Change Action Plan; and
2. Recommend that Full Council adopts the 2023 Council Climate Change Action Plan.

REASONS FOR THE DECISION

The Council had previously committed to the action of preparing an updated Council Climate Change Action Plan.

The 2023 Council Climate Change Action Plan was supported by the Climate Change and Environment Scrutiny Committee in February 2023.

The Action Plan had been developed by officers and had taken account of reasonable and viable options for the Council to cut its carbon emissions.

ALTERNATIVE OPTIONS CONSIDERED

The option of not preparing a Council Climate Change Action Plan was dismissed, because the Council had already committed in principle to its preparation. Alternative

content within the Action Plan could have been prepared and recommended, which could have committed additional, fewer, or different projects to reduce the council's carbon emissions. However, in order to start to reduce the Council's emissions to net-zero by 2030, yet take account of the resources available, the content of the action plan was deemed a reasonable and practical set of actions for the next 12 months.

7. **PETERBOROUGH STATION QUARTER REDEVELOPMENT SCHEME – CONTRACT FOR APPOINTMENT OF MULTI-DISCIPLINARY TEAM RELATING TO THE DESIGN AND ASSURANCE PROCESS**

The Cabinet received a report in relation to the award of contract to appoint a multi-disciplinary team for the design and assurance process of the Peterborough Station Quarter Redevelopment Scheme.

The purpose of this report was to provide information to Cabinet to request a contract award to be made to Bloom Procurement Services Limited. Bloom Procurement Services Ltd would manage the activities of the awarded supplier, Ove Arup Limited, to deliver the required Specialist Professional Services to deliver the successful Station Quarter Bid and secure LUF2 Funds.

The Leader of the Council introduced the report and provided an overview of the key points.

Cabinet Members debated the report and in summary responses to questions raised included:

- It was advised that Arup, as the proposed company to deliver design and assurance process, had a lot of experience. The commission would include stakeholders working together to develop agreement on a design and concept.
- Officers were confident in delivery, particularly in light of further scrutiny coming from the Department of Levelling Up, Housing and Communities.
- It was noted that funding had been received from DLUHC, and contributions were also anticipated from other partners to the value of approximately £15 million.
- Members thanked the team at the Cambridgeshire and Peterborough Combined Authority, as well as Paul Bristow MP for his contribution.
- The Leader advised that the recommendation needed amending to change the first sentence from 'to authorise the award of a contract to Bloom Procurement Services Limited, for £924,000,' to, 'to authorise the award of a contract to Ove Arup Limited, for £924,000'.

Cabinet considered the report and **RESOLVED** to authorise the award of a contract to Ove Arup Limited, for £924,000, relating to the period 23 June 2023 to 1 November 2024, for a multi-disciplinary team to undertake design and assessments as part of the assurance process for accessing LUF2 funds. Bloom Procurement Services Limited propose to award Ove Arup Limited to deliver the multi-disciplinary team services.

REASONS FOR THE DECISION

The decision was put forward to progress with the development of the Peterborough Station Quarter (PSQ) Redevelopment Scheme, following the approval of funding through LUF2. There were 5 key areas identified to progress, as part of a Phase 1:

Station West
Station East Main Footbridge
Station Facilities
Car Park Provision
Onward Connectivity
Timeline

ALTERNATIVE OPTIONS CONSIDERED

To do nothing – This option was discounted on the basis that the LUF2 funding would be a missed opportunity for Peterborough.

Use internal resources – Specialist knowledge was required for this work, and this was not available internally at the Council or the Combined Authority.

By commissioning an external specialist consultant to deliver this work Value for Money would be achieved through the specialist knowledge in order to achieve the project outcomes.

8. ADDITIONAL EQUITY INVESTMENT INTO PETERBOROUGH HE PROPERTY COMPANY LTD FOR PHASE 3 OF THE UNIVERSITY

The Cabinet received a report in relation to equity investment into Peterborough HE Property Company for the third phase of the university.

The purpose of this report was to seek approval from Cabinet, subject to approval of the recommendation at Shareholder Cabinet Committee on 12 June, to invest an additional £1.3m equity into the Peterborough HE Property Company Ltd (known as PropCo1) to contribute towards additional construction costs on the University of Peterborough Phase 3 Living Lab project.

The Cabinet Advisor for Children's Services introduced the report and provided an overview of the key points.

Cabinet considered the report and **RESOLVED** to:

1. Review recommendation 2 which had been considered at Shareholder Cabinet Committee, on 12 June 2023 and approved;
2. Approve an additional investment of 1,300,000 Ordinary Shares (to the value of £1 per share) into Peterborough HE Property Company Ltd, to enable phase 3 of the University development to proceed, as Shareholder Cabinet Committee, at its meeting on 12 June 2023, had made the appropriate recommendation to Cabinet;
3. Delegate authority to the Executive Director for Place and Economy, in consultation with the Executive Director for Resources, to agree final versions of the subscription letter and the funding profile to be included in the shareholder's agreement with Peterborough HE Property Company Ltd.

REASONS FOR THE DECISION

The decision was designed to ensure that phase 3 of the new university programme could continue as planned and on schedule.

ALTERNATIVE OPTIONS CONSIDERED

These were described in section 4 of the report.

9. FINANCIAL SYSTEM PROCUREMENT 2023

The Cabinet received a report in relation to the procurement of a financial system for 2023.

The purpose of this report was to seek approval for the award of the contract of the current IT solution used for Financial Management to Unit 4 Business Software Limited

The Cabinet Member for Legal, Finance and Corporate Services introduced the report and provided an overview of the key points.

Cabinet considered the report and **RESOLVED** to:

1. Authorise the contract award of the Financial Management IT solution to Unit4 Business Software Limited for a sum not exceeding £2,700,000 for a three-year period commencing on 1st July 2023, with an option to extend for a further year.

REASONS FOR THE DECISION

To ensure the stability of the organisation facing significant delivery challenges, and to ensure the continued value provided by the previous and current investment for a longer-term contract period.

ALTERNATIVE OPTIONS CONSIDERED

Go out to market to seek a replacement solution via a competitive tender or mini-competition – However, given the investment to date, and the current requirement for significant development, the benefits of changing to a new system would disproportionately affect the management of the Councils finances.

10. AMENDMENT TO THE PETERBOROUGH LTD LOAN FACILITY

The Cabinet received a report in relation to the amendment of the loan facility for Peterborough Ltd.

The purpose of this report was to approve the extension of the Peterborough Ltd Loan Facility to 1 February 2029.

The Cabinet Member for Legal, Finance and Corporate Services introduced the report and provided an overview of the key points.

Cabinet considered the report and **RESOLVED** to:

1. Approve the amendment to the expiry date of the £1.75m facility with Peterborough Ltd (originally approved by Cabinet in July 2018) from 1 February 2024 to 1 February 2029.
2. Authorise the Director for Law and Governance (Monitoring Officer) and Executive Director for Corporate Services and S151 Officer to exercise delegated authority to finalise and agree all necessary legal agreements with Peterborough Ltd for the purposes of facilitating this arrangement.

REASONS FOR THE DECISION

The decision would ensure Peterborough Ltd had certainty of funding from the Council once the original loan facility expired in 2024.

ALTERNATIVE OPTIONS CONSIDERED

The Council could refuse to extend the loan facility; however, this would require Peterborough Ltd to seek funding from an external provider which was not efficient for either the Council or its subsidiary.

11. IRRECOVERABLE DEBTS IN EXCESS OF £10,000

The Cabinet received a report in relation to irrecoverable debts in excess of £10,000.

The purpose of this report was to approve the write-off of irrecoverable debt in excess of £10,000.

The Cabinet Member for Legal, Finance and Corporate Services introduced the report and provided an overview of the key points.

Cabinet considered the report and **RESOLVED** to:

1. Authorise the write-off of the irrecoverable debt shown as outstanding in respect of Non-Domestic (Business) Rates, Council Tax, Housing Benefit Overpayments and Accounts Receivable (sundry debt) accounts included in the Appendices to this report (which detail the financial year and the category for the write-off request).

REASONS FOR THE DECISION

The authorisation for write-off is provided due to the following scenarios:

- the individual/ company being made insolvent/ bankrupt;
- recovery action attempted but no longer enforceable under the Limitation Act 1980 (Statute Barred);
- the ratepayer was deceased with no further income due from the estate; and
- the result of legal processes/ negotiations/ disputes concluding.

ALTERNATIVE OPTIONS CONSIDERED

The alternative option was to not write off this debt. This would result in irrecoverable debts continuing to be shown as outstanding, with a bad debt provision apportioned to these balances. It was noted that once a debt was no longer collectable it should be written off in the Council's accounts and the debt provision adjusted accordingly.

All other alternative options available to the Council to collect the debt had already been undertaken before making a decision to write-off debt.

MONITORING ITEMS

12. BUDGET MONITORING REPORT FINAL OUTTURN

The Cabinet received a report in relation to the final budget outturn for 2022/2023.

The purpose of this report was to provide Cabinet with the 2022/23 outturn position for both the revenue budget and capital programme and performance information on payment of creditors, collection performance for debtors and local taxation. The final position was subject to any changes that may be needed as part of the finalisation of the Statement of Accounts and subsequent external audit.

The Cabinet Member for Legal, Finance and Corporate Services introduced the report and provided an overview of the key points.

Cabinet Members debated the report and in summary responses to questions raised included:

- Members noted that there was a £0.6 million, which was a remarkable achievement.
- It was felt that the Council was no longer in a “bad” position.
- Members thanked all those involved in the progress of the Council, including opposition members within the Financial Sustainability Working Group.

Cabinet considered the report and **RESOLVED** to note:

1. The final 2022/23 outturn position as an £0.6m underspend on the Council’s revenue budget (subject to finalisation of the statutory statement of accounts).
2. The reserves position outlined in section 7 and Appendix B which includes a contribution of the £0.6m underspend to the General Fund Reserve.
3. The 2022/23 Capital Programme outturn position of £43.5m outlined in section 8, with the details of schemes outlined in Appendix E.
4. Performance against the Prudential Indicators as outlined in Appendix C.
5. Performance on payment of creditors, debt collection performance, local taxation and benefit overpayments as outlined in Appendix D.

REASONS FOR THE DECISION

The monitoring report formed part of the 2022/23 closure of accounts and decision-making framework, and the production of the 2022/23 Statement of Accounts and informed Cabinet of the final position.

ALTERNATIVE OPTIONS CONSIDERED

None required.

13. END OF YEAR CORPORATE PERFORMANCE REPORT

The Cabinet received a report in relation corporate performance at year end.

The purpose of this report was to provide an update to Cabinet and to provide the direction of travel on the Council’s corporate performance in line with the Council’s priority outcomes as set out in the Sustainable Future City Council Strategy 2022-25.

The Leader of the Council introduced the report and provided an overview of the key points.

Cabinet Members debated the report and in summary responses to questions raised included:

- Members felt that the report was comprehensive and indicated that progress was still ongoing.
- Thanks was passed on to the Head of the Delivery Unit and his team, and all those who were working hard to improve the Council.

Cabinet considered the report and **RESOLVED** to note the End of Year Corporate Performance Report.

REASONS FOR THE DECISION

The corporate performance report would support members to monitor performance across the services and progress towards delivering against the Council's priority outcomes.

ALTERNATIVE OPTIONS CONSIDERED

None.

Chairman
4.00pm to 4.45pm
19 June 2023

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CABINET	AGENDA ITEM No. 5
10 JULY 2023	PUBLIC REPORT

Report of: New All Age Carers Strategy	Stephen Taylor, Executive Director, Adult Services	
Cabinet Member(s) responsible:	Councillor Fitzgerald, Leader of the Council and Cabinet Member for Adults Services and Public Health	
Contact Officer(s):	Lisa Sparks, Senior Commissioning Manager	Tel. 07900163590

NEW ALL AGE CARERS STRATEGY

RECOMMENDATIONS	
FROM: <i>Cabinet</i>	Deadline date: <i>10 July 2023</i>
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Approves and adopts the new Carers Strategy. 	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following Director recommendation.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to:
Cabinet is being asked to endorse the new Carers Strategy to enable us to provide a clear strategic direction for supporting carers across Peterborough.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.9, *'To promote the Council's corporate and key strategies and Peterborough's Community Strategy and approve strategies and cross-cutting programmes not included within the Council's major policy and budget framework'*.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

Background

4.1 The Care Act 2014 defines a carer as:

‘someone who helps another person, usually a relative or friend, in their day-to-day life. This is different from someone who provides care professionally or through a voluntary organisation.’

4.2 The Children and Families Act 2014 and the Care Act 2014 have ensured the rights of all young carers, young adult carers and their families. The legislation covers the rights of young carers to be identified, young Carers needs assessment, transition assessment of young carers at 18 and support using a whole family approach.

4.3 Unpaid carers are an asset in society, helping to support people’s independence and meet their social care needs. The value of unpaid care now exceeds the value of the NHS budget in England and Wales demonstrating just how substantial and significant the contribution of carers is. Whilst providing care can be a rewarding experience, it can also have an impact on the carer's own health; education; ability to remain employed; relationships and social life.

4.4 Carers rights are protected by the law. The Care Act (2014) brought into effect some key legislative changes in the way that carers are assessed, and how support is provided. It is essential that carers are supported appropriately for them to continue in their caring role and to ensure that this does not have a negative impact on their own health and wellbeing.

4.5 The new strategy encompasses all carers, including adult carers, parent carers and young carers. It continues to be a joint strategy with Peterborough City Council, as we aspire to a single strategy across the Cambridgeshire & Peterborough Integrated Care System (CPICS) and more collaborative working to better support carers in our community.

4.6 Following engagement with carers and carers groups (see Appendix 1), we learnt carers are often unaware of the support available to them, or are perhaps reluctant to ask, or not sure who to ask. This strategy is intended to bridge that gap and answer the most important questions that may prevent carers from accessing support. It also aims to identify areas of improvement for the future and how we plan to implement them.

4.7 The feedback from our engagement with carers has been invaluable in shaping the strategy. We would like to offer our thanks to all carers and carer organisations who have given up their time to contribute to its development.

5. Main Issues

5.1 In developing the new strategy, the impact and achievements of the previous strategy have been considered. The previous strategy was built around 9 strategic intentions;

- Joint working across health and social care for all carers
- Early identification of carers
- Access to information, advice and support
- Carers work/training/education – life balance
- Improved carer/professional relationships
- Reduced breakdown of care at home
- Young carers are supported when moving into adulthood
- Carers have access to advocacy when they need it
- Carers have a voice in how services are designed and developed

- 5.2 In spite of the negative impact of the pandemic on many carers and their families, positive progress was made against most of these intentions including;
- Carers reporting better knowledge and understanding of how to access information, advice and support services
 - Carers feeling better supported in their caring role
 - Identification of a large number of previously hidden carers
 - Increased numbers of 'What If' plans¹ being registered and activated
 - Carers having a strong voice through Healthwatch Partnership Boards
 - Timely access to advocacy and promotion of self-advocacy to enable carers to be confident to speak for themselves in future
- 5.3 The new Strategy includes a detailed action plan which will be held to account by both the Carers Strategic Board and the Carers Partnership Board. It reflects the new priorities which have arisen and the remaining work to be done. A key feature of this Strategy is the detailed action plan. Working groups will be established to deliver the plan. These groups will report to the Carers Strategic Group and will also provide regularly updates on both progress and learning for discussion and challenge at the Carers Partnership Board. This Strategy will also imminently be subject to the robust Local Government Association Peer Review process.
- 5.4 In developing the new strategy, importance has been placed on the voice of those with lived experience and there have been a variety of opportunities for involvement, consultation and feedback including;
- Carers Expert by Experience panel
 - 2 Workshops in 2022
 - Carer members of the Strategy Task and Finish Group
 - Carers Partnership Board
 - Quarterly meetings including 10/12 carers on average
 - Workshops
 - 2 Practitioner drop in session in 2023
 - Surveys/Questionnaires
 - NHS Digital Carers Survey (163 responses, a 45% response rate)
 - Carers By Experience Panel (206 responses)
 - Caring Together's Parent Carer Survey (26 responses)
 - Charity Fundraising Including evaluation of the All Age Carers Service
- 5.5 Feedback was also sought from professionals and other partners to ensure that their knowledge, expertise and views were also captured within the new strategy.
- 5.6 Our engagement with people with lived experience has highlighted what is important to them, namely being able to easily access information, advice and support when needed, support to manage their own wellbeing, responsiveness of statutory services and ensuring that the needs of the individual they care for are met.
- 5.7 This feedback has directly informed both the key priorities and strategic intention for the new strategy which are listed in paragraph 5.6. The priorities selected are aligned with the NICE Guidance for carers;
- Information and support for carers
 - Identifying carers
 - Psychological and emotional support for carers

¹ ["What If?" Plan | Support in the event of an emergency \(caringtogether.org\)](https://www.caringtogether.org/what-if-plan)

- 5.8 The intentions and priorities within the new strategy reflect what we want to achieve with and for carers over the life of the strategy. The key priorities include;
- Support for Parent carers
 - Young carers to be supported when moving into adulthood
 - Support for carers at risk of domestic abuse
 - Supporting the emotion and psychological wellbeing of all carers
 - Joint working across health and social care for all carers
 - Ensuring our webpages support easy access to information
- 5.9 A copy of the draft strategy is included at Appendix A. Once finalised the new Strategy will be published on the County Council's website and promoted via our partners, commissioned services and internal Communications Team.

Next steps:

- 5.10 Subject to any final revisions or amendments, the new Strategy will be published in July.
- 5.11 An action plan will be developed to support delivery of the strategy in collaboration with key partners, including the voluntary and community sector. The Carers Strategic Board will have oversight for delivery of action plan. The action plan will also shape our future commissioning intentions.
- 5.12 Throughout the life of the strategy, we will continue to pursue opportunities for collaboration and integration with partners. We will explore more localised support for carers where appropriate with local people and partners within Integrated Neighbourhoods. We will build upon learning from the Care Together programme in East Cambridgeshire in which the Ely Primary Care Network and the Council have joint funded a Neighbourhood role to improve identification of and support for carers in Ely.
- 5.13 Progress of the strategy will be reviewed after the first year, and the document will be refreshed and updated to reflect this. As part of this refresh, we will also seek to widen the partners signed up to the strategy to include Cambridgeshire and Peterborough Integrated Care Board (ICB), to ensure that there is a shared vision for supporting carers across Cambridgeshire and Peterborough.

6. CORPORATE PRIORITIES

- 6.1 The recommendation links to the following Council's Corporate Priorities:
1. Our Places & Communities
 - Places and Safety (including any rural implications)
 - Lives and Work
 - Health and Wellbeing
 2. Prevention, Independence & Resilience
 - Adults
 - Children

Further information on the Council's Priorities can be found here - [Link to Corporate Strategy and Priorities Webpage](#)

7. CONSULTATION

- 7.1 In developing the new strategy, importance has been placed on the voice of those with lived experience and there have been a variety of opportunities for involvement, consultation and feedback including;

- Carers Expert by Experience panel
 - 2 Workshops in 2022
- Carer members of the Strategy Task and Finish Group
- Carers Partnership Board
 - Quarterly meetings including 10/12 carers on average
- Workshops
 - 2 Practitioner drop in session in 2023
- Surveys/Questionnaires
 - NHS Digital Carers Survey (163 responses, a 45% response rate)
 - Carers By Experience Panel (206 responses)
 - Caring Togethers Parent Carer Survey (26 responses)
 - Charity Fundraising Including evaluation of the All Age Carers Service

7.2 This recommendation has been considered by:

- Corporate Leadership Team (CLT)
- Cabinet Policy Forum (CPF)

8. ANTICIPATED OUTCOMES OR IMPACT

8.1 After publication further work will be undertaken following the production of this strategy to ensure that carers and partner organisations work together to formulate a clear action plan for all groups of carers. This will enable the system to deliver and improve support and satisfaction by addressing the needs identified against each of the Strategic intentions listed in the strategy

We will publish the action plan(s), with clear timescales for implementation, through a variety of media channels including on-line, all partner organisations and the Carer's Partnership Boards. We will report progress to appropriate forums, both internally to senior management teams in Cambridgeshire County Council, Peterborough City Council, Integrated Care Board and externally through the channels mentioned above.

The Strategy will also go on to form the base for the new All Age Carers contract. Currently expected to be in place for August 2024. As part of the recommissioning process, we will develop a set of "IWe" statements to promote active listening, effective communication, empowerment and person-centred care.

Examples of IWe statements for carers include:

- IWe can plan ahead and keep control in a crisis
- IWe are in control of planning my care and support
- IWe have care and support that is directed by me and is responsive to my needs
- IWe can decide the kind of support I need and when, where and how to receive it

9. REASON FOR THE RECOMMENDATION

9.1 *By publishing this strategy Peterborough City Council gives clear statement to the City's Carers on what to expect from the Council on how they will be support for the duration of the Strategy*

10. ALTERNATIVE OPTIONS CONSIDERED

10.1

Option
Let the current Strategy expire without any renewal.

<p>This would be detrimental to carers leaving a gap or a strategy that is out of date and not aligned with current national policy or Local Authority strategic intentions.</p>
<p>Create a new strategy that unites CCC and PCC in the aim of supporting carers</p> <p>This is the preferred option.</p>
<p>CCC and PCC create a separate strategy</p> <p>This option would leave an unspecified period of time where the current strategy is out of date/expired and present a risk to the quality, resource allocation etc of recommissioning of the All Age Carers service.</p>

11. IMPLICATIONS

Financial Implications

- 11.1 As a strategy there will be no financial implications directly associated to the strategy.

Legal Implications

- 11.2 The Council has a legal duty under the Care Act 2014 to prepare and publish a local Carers Strategy. The priorities within the strategy are in alignment with duties placed on local authorities by the Care Act 2014 and Children and Families Act 2014 in respect of assessment and support planning for carers and wider general duties around well-being, prevention, information and advice and market shaping within the Care Act (014).

Equalities and Carbon Impact Implications

- 11.3 The public sector equality duty has been considered as part of the strategy development and an EQIA has been completed.

The Carers Strategy 2023-26 will have a neutral effect on emissions on the City. Due to it being a published document and not itself a service it won't directly be responsible for any emissions. The intentions of the Strategy will also not have a direct impact on the emissions of the Council as there will be a re focus of our efforts for unpaid carers. Any commissioning work that follows this Strategy will undertake it's own assessment to document its own impact.

Public Health Implications

- 11.4 It is important to recognise the contribution that informal carers make to supporting the health and wellbeing of those that they care for. The carers' strategy and future action plan should include actions relating to supporting informal carers in these areas to improve health outcomes for those that they care for.

12. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

12.1 See Appendices.

13. APPENDICES

13.1 [Appendix 1. V5 Draft All Age Carers Strategy 2023-2026](#)

ⁱ Petrillo & Bennett (2023) 'Value of unpaid care now exceeds that of NHS budget' Available at: [Value of unpaid care in England and Wales now exceeds that of NHS budget | the Centre for Care](#) (Accessed: 15/5/23).

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Cambridgeshire & Peterborough

All-Age Carers Strategy 2022-26

Photos



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Foreword

From DASS CCC/PCC:

It is a pleasure to contribute to the All Age Carers Strategy 2023-26 and to convey the key message to all carers in our local communities, which is that *'we care about you, and we value what you do'*.

There has been a lot of input and work behind the scenes to develop this strategy and we see this as a major step towards improving the services and support for all carers throughout Cambridgeshire and Peterborough. Our teams have worked hand in hand with statutory and voluntary organisations, along with health partners and with carers themselves – the true experts by experience to co design this strategy and its associated strategic intentions.

We look forward to seeing the strategy come to life and ensuring that our strategic intentions for the future help us to shape an offer which will provide support and services which can improve the lives of our carers and their families.

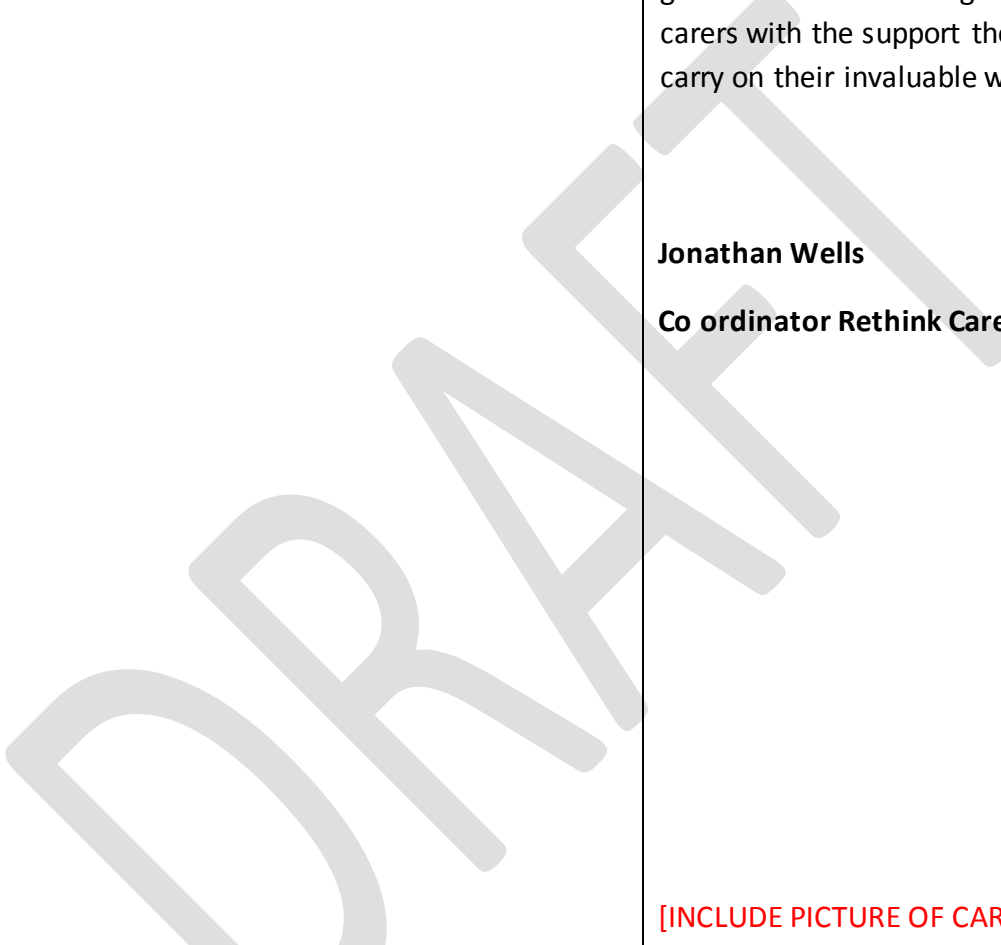
[INCLUDE PICTURE]

From Expert by Experience:

As a carer representative who has been closely involved in development of this strategy, I am grateful to have the chance to introduce it. The local authorities have involved carers themselves in several ways in identifying priorities for improving carer support over the next three years and we are pleased to know that our voices have been heard.

Whilst some carers are very happy with the services they get, whether from Adult Social Care or the excellent voluntary organisations commissioned to provide support, others can be frustrated by the lack of care for their loved one and by the barriers to getting help. Often the carers I meet have fairly simple needs - such as for straightforward practical conversations with people who assess them, a sense of being understood and easy access to resources. Many carers still don't identify themselves as such and so are invisible to the statutory services. Splits between health and social care also make it harder to get help. Carers will be hopeful that the renewed commitment to joint working across health and social care for all Carers will result in the next iteration of this strategy being fully integrated.

Writing a strategy is not too difficult but agreeing the necessary actions for improvement and implementing them in a timely manner is often harder. The measure of the success of this strategy

	<p>will be in how much difference it makes for carers - young, middle aged and old - and how soon the differences are felt. The carers I know are desperate to see rapid progress in making support accessible and adaptable to their needs. This work still lies ahead of us. I for one am determined that this strategy generates a sense of urgency in providing carers with the support they need to carry on their invaluable work."</p> <p>Jonathan Wells Co ordinator Rethink Carer Support</p> <p>[INCLUDE PICTURE OF CARER/LOGO OF ORG]</p>
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V5 DRAFT



Introduction

This All-Age Carers strategy document was created in collaboration with Experts By Experience and our Health Partners in conjunction with carers of Cambridgeshire and Peterborough. It builds on our successes, sets out where we can make improvements and draws together the views of carers, local organisations, and community groups. We know that carers are people of all ages, so this strategy includes Adult Carers, Young Carers up to the age of 18 and Parent Carers. It does not consider people who are employed as carers, either in a paid or volunteer capacity.

The Carers Trust produced a report¹ in November 2022 '*I feel like I've disappeared*'. It heralded '*a call to action from the UK's unpaid Carers*'. It urges the government to prioritise support for unpaid carer due to the extra costs of caring. This strategy will aim, wherever possible, to take steps towards answering that call.

¹Carers Trust (2022). I feel like I've disappeared. Retrieved from: <https://www.caringtogether.org/wp-content/uploads/2023/02/ct-report-i-feel-like-i-have-disappeared.pdf> on 13/05/23



Whilst carers tell us caring can be a rewarding and a fulfilling experience, there are some barriers. The report highlights four key messages that came through very clearly from you:

- 1) Caring can have a detrimental impact on your health and wellbeing,
- 2) You can feel that neither you, nor the vital role you play in supporting the person/people you care for are recognised
- 3) You would like better communication from and with professionals, and
- 4) You and the person/people you care for do not feel you are getting the support that you need.

Added to that, is the issue faced by you and your peers in that you either do not recognise yourself as being a Carer or are reluctant to step forward and be identified as a Carer. For example, an informal carer could also be a mother, father, brother, sister, daughter, son, husband, wife, partner, or friend. You might help a family member or loved one to wash, dress, eat, to get to medical appointments, keep appointments, manage their finances or deal with many other aspects of daily living. You may also keep them company when they feel lonely or anxious.

Whatever stage you are at on your caring journey, we want to support you. We understand that looking after someone else can be rewarding but also have an impact on your own wellbeing and opportunities.. We know that providing support can often come about unexpectedly and the level of support may increase or decrease over time. Although you are supporting someone else, you may also be receiving care yourself and you may be in receipt of Carers Allowance. We know that taking on a caring role is often unpaid and underestimated which can lead to you feeling undervalued and unappreciated.

We recognise that carers are the experts of their own experience. That is why this strategy has been co-designed by Cambridgeshire County Council and Peterborough City Council with partners who have worked with Carer experts by experience. The aim of the strategy is

move further towards ensuring that you have the right information, at the right time and the support that you deserve.

Cambridgeshire and Peterborough Census Overview

The Office of National Statistics (ONS) Census conducted in 2021 gives us an updated overview of the Cambridgeshire and Peterborough population. This helps us to plan support for carers as it includes details about how many people live in our area, how healthy people report they are and how many people define themselves as being disabled.

In Cambridgeshire the resident population has grown by 9.2% to 678,600, an increase of 57,400 from Census 2011 (population 621,200). In Peterborough the resident population has grown by 17.5% to 215,700, an increase of 32,100 from Census 2011 (population 183,600).

The topic summary for Health, Disability and Unpaid Care is available as a slide presentation². In summary it tells us that:

- In line with national trends, the proportion of Cambridgeshire and Peterborough residents reporting very good health (non-age standardised) have increased from 48.2% to 48.6% while the proportion of residents reporting good health have fallen slightly from 35.3% to 34.9%. This trend is reflected across most districts, however there were falls in very good health in South Cambridgeshire (52.5% to 52.2%) and East Cambridgeshire (48.8% to 48.3%) between 2011 to 2021.

Nationally there was a fall in bad or very bad health from 5.5% to 5.2%. This trend was not reflected locally with Cambridgeshire and Peterborough rising from 4.3% to 4.4% and all areas other than Cambridge City and Peterborough seeing an increase from 2011 to 2021.

Information from the ONS also included age standardised data for 2021 (This helps us understand population changes whilst considering the different age profiles). The data shows that good or very good health is reported as being highest in South Cambridgeshire (85.9%) and East Cambridgeshire (84%), this is higher than England (81.7%) and the East of England (82.9%).

The lowest level of good or very good health is reported in Fenland (79%) and Peterborough (79.3%). Conversely bad or very bad health is highest at 6% in both Fenland and Peterborough. This is higher than England 5.3% and the East of England

² Cambridgeshire Insight (2023). Health, disability and unpaid care summary for Cambridgeshire and Peterborough. Retrieved from: <https://cambridgeshireinsight.org.uk/population/census-2021/topic-summaries/population-census-2021-topic-summaries-health/> on 13/05/23

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4.6%. Bad or very bad health is lowest in South Cambridgeshire (3.4%) and East Cambridgeshire (3.9%).

Unpaid Care

Unpaid care data reveals that the number and proportion of residents providing care has fallen from 9.7% to 8.1% across Cambridgeshire and Peterborough between 2011 and 2021. This is reflected across all areas of Cambridgeshire and Peterborough. This is in line with the national trend which fell from 10.2% to 8.8% in the same period. It is accepted that this data should be treated with caution as many unpaid carers are not known to any agency.

Estimates from the data indicate there are 68,480 people identifying themselves as a Carer in Cambridgeshire and Peterborough. This includes 5,125 people being under the age of 25.

Of those people providing unpaid care, the proportion of residents providing 20+ hours of care has increased from 33% to 47% between 2011 and 2021. Of note Peterborough and Fenland are the two areas with the highest proportions of residents providing over 20 hours of care a week. This is broken down into Peterborough having 24% of carers providing 20 to 49 hours of care and 31% providing 50 or more hours. Similarly, 21% of the carers of Fenland provide 20 to 49 hours of care and 35% providing 50 hours or more.

Disability

In the Census 2021, the question about disability was changed to collect data that more closely aligned with the definition of disability in the Equality Act (2010)³. For this reason, this local summary has not compared the 2021 results to the 2011 results.

Cambridgeshire (16.4%) has lower percentages of residents reporting as disabled. South Cambridgeshire (14.8%) and East Cambridgeshire (15.9%) have the lowest proportions of residents reporting as disabled. These compares against the East of England (16.6%) and England (17.7%).

However, Fenland has the highest proportion with 19.6% of residents reporting as disabled, and Peterborough 18.3%, these are higher than the England average of 17.7%.

Peterborough has the highest number of residents reporting as disabled with 35,180.

East Cambridgeshire has the lowest number of residents reporting as disabled with 14,166.

The Census also revealed the number of disabled people in a household. Cambridgeshire (30.1%) and Peterborough (31.6%) have a lower proportion of households with a disabled person resident than nationally (32%). Fenland (35.7%) has the highest percentage of homes with at least one disabled person resident and is the only area higher than England.

³ Equality Act (2010). <https://www.legislation.gov.uk/ukpga/2010/15/contents>

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The census showed that the majority of disabled people live in households where you are the only disabled person. This is reflective of the national average of 79%.



Further information from the Census 2021 is expected to be released later in 2023. This will include ethnicity data by age and sex. The ONS is also beginning to add ward level data to the topic summaries.

Useful links to Census data include: [Cambridgeshire Insight – Population – Census 2021](#) webpages on Cambridgeshire Insight⁴, Census 2021 data published on the ONS website⁵ and on [NOMIS](#)⁶

What is our duty to Carers: why do we need an All-Age Carers Strategy?

The rights of Carers are protected by the law. The Care Act (2014)⁷ brought into effect some key legislative changes in the way that Carers are assessed, and how support is provided. We know you want the best possible statutory care for your loved one(s) and we want to make it as easy as possible for you to access. It is essential that we support you appropriately for you to continue in your caring role and in doing so take in to account any impact your caring role has on your health and wellbeing.

⁴ Cambridgeshire Insight (2023). Census 2021, Retrieved from <https://cambridgeshireinsight.org.uk/population/census-2021/> on 13/05/23

⁵ Office for National Statistics (2023). Census 2021, Retrieved from <https://www.ons.gov.uk/census> on 13/05/23.

⁶ Nomis (2023). 2021 Census. Retrieved from https://www.nomisweb.co.uk/sources/census_2021 on 13/05/23.

⁷ Care Act (2014). <https://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

The Care Act 2014 defines a carer as:

‘Someone who helps another person, usually a relative or friend, in their day-to-day life. This is not the same as someone who provides care professionally or through a voluntary organisation.’

In addition, the children and Families Act 2014 sets out our responsibilities to ‘identify young carers under the age of 18’. It also states the conditions for parent carers of a disabled child to have an assessment.

The Care Act 2014 places a duty on local authorities to assess Young Carers before they turn 18. This is referred to as a transition assessment. The Care Act also sets out the preventative focus for supporting children through a ‘whole family approach’.

Where carers already provide or intend to provide care for another adult the Council will offer to have a Carer’s conversation. This will explore the caring role being undertaken and identify any opportunities for advice or signposting to one of our many partner agencies. Depending on individual circumstances, the council may then undertake a carers assessment. This could be to explore a complex situation or where it may be beneficial for the council to support the carer to achieve their preferred outcomes by putting more formalised services in place. Any carer can request a carers assessment from the council.



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A Carer's assessment explores a range of aspects of the carer's day to day life, such as how they are coping with their caring role, how it affects physical and mental health, opportunities to work, engage in activities outside of the caring role and relationships.

We know that many carers are unaware of the support available, reluctant to ask, or not sure who to ask. This strategy intends to continue to work to bridge that gap and address some of the barriers that may prevent carers from accessing support. It also aims to identify areas where we are planning improvements for the future and how we plan to implement them.

We have a duty to support carers in discharge planning under the Health and Social Care Act 2022⁸. This applies in situations where an adult patient is likely to need care and support after their hospital discharge, and the trust considers it appropriate to involve them or their carers in planning their hospital discharge. The new duty states that this should be done as soon as is feasible after the trust begins making any plans relating to the patient's discharge.

What We Said / What We Did

This section will touch upon the outcome for each of the 9 Strategic Intentions that were noted in the All-Age Carers Strategy 2018-2022. Many of the planned intentions were successfully achieved, although it is worth noting that because of the unprecedented circumstances of recent years due to the covid pandemic, there has been a delay in the delivery of this refresh document and delivery of some of the intentions. The 9 strategic intentions were:

1. Joint working across health and social care for all Carers

To provide the best possible support to Carers, we worked jointly with many departments within the health and social care, along with partners in the charity sector, the NHS, Healthwatch, and a variety of commissioned services.

How have we done that?

We commissioned an All Age Carers Service to support carers across Cambridge and Peterborough. This service provides a holistic and accessible range of support to adults, carers of adults with mental health conditions and young carers. This service has been in place since 2020.

We have launched Care Together, a local programme for co-production of services and solutions with stakeholders in each community across Cambridgeshire. The aim is to support older adults to live happily and healthily at home for longer and a key element of this vision is supporting carers by identifying local activities and services that help prevent carer breakdown. In East Cambridgeshire, a co-funding agreement is in place with Ely Primary Care network for a Neighbourhood Carers Social Prescriber post, serving the whole district for a 3-year period from 2023. In other localities, the Care Together team is working with local partners and engaging

⁸ [Health and Care Act 2022 \(legislation.gov.uk\)](https://legislation.gov.uk)

with older adults themselves, to identify other gaps and opportunities in support for carers. Further information regarding this can be found on the relevant page of the Council's website⁹:

By having the Care Together programme engaged in the community we able to gather your feedback more often and ad-hoc in a communal space. This provides a valuable platform for health and social care to find and fill gaps present in the current services.

In Peterborough there have been recent efforts to improve awareness of Carers and there needs with a focus on additional joint training for health professionals. One such example is a Safeguarding Matters Carers Identification and Support training that was developed by a coalition of health, Peterborough City Council and Voluntary and Community Sector (VCS) partners and delivered to the Greater Peterborough Network.







[Carer Voice]
From our recent 'Experts by Experience' survey we are aware that
49% of respondents said that you were
'not aware of how to access support available to carers in an emergency'

2. Early identification of all Carers

In addition to the methods already employed to identify Carers, a study was commissioned to undertake a 3-month media campaign to connect with hidden Carers. The campaign used social media to target carers and offer them online support. This was a successful project in which the targets were exceeded in the three areas of Engagement, Support and Insights and resulted in identifying 4,418 new Carers who could then be offered access to support. The value this project generated highlights the importance of renewed campaigns to target those who remain hidden. Whether that is because you are new to caring since the last campaign or are reluctant to come forward for a variety of reasons. Subsequent campaigns will also look to understand why we had been unable to reach you previously.

The feedback that you provided to us made it clear that there can be confusion of which relationships can count as a 'caring role'. Question 13 from the 'Experts by Experience' survey explores the wide variation in the types of Carer relationships.

⁹ CCC (2023), Care Together. Retrieved from <https://www.cambridgeshire.gov.uk/council/communities-localism/care-together> on 13/05/23

13. Relationship to person cared for (If you care for more than one person, select all relevant options)				
Answer Choices			Response Percent	Response Total
1	Spouse		47.59%	89
2	Parent		35.83%	67
3	Sibling		1.60%	3
4	Child		20.32%	38
5	Other relative		2.14%	4
6	Friend		2.14%	4

[Carer Voice]

From our recent 'Experts by Experience' survey we are aware that 54% of respondents said 'I don't know what support I may be eligible for'

3. Access to information, advice, and support

We understand that you sometimes find it difficult to access information, understand what support is available to you, or how you can engage with services. We have commissioned services to bridge this gap and will continue to make this a key area of focus in our Strategic Intentions going forward.

We supported Charity Fundraising Ltd to undertake an independent evaluation of our commissioned services to support carers. This evaluation targeted carers who had accessed commissioned support for carers. All respondents were known to our commissioned providers and had accessed support. Those who engaged felt more able to manage their caring role safely, with overall attainment of 86% for this outcome. As part of this evaluation, we are now aware that:

- 91% reported increased knowledge about where to access appropriate information, advice, signposting, and support services
- 89% reported better access to their entitlements, information, and support
- 80% reported feeling better supported in their caring role

[Carer Voice]

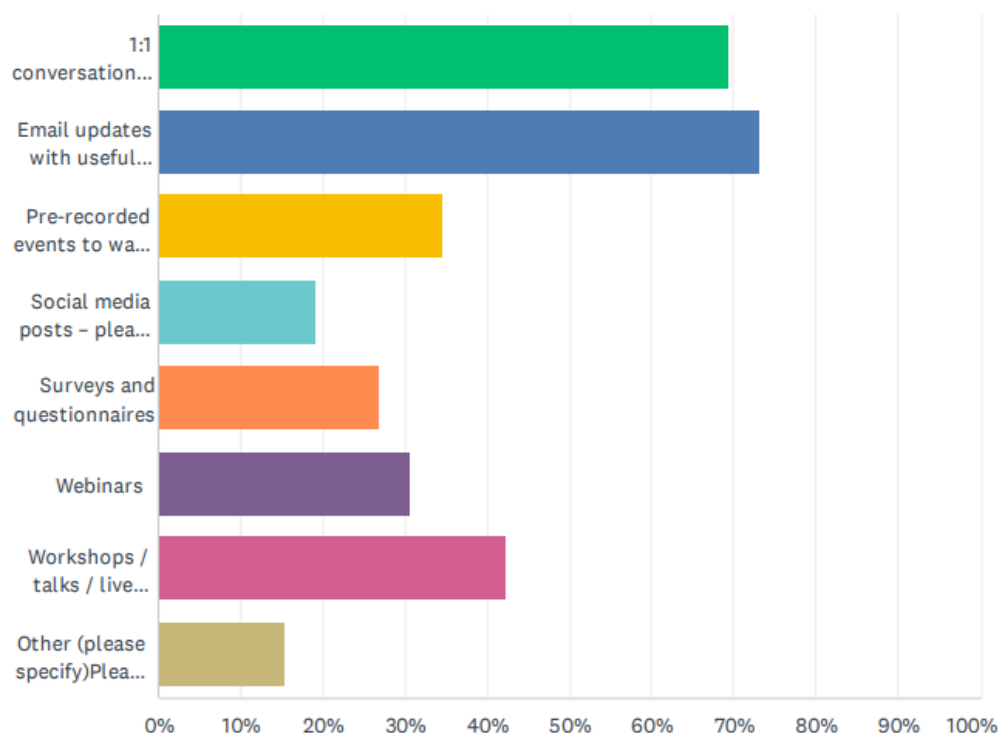
'If you can't help, you will connect us with someone who can'

91% reported increased knowledge about where to access appropriate information, advice, signposting, and support services

A key priority for us is to make sure that you can easily access information, advice, guidance, and support. In January 2023, parent Carer forums, with support from Caring Together, put together a survey to obtain views from parent Carers.

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Results to Question 15 from a survey issued by Caring Together in January 2023:
‘What is the best way to communicate with you as a parent carer?’



4. Carers work/training/education - life balance

The Caring Together Carers directory gives easy access to support across Cambridgeshire, Peterborough and further afield, you can view their Carers Directory¹⁰ online to find useful information and support including work, training, and education as well as emergency support, and a wealth of advice and information for Carers

[Carer Voice]

*From our recent ‘Experts by Experience’ survey we are aware that 40% of respondents said you **‘had received information, advice and guidance’** however, only 11% of respondents said you **‘had received support with education, employment or training’***

We know that there can be an impact upon Carers work and life balance with 26.3% of you in Cambridgeshire and 19.7% of you in Peterborough telling us that you are not in employment owing to your caring responsibilities. The data below is from the Survey of Adult Carers 2021-22.

¹⁰ Caring Together Carers (2023), Carers Directory. Retrieved from <https://www.caringtogether.org/carers-directory/> on 13/05/23

	Cambridgeshire County Council (CCC)	Peterborough City Council (PCC)
Retired	54.3%	63.8%
	(81.9% nationally)	
Employed / self-employed	21.9%	21.3%
Not in employment due to caring responsibilities	26.3%	19.7%
No health condition or disability	33.8%	33.6%
Biggest impacts on health	76.6% Tired 68.1% Disturbed sleep 65.7% Stress	79.2% Tired 73% Disturbed sleep 71.7% Stress
Depressed (increased in both)	49.6%	50.3%

5. Improved Carer/professional relationships

We have made a significant change to how we engage with you since 2018. We have moved away from a one size fits all model of undertaking carers assessments and reviews as a way of understanding what you need. This is in acknowledgement that most often a lengthy assessment is not what you want. As a result, the majority of interactions with you are now in the form of conversations, often with externally contracted partners, which can lead to a wider variety of tailored outcomes. Accordingly, less of you have received a formal carer assessment in keeping with our deliberate shift towards more nuanced and more timely conversations.

Between Autumn 2018 and Autumn 2021, **(in Peterborough) 14.8%** of you have been jointly assessed or reviewed with the person you care for, which is down from **36%** in 2018. However, **58.2%** of you received a separate carers assessment, up from **52%**, this is likely to be a reflection of our target of assessing those of you who are providing support to people with high level care and support needs who may need more formalised support, especially during the pandemic. **(In Cambridgeshire) 86.5%** of you had not had a formal assessment or review in the year compared to **42.4%** in 2018. Again, this reduction is due to our intention to engage with you less formally than previously.

Satisfaction with services received by the cared for person improved overall. In Peterborough and Cambridgeshire Those who were either extremely, very satisfied, or quite satisfied rose from **54.6%** to **59.9%**. There was a marked decrease in those that said you had not received any support at all, which was down from **25.7%** to **14%**

Locally we have an excellent network of professionals who are committed to supporting you in accordance with their own areas of specialisation, they also have links with other providers to provide a solid network of support and understanding. Thereby giving you a listening ear and

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guide through your journey. Help can be reached via a Carer advice line on 0345 241 0954 or by emailing hello@caringtogether.org

6. Reduced breakdown of care at home

Family life is unpredictable, it can be wonderful, supportive, fun, tiring and fulfilling all at the same time. We understand that being a Carer isn't the same every day, it can bring unexpected challenges and also that your own needs are just as important. We have commissioned a variety of services to help you through and to reduce the breakdown of care hidden at home.

We understand from what you have told us in the Survey of Adult Carers 2021-22 that you often prioritise the needs of the person you are caring for above your own. In answer to the question 'I look after myself' only **46.8%** in Cambridgeshire and **39.4%** in Peterborough answered positively and **20%** of respondents from Cambridgeshire and **23.2%** from Peterborough indicated yes to 'I feel I am neglecting myself'.

Another consideration for us is that the 2021 Census highlighted that Cambridgeshire has both a growing and ageing population. With a 26% rise in residents aged 65+ (versus the national average of 18.6%), we cannot expect all carers to care indefinitely, increasing the need to plan for all eventualities.

Following on from the last carers strategy, we have commissioned the services of 3 Rapid Responders to offer agile and responsive support for activated '**What If**' plans. As a result, we can report that **610** emergency plans were registered with Caring Together during 2021/22 and that **102** '**What If**' plans were activated. This is a free service funded by Cambridgeshire County Council and Peterborough City Council, to look after adults with care needs during an emergency involving their Carer. This is done by getting in touch with nominated contacts, with back-up support available, if essential. [Emergency care planning | Caring Together](#)¹¹

7. Young Carers are supported when moving into adulthood

We commissioned Centre 33 to provide young adult carers aged 16 to 25 with a transition service. Young carers tell us it can be difficult to navigate moving to adult services.

We know that young adult carers often do not engage with adult service professionals. Centre 33 are piloting this young adult carers project from the 1st June 2023 and will report their initial findings in June 2024 with a full evaluation in 2025.

Emergency planning



Because carers need to have the comfort of knowing who will be there when they can't be to stop an emergency becoming a crisis.

- **610 emergency plans registered in 2021/22.**
- **102 'What If?' Plans were activated.**

¹¹ Caring Together (2023). Emergency care planning. Retrieved from <https://www.caringtogether.org/support-for-carers/adult-carers/emergency-planning/> on 13/05/23

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This transition service focuses on empowering young adult carers navigate access adult carer support services provided by Caring Together and Making Space. It will help young caring adults consider their options in relation to education, training, and employment.



8. Carers have access to advocacy when you need it

Independent Care Act advocates support you to understand your rights under the Care Act and to be fully involved in decisions about any care and support that you need. This includes local authority assessments, care reviews, care and support planning and safeguarding processes.

We have commissioned the services of Voiceability to support our local Carers. Via Voiceability, **advocacy is free** independent support to involve you in decisions about your health, care, and wellbeing. An advocate is an independent professional who is on your side. Who will support you to have your say and will know your rights. Advocates don't work for the council, the NHS, or care providers.

[Carer Voice]

In January 2023 Voiceability issued a satisfaction survey. In response to the question "Did your advocate make you feel more confident to speak up for yourself in the future?" 80% of service users who responded reported yes to this question.

Alongside this there will be support and guidance to empower you with greater self-determination and self-advocacy wherever appropriate. This will be achieved by helping you develop your own independent support systems including self-advocacy to assist you towards improved independence and social inclusion.

Voiceability are committed towards increased self-advocacy and facilitating community advocacy delivering greater independence through a range of community development approaches that will ultimately help to prevent your needs from escalating.

9. Carers have a voice in how services are designed and developed

We seek to engage with you and welcome your input; as such we established an Experts by Experience group to be regularly involved in the development of this strategy. We also drew on learning from the 'Speak Out' platform that was part of our commissioned services from Caring Together.

We have commissioned Healthwatch to organise and develop five Partnership Boards in Cambridgeshire and Peterborough. Each board's role is to support and improve care for people who use health and adult social care services. They do this by including some of the people who use these services in their design, delivery, and evaluation. Social care includes providing social work, personal care, protection or social support services to children or adults in need or at risk, or adults in need due to illness, disability, old age, or poverty.

[Carer Voice]

Carer Voice is hugely important to us and to the effectiveness of services, throughout this strategy you will see 'Carer voice' highlighted to indicate key elements of co-production and collaboration with Carers.

Each Partnership Board is made up of:

- Service user representatives - called Independent Members
- Voluntary sector service providers
- Statutory services such as health and social care

The aim is for half of the members on each board and its Chair to be health and/or adult social care service users.

One of these is the Carers Partnership Board¹² which meets every two months. The role of the Carers Partnership Board is to act as a critical friend. Assisting in the development, co-ordination and monitoring of services and support delivered to Carers across Cambridgeshire and Peterborough.

Overall, from the Survey of Adult Carers 2021-22, you have told us that you feel consulted about the care and support of the cared for person, although there was a 3.4% increase in Peterborough and 2.2% increase in Cambridgeshire in those reporting that you never felt consulted.

¹² CCC (2023). Adult social care forum and partnership boards. Retrieved from <https://www.cambridgeshire.gov.uk/residents/adults/adults-services-strategies-and-policies/adult-social-care-forum-and-partnership-boards> on 13/05/23

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Question 18 of the Survey of Adult Carers 2021-22: *In the last 12 months, do you feel you have involved or consulted as much as you wanted to be, in discussions about the support or services provided to the person?*

	Cambridgeshire	Peterborough
There have been no discussions that I am aware of in the last 12 months	21.7% (Decrease)	26.3% (Decrease)
I always felt involved or consulted	33.2% (Increase)	24.4% (Decrease)
I usually felt involved or consulted	23.7% (Increase)	19.9% (Increase)
I sometimes felt involved or consulted	15.4% (Increase)	22.4% (Increase)
I never felt involved or consulted	5.9% (Increase)	7.1% (Increase)

Young Carers

The 2021 Census indicated that nationally 120,000 under 18s have caring responsibilities as Young Carers, 1,825 of whom live in Cambridgeshire and Peterborough. Young Carers provide support which includes practical tasks like cooking, physical care such as helping someone out of bed, and emotional support. Whilst most Young Carers provide under 20 hours of care each week some provide significantly more. These caring responsibilities can have positive impacts for some Young Carers but will often negatively impact their education, employment opportunities, and friendships. Our aim is to support Young Carers to have the same opportunities as their peers through removing the negative impacts and enhancing the positive aspects of their caring responsibilities.

Young carers are defined by Section 96 of the Children and Families Act 2014¹³ as “a person under 18 who provides or intends to provide care for another person (of any age, except where that care is provided for payment, pursuant to a contract or as voluntary work).”

Young Carers have the same rights and should have access to the same opportunities as all, enjoying healthy and positive childhoods. You should be able to learn, achieve and develop friendships in the same way as other children and young people.

Types of Caring

The experience of organisations working with Young Carers suggests that as a group you are most likely to primarily be caring for one or both of your parents (59%), most commonly your mother, followed by your siblings (36.5%), We know that 21.5% of Young Carers in Cambridgeshire and Peterborough currently care for more

“ A Young Carer is someone who might have someone in their family that is ill, maybe with a disability or mental Health problem, and a Young Carer supports that adult or a sibling ”

¹³ Children and Families Act (2014). <https://www.legislation.gov.uk/ukpga/2014/6/section/96/enacted>

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than 1 person, with more than half (54.6%) of all you who access the support service caring for someone with multiple conditions.

In the period August 2021 – July 2022, 838 Young Carers received a Young Carers Needs Assessment in Cambridgeshire and Peterborough. Of these, 28% fell into the high need tier, 40% in the mid-need tier and 32% in the low need tier.

Impact of Caring on Young Carers

Young Carers as a specific group may experience significant long-term effects on your physical and mental health, wellbeing, and/or education as a result of your caring role. Data from the **2021 Health Related Behaviour Survey in Cambridgeshire** tells us that Young Carers were more likely to have tried smoking and drugs; more likely to have drunk alcohol in the last seven days; more likely to be sexually active; were more likely to have experienced bullying; and more likely to report low levels of resilience.

“ I don't tell [my friends] because I feel like some people are going to start bullying me at school. One of my friends [also a Young Carer] spoke to people and then he got bullied.”

The Childrens Society¹⁴ state young Carers are more likely to have lower attendance and attainment at GCSE level, equivalent to nine grades lower than their peers. Further the Carers Assessment¹⁵ suggests you are also more likely to go on to be ‘not in education, employment or training’ (NEET) when you become young adults. Those of you that do go on to higher education or work may have difficulties in juggling these aspects of their lives with their caring role as a Young Adult Carer.

¹⁴ The Childrens Society (2018). Young Carers and School. Retrieved from <https://www.childrensociety.org.uk/sites/default/files/2020-10/young-carers-and-school.pdf> on 13/05/23

¹⁵ Cambridgeshire

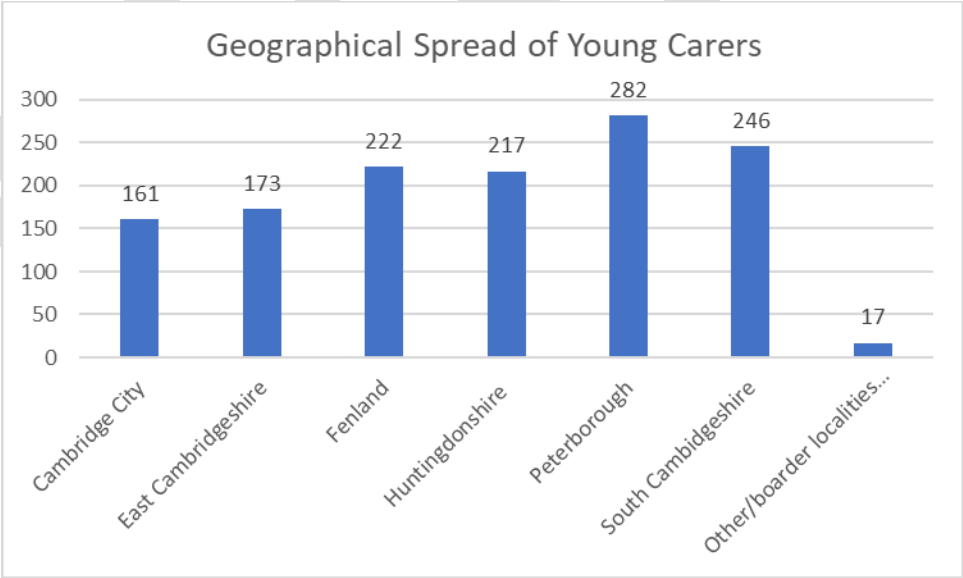
Joint Strategic Needs Assessment (2014). Carers 2014. Retrieved from <https://cambridgeshireinsight.org.uk/wp-content/uploads/2017/08/Carers-JSNA-2014.pdf> on 13/05/23



Identification and Support for Young Carers

In year 2 of the current Young Carers support contract (August 2021 – July 2022) there were 620 referrals into the service with a total of 1,318 Young Carers receiving support. 58% of you have been female with 42% male.

Peterborough has the largest number of you being supported, which is expected due to the higher population in this area.



The Young Carers Voice

The voice of Young Carers has been captured in a series of videos created by Centre 33 (below). These videos powerfully highlight the lived experiences of Young Carers in Cambridgeshire and

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Peterborough focusing on their experiences as Young Carers, what it feels like to be a Young Carer and what it means to them. This includes experiences with professionals, both generally and within the Young Carers Support Service, and their views on how our support could be further improved. We are grateful to each Young Carer who was willing to share with us.

Primary Aged

Part 1



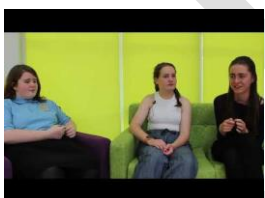
Part 2



Part 3

Secondary Aged

Part 1



Part 2



Part 3

Parent Carers

The Children and Families Act 2014 defines parent carers as “aged 18 or over who provides or intends to provide care for a disabled or a physically or mentally ill child for whom the person has parental responsibility.” They carry out, often on a regular basis, significant or substantial caring tasks which are more than parents would usually expect to do for a similar aged child without additional needs.

The Act sets out the entitlement to an assessment as follows: ‘A local authority in England must, if the conditions in subsections (3) and (4) are met, **assess whether a parent carer within their area has needs for support** and, if so, what those needs are.

The criteria set out in subsections 3 and 4 are essential in understanding this entitlement:

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“The Local Authority either receive a request from a parent carer for assessment, or that the Local Authority believes the parent carer to have needs for support

And

*‘The Local Authority are satisfied that the disabled child cared for and the disabled child’s family are persons for whom **they may provide or arrange for the provision of services under Section 17**”*

We currently offer parent carers an assessment where appropriate and in line with this guidance.

We are committed to ensuring that there is consistency of provision for Parent Carers across Cambridgeshire and Peterborough. To this end we have developed a strategic intention with a focus on reaching and identifying Parent Carers.

Recommendations

In 2021, Caring Together commissioned Charity Fundraising Ltd (CF Ltd) to undertake an external evaluation of its local authority-funded work as part of the All-Age Carers Service (also comprising Making Space, who support carers of adults with mental health problems, and Centre 33, who support young carers).

Priority recommendations for the remainder of the contract are as follows:

Raising Awareness

Giving you a greater awareness of existing support hubs and events, strengthening community links, and decreasing vulnerability and demand on ad hoc services.

Rural Opportunities

Sustainable links for those of you who live rurally, provide ongoing peer support and reducing pressures on psychological support services.

Short Breaks for Carers

Facilitation of trips/visits/short respite breaks for you to support a reduced breakdown of care at home and enable you to access your own appointments and responsibilities thus promoting your own health and wellbeing and reducing any of your emergency support requirements.

Training and Learning Opportunities

Supporting you with identifying and accessing any available training and learning opportunities, raising your awareness, and increasing your self-confidence.

Reach, Intersectionality, and Inclusion

Increase community presence and utilise opportunities for multi-disciplinary working to engage with and support any Carers from under-represented groups.

V5 DRAFT**Volunteering Opportunities**

Increased volunteering opportunities across the region with a view to improving provision capacity, self-confidence, and pathways into employment.

Parent Carers

Partnership building to provide balanced support and mirroring established pathways to ensure consistency across Carer groups.

Monitoring and Evaluation

Methods of data capture, monitoring and evaluation that offer reliable and adaptable reporting options.

[\[Full page infographic showing all available services?\]](#)

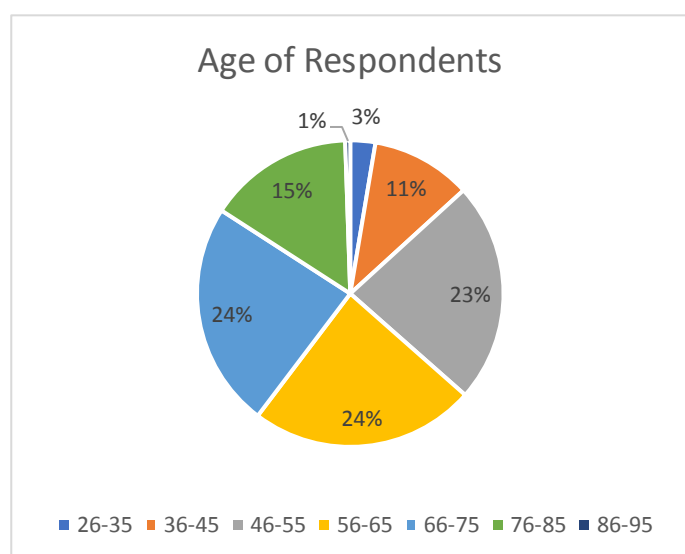
Next Steps and Delivery Plans

[Carer Voice]

In 2022 a Carers Experts by Experience panel was brought together to inform and guide the development of a systemwide Carers Strategy.

10. Experts by Experience Summary

In 2022 a Carers Experts by Experience panel was brought together to inform and guide the development of a systemwide Carers Strategy. Some members of the panel also attended the Carers Strategy Task and Finish Group where they contributed valuable steer and challenge. We are incredibly grateful to all who have given their time to contribute to the groups and Experts by Experience Virtual Workshops. In the first workshop, a discussion was had around what is important to the Carer population and how best we could gather your views. The Experts then brainstormed some survey question ideas which were then widely distributed amongst the wider Carer population, staff, and provider networks including the Carers Partnership Board, Think Communities, staff/provider newsletters, and social media).



The 'Experts by Experience' Carers' survey disseminated by Charity Fundraising Ltd in August 2022 had 178 responses. No responses were received from Carers aged 25 and under (and data does not necessarily cover the experiences or views of young adult Carers) or over the age of 95 (with 1 response from a Carer aged 86+).

The Experts by Experience panel came together for a second workshop to begin to discuss the NICE Guidelines for Supporting Adult Carers. Following this a prioritisation form was created and distributed through the Carers Partnership Board plus stakeholder networks to identify three priority areas from the NICE guidelines for Supporting Adult Carers to focus on as we continued to develop this systemwide All Age Carers Strategy. In February 2023, two further surveys were shared, one via a staff practitioner network and one via Caring Together.

[Practitioner Voice]

A further survey was shared via staff practitioners in February 2023 to gather views from staff who work with Carers – this also helped to re-affirm prioritisation of the NICE guidelines for supporting Adult Carers, and also allowed us to gain valuable feedback from those at the heart of care.

National Institute for Health and Care Excellence (NICE) Guidance

Underpinning the strategy are some key guidelines known as NICE guidance and these guidelines should be read together with the Care and support statutory guidance¹⁶ under the Care Act 2014 and the Children and Families Act 2014.

Based on feedback that we gathered via a series of online surveys collating your views as carer and also practitioners, the top 3 priorities voted for are in bold below:

Recommendations from the NICE guidance¹⁷ for Carers:

¹⁶ DHSC (2023). Care and support statutory guidance. Retrieved from <https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance> on 13/05/23

¹⁷ NICE guidance (2010). Supporting adult carers, Recommendations Retrieved from <https://www.nice.org.uk/guidance/ng150/chapter/Recommendations> on 13/05/23

- **Information and support for carers: overarching principles**
- **Identifying carers**
- **Psychological and emotional support for carers**
- Assessing carers' needs
- Helping carers stay in, enter, or return to work, education, and training
- Social and community support for carers
- Training to provide care and support
- Support during changes to the caring role
- Support for carers during end-of-life care and after the person dies

Our approach going forward – Strategic Intentions

We have set out above a summary of what carers have told us, information about our local carer population and a review of our work since the last strategy refresh. We will continue to prioritise support for carers and have set out below how we intend to continue to improve how we do that over the next three years. These intentions will be developed into detailed actions plans following publication of this strategy.

Strategic Intention 1a: Reaching and Identifying Young Carers

Why this is important	Actions
<p>Young Carers say that they often start caring from a very young age and do not realise that they are doing anything different to their peers until much later.</p> <p>Young Carers say that they would like to be identified as Young Carers as early as possible, believing that during Primary School is usually the best time.</p>	<p>Workshops and forums, incorporating representatives from local Carer support organisations.</p> <p>To ensure those conducting assessments are able to capture the needs and desired outcomes of parent Carers as well as the child/young person</p> <p>Assessments to not just be an end in itself but to lead on to relevant support</p> <p>Evidence whether Early Help Assessment (EHA) is the most accessible method for working with parent Carers to complete whole family assessments</p> <p>Additional training to ensure that once families have an EHA, if appropriate, you will be linked in with the 0-25 disability team</p> <p>Support development and expansion of Young Carer Champions in schools.</p> <p>All teachers in school to have more understanding of Young carer issues.</p> <p>Tackle bullying of Young carers</p> <p>A range of support options, both universal and targeted, to enable Young Carers to enjoy their childhood, achieve their potential and transition to adulthood.</p>

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Strategic Intention 1b: Reaching and Identifying Parent Carers

Why this is important	Actions
<p>We know from listening to you that some parent Carers have found the route of obtaining an assessment to be unclear</p> <p>To meet Care Act duties to support Parent Carers with a whole family approach</p> <p>We also identified that some Parent Carers may not realise that they could be entitled to support from the 0-25 disability team</p>	<p>We will work regularly with the Parent Carers Forums (Family Voice and Pinpoint) to find opportunities for Parent Carers to engage and have their voices heard.</p> <p>We will work regularly with Carers Support providers to find opportunities for Parent Carers to engage and have their voices heard.</p> <p>To ensure those conducting assessments are able to capture the needs and desired outcomes of parent Carers as well as the child/young person</p> <p>Assessments to not just be an end in itself but to lead on to relevant support</p> <p>Evidence whether Early Help Assessment (EHA) is the most accessible method for working with parent Carers to complete whole family assessments</p> <p>Parent Carers who already have an EHA should be invited to attend regular Team Around the Family (TAF) meetings, where you can discuss your needs within a supportive, experienced, and understanding environment</p> <p>Additional training to ensure that once families have an EHA, if appropriate, you will be linked in with the 0-25 disability team</p> <p>Support development and expansion of Young Carer Champions in schools.</p> <p>All teachers in school to have more understanding of Young carer issues.</p>

	<p>Tackle bullying of Young carers</p> <p>A range of support options, both universal and targeted, to enable Young Carers to enjoy their childhood, achieve their potential and transition to adulthood.</p>
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Strategic intention 2: Young Carers are supported when moving into adulthood

Why this is important	Actions
<p>Promotes a smoother transition for you as a Young Carer and the person you are caring for</p> <p>To ensure that you have choices regarding the next stage(s) of your life, enabling you to move on to further education or employment</p> <p>To meet Care Act duties to provide you with a transitions assessment</p>	<p>Young Carers assessments to particularly focus on your needs between 16 and 18 to ensure key transition points are successfully negotiated and delivered</p> <p>Ensure Multidimensional Assessment of Caring Activities (MACA) and Positive and Negative Outcome of Caring (PANOC) assessments are completed to gain a fuller understanding of the needs of the you and your family</p> <p>Engage with you early to build up relationships so services can work with you during transitions which is a crucial time as a Young Carers</p> <p>Improved communication with schools and educational establishments</p>

Strategic Intention 3: Supporting Carers at risk of domestic abuse

Why this is important	Actions
<p>While caring for a friend or relative is by nature an act of care and support, it can unfortunately sometimes lead to either the Carer or cared for person being at risk of abuse.</p> <p>The Home Office (March 2022) state that in 8% of the Domestic Homicide Reviews analysed, the victims were carers and in just over half of these, the perpetrator was the person being cared for. None of these carers had had a carer’s assessment.</p> <p>Abuse within the caring situation can include:</p> <ul style="list-style-type: none"> • Domestic abuse¹⁸ – be that emotional or physical in the relationship between a parent and child, or a partner or someone you live with • Financial abuse¹⁹ – the mistreatment of someone in terms of their money or assets, such as their property <p>No one should feel forced to be a Carer, there is a choice regarding being a Carer and we do not assume family members will automatically take on this role.</p>	<p>A focus on prevention by encouraging a Carers assessment which focuses on the ‘whole family’ rather than solely on the cared for person and their needs and facilitating the professional conducting the assessment identifying any risk of abuse</p> <p>Build into the review processes of the cared for person and the promotion of support services available to you.</p> <p>Promotion of information available through different methods such as social media, GP Gateway (Primary care) and Carers meetings/events</p>

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¹⁸ NHS (2023). Getting help for domestic violence and abuse. Retrieved from <https://www.nhs.uk/live-well/getting-help-for-domestic-violence/> on 13/05/23

¹⁹ Age UK (2023). Financial abuse. Retrieved from <https://www.ageuk.org.uk/information-advice/health-wellbeing/relationships-family/protection-from-abuse/financial-abuse/> on 13/05/23

Strategic Intention 4: Supporting the emotional and psychological wellbeing of carers

Why this is important	Actions
<p>To meet Care Act duties to promote wellbeing for all Carers</p> <p>We understand that Carers are more likely to have a long-term condition, disability, or illness (63% as opposed to 51% of non-carers) - 2019 GP Patient Survey. Carers Week research found that:</p> <ul style="list-style-type: none"> ○ 72% had suffered mental ill health as a result of caring (2018) ○ 61% had suffered physical ill health as a result of caring (2018) ○ Carers are 7 times more likely to say you're lonely vs the general population (2019) <p>Young carers mental health is considered and supported appropriately by all professionals working with the family.</p>	<p>Make promoting wellbeing a key focus</p> <p>Ensure commissioned provisions can provide emotional and psychological support for you</p> <p>Populate our webpages with relevant information and links</p> <p>Create a regular newsletter with positive messaging along with updates and reminders for services that promote and support wellbeing</p>

Strategic Intention 5: Joint working across health and social care for *all* Carers

Why this is important	Actions
<p>You have told us that you don't feel your knowledge and experience is valued by professionals</p> <p>You have also told us that it takes a long time to get a response from professionals, including results of Carer assessments and Direct Payments</p> <p>The Young Carer population currently do not feel heard or valued by adults working with their cared for</p> <p>Potential to pool budgets to ensure appropriate service are commissioned</p> <p>Avoids the duplication of services</p> <p>Streamlined services for smooth transitions across pathways of support and care</p> <p>Addresses Carers elements from relevant strategies and legislation</p> <p>Young carers have their voice heard and are involved in coproducing policies and the support services that they access</p> <p>You say you often struggle to understand the respective roles and responsibilities of health and social care</p>	<p>Focus on a 'no wrong door' approach. You should not have to repeat your information when liaising with different professionals</p> <p>Clear action plans for all the different Carers groups</p> <p>Intent to enter a Memorandum of Understanding with the relevant organisations</p> <p>Recommissioning of All Age Carers Service</p> <p>Undertake a practice review of the model of Carers assessments and conversations undertaken by the council, including whether there is more need for formalised support and direct payments for carers.</p> <p>Clarify when a Carers assessment is needed</p> <p>Explore improved ways to keep in contact</p> <p>Improve joint working between Cambridgeshire County Council, the CCG, CPFT, Peterborough City Council, Peterborough City Hospital, Addenbrookes and Hinchingbrooke e.g., through a Forum for strategic leads and an agreed working structure</p>

Strategic intention 6: Ensuring easy access to information

Why this is important	Actions
<p>You tell us you do not know where to go to find information for yourselves, or where you find it is not in a form that is easily understood</p> <p>Empower you and increase your self-confidence by enabling you to increase your knowledge of your rights, and what is available to you</p> <p>To meet Care Act duties to provide all Carers with universal access to good quality information</p> <p>You tell us that you would like more regular contact, using a range of communication methods</p>	<p>To clearly define the existing support offered</p> <p>Make all information more accessible</p> <p>To create a visual diagram which is then available as part of the Carers support information and on the Local Offer. This might include an overview of our commissioned services and key providers</p> <p>Update the Council webpages, including FAQ, in line with relevant guidance</p> <p>Social media campaign to publicise awareness of a 'one stop shop' for the information</p> <p>Ensure that our Care Act duties, approach, and what triggers an assessment and carers conversations are easy to find and understand for Carers</p> <p>Regular streamlined communications to providers to increase information circulation</p>

V5 DRAFT**Future Strategic Intentions**

These intentions are not exhaustive and representative of all the support you as a carer will receive over the duration of the Strategy. You will continue to receive support through various avenues. We will also continually evaluate ways we can improve the support across the county. The following examples are improvements we have identified already with a view to improve.

- Improve the update of the Health You Programme – A programme which looks to improve your health and wellbeing of those of you who care for those with a long term illness or dementia. It provides one to one support to help reduce stress and improve your physical health.
- Improve the support offered to carers who are currently not employed
- Increase the number of assessments or conversations. Which achieve results you feel are beneficial
- The achievement of sustainable lives in employment

V5 DRAFT**How we will implement this strategy**

Further work will be undertaken following the production of this strategy to ensure that Carers and partner organisations work together to formulate a clear action plan for all groups of Carers. This will enable the system to deliver and improve your support and satisfaction by addressing the needs identified against each of the Strategic intentions in section 8 of this strategy. We will agree the action plan within 4 months of the strategy being approved.

The plan will break down the actions for the different Carers groups, to ensure each group's needs are addressed.

We will publish the action plan(s), with clear timescales for implementation, through a variety of media channels including on-line, all partner organisations and the Carer's Partnership Boards. We will report progress to appropriate forums, both internally to senior management teams in Cambridgeshire County Council, Peterborough City Council, Integrated Care Board and externally through the channels mentioned above.



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Case Studies

<p>Who are the Carers: A couple, David, and Catherine. Who is being cared for: Family member (Aunt) Reason for care: Dementia Which support service: Caring Together – Caring First Steps Workshop</p>	
<p>David and Catherine attended our Caring First Steps workshop and also signed up to attend Caring My Steps also. They will be invited to our Peterborough Carers Christmas 'meet up' and have the contact details for our Specialist Helpline in case they need further support.</p> <p>Catherine and her husband David are caring for their Aunt who was recently diagnosed with dementia.</p> <p>One of our Carer advisors attends the Dementia Resource Centre, on a monthly basis, where she met with Catherine and David for the first time.</p> <p>They had been referred by their GP to meet with the Alzheimer's Society and with ourselves. During the one to one meeting, together with our advisor, they discussed Lasting Power of Attorney, mental capacity, and signposting for Attendance Allowance for their Aunt. Both Catherine and David are working Carers and their rights and entitlements were discussed, including how they can approach discussing their caring role with their employers. They set up a What If plan and signed up for our Inside News e-bulletin.</p> <p>Our advisor then followed up with some further signposting and information over email where she also invited David and Catherine to join our Caring First Steps workshop.</p>	<p>Catherine said:</p> <p>"I cannot believe almost a week has gone past since we saw you at the Dementia Resource Centre in Peterborough, it was really great to meet you.</p> <p>Thank you so much for your follow-up email as well as your time, support and guidance which is really appreciated in these early days after our Auntie's Alzheimer's diagnosis.</p> <p>The amount of help on offer for patients with dementia and in particular their Carers is absolutely amazing, and we will be sure to embrace all the assistance and support we can get.</p> <p>After we saw you on Wednesday, we went over to speak to Home Instead about the support they can offer, which we think we will now explore thanks to the information you gave us.</p> <p>We will also look into the technology you told us about that might help.</p> <p>Thank you also for sending through the link to the Carers workshop taking place, I have signed us up and really look forward to attending.</p> <p>We are planning to make full use of all the activities and support on offer, not only for Auntie but for ourselves too as we have found the staff to be amazing and such a great support.</p> <p>There is such an overwhelming amount of information to take onboard, especially as we both are working and caring full-time too, but it is all positive, so we are embracing all of it.</p> <p>We thank you again Arda, for steering us in the right direction to enable us to get the support we need to enable Auntie to get the best care possible going forward.</p>

	<p>We will see you at the workshop and in the meantime, sending best wishes from here.”</p>
<p>Which support service: Caring Together – Caring First Steps Workshop. You can find out more by visiting their website https://www.caringtogether.org/events/adult-Carers-caring-first-steps/</p>	

<p>Who is the Carer: Sharon Who is being cared for: Family members (Husband and Daughter) Reason for care: Stroke and mental health Additional information: Carer is suffering with anxiety Which support service: Caring Together – Caring First Steps Workshop</p>	
<p>Sharon recently attended our Shelford hub – this was our first Shelford hub in person since before Covid times and Sharon stated that this was her first independent outing in over 10 years.</p> <p>“It was big step for me to come to a group the other day. I was very nervous, but you all made me feel so welcome and relaxed and it was a relief to be around such kind caring people. I left there feeling relaxed and happy”</p> <p>Sharon cares for her husband who is a stroke survivor; she also supports her daughter who has mental health difficulties.</p> <p>During Sharon’s visit to our hub, we had an in-depth conversation about her caring role. Sharon explained that her caring role has impacted her mental wellbeing greatly. We explored the areas of concern for Sharon and how we could minimise the impact on her mental health and wellbeing. We outlined the support from Making Space available (in light of her additional caring role for her daughter) and from the Stroke Association (in light of her husband’s condition). We have arranged for a What If plan to be set up for Sharon to give her peace of mind.</p>	<p>Sharon said:</p> <p>“Thanks for our lovely chat and for giving me time and for listening. Also, thanks for sending me the links. I’ve had a look and would love to do the art therapy, but I don’t think I can stretch to it. But thanks for thinking of me. Maybe there’s one when I wouldn’t have to pay?”</p> <p>We suggested to Sharon that she could apply for a bursary to fund her classes. Sharon has now applied for a bursary through our Carer Choices fund and is in the process of applying for a course.</p> <p>“I feel hopeful again and not so alone”</p>

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Sharon stated that the hub gave her hope that she needn't feel so alone in caring and has joined our hub to attend every fortnight.

When asked what Sharon herself thinks might improve her mental health and wellbeing, she identified that a local art class would be beneficial. Art is something she very much enjoys but feels since she hasn't been prioritising herself for a long time, she hasn't found any time or space to engage in anything like this.

Following the conversation, our Carer Advisor conducted a local search for art & craft classes in her area. Links were sent to Sharon, but Sharon felt that these courses were not within her budget.

Carers hubs are supported by the National Lottery Community Fund and supported by Carers Trust with funding from the Government's Community Match Challenge charity package **#CommunitiesCan**

V5 DRAFT**SECTIONS THAT COULD BE USED ON WEB PAGES INSTEAD OF IN THIS DOCUMENT****NB: ALSO NEED AN EASY READ VERSION****Information from Caring Together**

A key priority for us is to make sure that all Carers can easily access information, advice, guidance, and support.

Caring Together²⁰ supports Carers of all ages across Cambridgeshire. They provide:

- Support in case of an unplanned event or emergency where you are unable to look after the person you care for
- Information and advice – helping you understand your rights as a Carer and the local and national support available
- Groups, events, and workshops – both face-to-face and online
- Help if you are feeling overwhelmed or need support to attend your own medical appointments
- A regular magazine and email newsletter with local news and information for Carers
- Homecare

Avoiding Carer Burnout

We appreciate that some of these case studies can highlight the difficulties and stresses faced daily by unpaid caregivers. There are lots of resources available, some of which are highlighted on the Councils websites:

- (Cambridgeshire County Council) [Looking after someone - support for Carers - Cambridgeshire County Council](#)²¹
- (Peterborough City Council) [Caring for someone in Peterborough \(Adults\) | Peterborough Information Network](#)²²

For those wanting to read more, this case study also includes some tips and suggestions for avoiding Carer burnout [Healing and recovery after a caring crisis \(mobiliseonline.co.uk\)](#)²³

How we support Carers in Cambridgeshire and Peterborough

Our vision for the future builds on the good work of previous strategies in Cambridgeshire and Peterborough; and the excellent support mechanisms including commissioned services and pathways that already exist.

²⁰ Care Together (2023). <https://www.caringtogether.org/>

²¹ CCC (2023). Looking after someone - support for Carers. Retrieved from <https://www.cambridgeshire.gov.uk/residents/adults/looking-after-someone> on 13/05/23

²² PCC (2023). Caring for someone in Peterborough (Adults). Retrieved from <https://fis.peterborough.gov.uk/kb5/peterborough/directory/adult.page?adultchannel=8> on 13/05/23

²³ Mobilise (2023). Healing and Recovery after a caring crisis. Retrieved from <https://www.mobiliseonline.co.uk/post/healing-and-recovery-after-a-caring-crisis> on 13/05/23

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The current provision includes services provided by:

- Age UK
- Alzheimer's Society
- British Red Cross
- Cambs Deaf Association
- Camsight
- Care Network
- Caring Together
- Centre 33
- Dementia Carers Support Service
- Family Voice Peterborough
- Healthwatch
- iCARE
- Making Space
- Mobilise
- PinPoint Cambridgeshire
- Rethink Carer Support
- Voiceability

It is fully appreciated that Carers, those with lived experience, are the experts and all Carers can be involved in shaping local services through Carers Partnership Boards, Patient Participation Groups and events run specifically for Carers. There are also training opportunities and Carers Ambassadors are available for support and mediation.

Why is a Carers Assessment Needed?

This is still not clear. Carers still ask "when is a carers assessment needed?" and I still cannot give a satisfactory answer.

A Carers assessment is for you. It is free of charge and although there is no legal requirement for you to have one, it is for your benefit and if you care for someone, **you have a legal right to have your caring needs assessed**. A Carer's assessment should look at all your needs. This includes the things you would like to be able to do in your daily life. It will ask how you're coping with caring and how it affects your physical and mental health, work, free time, and relationships.

A Carer's assessment is different from a needs assessment, which is for **the person you are caring for**. You can have you both done at the same time if you want.

It is important for Carers to know that you can undergo a Carer assessment for the purpose of their own wellbeing without having to disclose their finances.

Your Carer's assessment may indicate that your caring role is having an impact on your wellbeing and preventing you from meeting some of your own needs. This will be discussed with you along with the options available to you, including any support identified to meet your needs, and you will receive a Carer's support plan. We will tell you about other sources of support.

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To re-cap, the Carers assessment is so that we can support you if we need to, it will not:

- assess the quality of the care that you provide
- include a financial assessment
- assess the needs of the person you care for, unless you request a care needs assessment at the same time

Parent Carer Support

If you are a parent Carer you can find lots of useful information on our [Support, advice and information for parent Carers and Carers - Cambridgeshire County Council](#) page. If you are caring for someone aged 18-65 with mental health issues in Cambridgeshire or Peterborough **Making Space** are able to provide you with support. Those of you who are Young Carers can be supported by **Centre 33**.

How do I get a Carers Assessment?

For **adult and young adult Carers** assessments or any queries about Carers assessments

- **Cambridgeshire:** [Carers assessments - Cambridgeshire County Council](#)
- **Peterborough:** [Caring for someone in Peterborough \(Adults\) | Peterborough Information Network](#)

Centre 33 provide **young Carers assessments** to young Carers aged under 18 in Cambridgeshire and Peterborough – visit centre33.org.uk/help/caring/ or email youngCarers@centre33.org.uk for more information.

Carers Assessment Tool

This strategy will ensure that there is consistency across the areas for Carers assessments. The assessment will be proportionate to the needs of the Carers to avoid any delays in accessing the right support.

As a system, our aspiration is to embed the assessment tool in GP Practices, Primary care, and Acute care settings, as these services normally act as a first point of call for Carers and their families.

Moving forward, the strategy will ensure that Carers remain at the heart of the services, so that you are the focal point for all intentions.

Supporting Carers at Risk of Abuse

While caring for a friend or relative is by nature an act of care and support, it can unfortunately sometimes lead to either the Carer or cared for person being at risk of abuse.

Factors to consider in relation to abuse:

- Domestic abuse – be that emotional or physical in the relationship between a parent and child, or a partner or someone you live with

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- Financial abuse – the mistreatment of someone in terms of their money or assets, such as their property
- The risk of abuse can increase when Carer is isolated
- There may be unrealistic expectations by cared for person on the Carer meaning that the cared for person does not treat the Carer with respect and uses emotional strategies to control you
- The cared for person may reject outside help from other family members and will not engage with any attempts to provide formal help.
- The Carer may not have an independent source of income; meaning that their income relies on you remaining a Carer
- Is there an imbalance of power with regards to finances and accommodation
- Does the Carer or cared for person have a history of substance abuse
- Does the Carer or cared for person have a history of domestic violence

No one should feel forced to be a Carer, there is a choice regarding being a Carer and we do not assume family members will automatically take on this role.

To form an effective caring relationship with the appropriate support and safeguards in place for all concerned, a Carers assessment should focus on the 'whole family' rather than solely on the patient and their needs.

Support for those who are concerned about domestic abuse:

If you have a concern, suspicion, or allegation that an adult is being subjected to harm, abuse or neglect you should contact:

Non-urgent referrals

*For people who live in **Cambridgeshire**:*

- Tel: [0345 045 5202](tel:03450455202) (hold for adult social services)
- Out of hours: [01733 234724](tel:01733234724)
- Email: Cambridgeshire Referral Centre
- [Referral Form](#)
- Website: Cambridgeshire Adult Safeguarding

*For people who live in **Peterborough**:*

- Tel: [01733 747474](tel:01733747474) (option 1 for adult social services)
- Out of hours: [01733 234724](tel:01733234724)
- Email: adultsocialcare@peterborough.gov.uk
- [Referral Form](#)
- Website: Peterborough Adult Safeguarding

Urgent referrals

If you are worried that someone is in immediate danger, or you think a crime has taken place, you may call the Police on 101 for non-emergencies or 999 in an emergency.

CABINET	AGENDA ITEM No. 6
10 JULY 2023	PUBLIC REPORT

Report of:	Adrian Chapman - Executive Director for Place and Economy	
Cabinet Member(s) responsible:	Cllr Marco Cereste - Cabinet Member for Growth and Regeneration	
Contact Officer(s):	Gemma Wildman, Planning Policy Manager Gemma.wildman@peterborough.gov.uk	Tel. 01733 863824

PETERBOROUGH LOCAL PLAN – ISSUES AND OPTIONS CONSULTATION DOCUMENT

RECOMMENDATIONS	
FROM: Adrian Chapman - Executive Director for Place and Economy	Deadline date: Not Applicable
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> Approves the draft Issues and Option version of the Local Plan for public consultation in July, August and September 2023 included at Appendix 1. Delegates authority to the Executive Director for Place and Economy to make minor, inconsequential amendments to the draft Issues and Option Version of the Local Plan. 	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Cabinet following the approval of the council's Local Development Scheme (LDS) by Council in January 2023, which identifies that the council will prepare an Issues and Options version of the Local Plan for public consultation in July and August 2023.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is for Cabinet to approve the draft Issues and Options version of the Local Plan for public consultation.
- 2.2 The draft Issues and Options Consultation document can be viewed at **Appendix 1**.
- 2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.1, *'To take collective responsibility for the delivery of all strategic Executive functions within the Council's Major Policy and Budget Framework and lead the Council's overall improvement programmes to deliver excellent services.'*

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	Yes	If yes, date for Cabinet meeting	10 July 2023
Date for relevant Council meeting	Final Version 2025/2026	Date for submission to Government Dept. <i>(Please specify which Government Dept.)</i>	N/A

4. BACKGROUND AND KEY ISSUES

- 4.1 The Council adopted its Local Plan in July 2019. However, in January 2023 Council agreed to prepare a new Local Plan for the following reasons:
- To identify new locations for growth in Peterborough, which in turn will meet our longer-term housing and employment needs.
 - To identify an additional range and choice of employment sites to accommodate increasing commercial demand. This will generate wealth and improve local people's life chances by providing increased employment opportunities. There is evidence to suggest that the supply of employment land is tight, and a significant proportion of allocated employment land either has planning permission, is under construction, or has already been built out.
 - To align preparation of a new Local Plan with the review of other corporate strategies.
 - To ensure continued, and potentially additional, income via business rates growth and council tax income.
 - To ensure that planning policies are up to date and take into account changes to national policy and changing circumstances, national policy and opportunities that were not incorporated in the adopted Local Plan, such as climate change and biodiversity net gain.
- 4.2 An up-to-date Local Plan, covering a longer time frame, means more certainty for everyone (the public, developers, and public service providers) about where growth will take place. Infrastructure providers (e.g., Education, Highways, NHS services) will also have more certainty to plan for future provision contributing to the development of sustainable communities.
- 4.3 The council is preparing a new Local Plan that will set out how the city and surrounding villages will grow and change over the next 20 years or more. It will eventually replace the current Local Plan adopted in July 2019. It is proposed to extend the existing plan period from 2036 to 2044.
- 4.4 The existing Local Plan is less than five years old, therefore, it is not necessary to re-write a new plan from scratch, however, there have been a number of changes to national policy and the planning system which means some changes are required.
- 4.5 The Local Development Scheme (LDS) identified the Issues and Options consultation document as the first stage in the process of preparing a new Local Plan with consultation on it scheduled for July and August 2023.
- 4.6 The Issues and Options consultation document is attached at Appendix 1. It is structured around a questionnaire (see Section 3) which provides background information on a range of planning issues and sets out a series of questions about what could be included in the new Peterborough Local Plan.
- 4.7 At this early stage, no decisions have been made for the new Local Plan. For example, the Issues and Options consultation document does not include any draft policy wording, nor does it include any sites for future development.
- 4.8 In terms of future site allocations, the council is currently carrying out a call for sites exercise, where the public, developers, landowners, agents, and parish councils are encouraged to

suggest sites for future housing, employment, retail, leisure, and infrastructure that are available and deliverable. This process will run alongside the Issues and Options consultation.

- 4.9 All proposed sites will be assessed against a detailed assessment criteria and the preferred sites will be included in the next version of the Plan due for public consultation in summer 2024.

Structure of Issues and Option Consultation Document

- 4.10 The Issues and Options Consultation Document will be structured around the following key questions:

What is your Vision for Peterborough?

- 4.11 This section will ask people to set out their vision for Peterborough, what they would like the district to look like by 2044. This will help identify the important issues facing the district and what kind of policies are required to help deliver the vision.

How Should Peterborough Grow?

- 4.12 This section looks at how the district could grow, and includes strategic policies such as:

- Housing Growth Target
- Economic Development
- Settlement Hierarchy
- Options for distributing growth

- 4.13 The Issues and Options report explains that the Local Plan housing target must be calculated using the government standard method. This works out as 946 dwellings per year. If the Local Plan covers the period 1 April 2023 to 31 March 2044, then the Local Plan target will be 19,886 dwellings (though that figure is subject to change during the course of preparing the Local Plan due to potential government changes to the method, and more up to date data and national forecasts feeding into the calculations. That said, the expectation is that the figure is likely to be somewhere around 950 dwellings per annum throughout the 2-3 years of preparing and examining the Local Plan).

- 4.14 The report then asks people how best this level of growth should be distributed. It identifies the following growth options:

1. Pro rata distribution
2. Urban area/urban extension focus (Local Plan carry over)
3. Village extension focused.
4. Freestanding New Settlement(s)
5. Small Site Focused

- 4.15 The questions ask the public to provide comments about what they like and dislike about the above options as well as identifying their preferred option for the distribution of growth.

What policies should the new Plan include?

- 4.16 In this section, we are interested to know what other policies the Plan could include. These other policies will be used by the Planning Team to appraise and reach decisions on all planning applications.

- 4.17 This section therefore identifies a number of topics and possible issues that could be covered, based on a review of national policy. For example:

- Health and Wellbeing
- Climate change

- Design and Amenity
- Housing Needs
- Employment
- Town centre (retail)
- Transport and Infrastructure
- Historic Environment
- Natural Environment
- Flood and Water Management

4.18 Each topic is followed by a series of questions to help establish what policies and requirements should be included in a future draft Local Plan.

What are your priorities for the future of Peterborough?

4.19 Once the issues and questions have been established the report moves on to look at what people's priorities are.

4.20 The new Local Plan must be aspirational, but deliverable. If the Local Plan is excessive in its requirements, we may fail to meet the area's growth needs

4.21 Therefore, the Issues and Options document asks respondents to identify their top five issues.

5. CORPORATE PRIORITIES

5.1 The production of a new Local Plan will allow planning policies to be brought fully up to date with the Council's corporate priorities, which, amongst other things, will maximise economic growth and prosperity in an inclusive and environmentally sustainable way, and create healthy and safe environments where people want to live, invest, work visit and play.

5.2 Section 2 of the Issues and Options consultation document sets out the Local Plan Vision and Objectives and explains how these link to the council's corporate priorities.

6. CONSULTATION

6.1 The Issues and Options Consultation document was presented to the Planning Environment Protection Committee on 27 June for comments. The feedback from the Committee encouraged a shorter, user-friendly version of the document that would be engaging for the public in order to elicit as high a level of feedback as possible. The Committee also suggested that paper copies were available for those who were not digitally enabled. Questions were asked about the potential to raise building standards in all new development to meet net zero climate change targets and better internal space standards for residential development.

6.2 Subject to approval, public consultation on the Issues and Options document will take place in July, August, and September 2023 in accordance with the requirements set out in the Council's Statement of Community Involvement (SCI).

6.3 An Interactive Questionnaire will be prepared for the consultation, which will provide a summary of the main issues and options and allow for any comments to be submitted.

6.4 The Issues and Options consultation document and interactive questionnaire will be made available on the Council's website at: <https://www.peterborough.gov.uk/local-plan-review>

6.5 All comments received will be reviewed and will help inform the draft version of the Local Plan (due for public consultation in summer 2024). All sites suggested to the council during the consultation will be assessed against detailed assessment criteria.

6.6 Overall, the Local Plan will go through the following stages, as set out in the LDS:

- Public consultation on the Issues and Options – July 2023
- Public consultation on the Draft Local Plan – Summer 2024
- Public consultation on the final version of the plan – Jan/Feb 2025
- Submission to Government – Spring 2025
- Independent examination – Summer/Autumn 2025
- Adoption – early 2026

7. ANTICIPATED OUTCOMES OR IMPACT

- 7.1 It is anticipated that Cabinet approves the Issues and Options Consultation document for public consultation in July 2023.

8. REASON FOR THE RECOMMENDATION

- 8.1 Cabinet is asked to approve the draft Issues and Options Consultation document so that public consultation can be carried out on this document.

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1 The alternative option of not preparing a new Local Plan was rejected by Full Council in January 2023 as part of the approval of LDS.

- 9.2 The Issues and Options consultation document sets out the various option considered for each policy/topic.

- 9.3 The alternative options for each policy will be assessed as part of the Local Plan Sustainability Appraisal Report process and will be published alongside the Draft Local Plan for public consultation in summer 2024. Consultation will also help inform the council of options which can be considered as the plan progresses.

10. IMPLICATIONS

Financial Implications

- 10.1 There are no immediate financial implications flowing from the approval of the Issues and Options version of the Local Plan simply because this is not the 'final' plan. However, Members should be aware of the following future financial implications:

(a) The council owns land that may be identified for future development and there could be financial implications on the value of that land. To be clear, all council owned land will be assessed and treated like all other proposed areas for development.

(b) There could be indirect financial implications arising from the development of sites (e.g., provision of infrastructure and services for the new residents, Community Infrastructure Levy monies and s106 arrangements).

c) There could be increased revenue income from business rates and council tax from new businesses and homes built in the area.

Legal Implications

- 10.2 The Council must follow due Regulations in preparing the Local Plan. Eventually, once the final document is adopted in 2026, the council has a legal duty to determine planning applications in accordance with article 34 of the Town and Country Planning (Development Management Procedure (England) Order 2015 as amended). Paragraph 33 of the National Planning Policy Framework provides that policies in local plans should be reviewed to assess whether they need updating at least once every five years. The approval of a Local Plan is given by the Secretary of State upon receipt of a satisfactory Inspector's report.

Equalities Implications

- 10.4 The preparation of the Local Plan will be an opportunity to positively address equality and diversity issues. Formal assessments in this regard will be undertaken as the Local Plan policies begins to emerge.

Carbon Impact Assessment

- 10.4 The Issues and Options Consultation document identifies a number of policy options which could affect carbon impacts. However, at this stage no decisions have been made on the policies and therefore the effects are neutral. Policies contained in the Draft Local Plan due for public consultation in summer 2024 could result in positive impacts on carbon emissions.

11. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 11.1
- Peterborough Local Plan (July 2019)
 - Local Development Scheme (January 2023)

12. APPENDICES

- 12.1 **Appendix 1** – Issues and Options Consultation Document



Peterborough Local Plan

Issues and Options Consultation Document

July 2023

Appendix 1

Draft for Cabinet 10 July 2023

Peterborough City Council

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Peterborough
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Telephone: (01733) 863872

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The Future of Peterborough

This is an exciting time for Peterborough as the council starts preparing the new Local Plan that will set out the vision and policies to deliver sustainable growth over the next 20 years.

Peterborough is one of the fastest growing cities, delivering around 1,000 new homes each year, with a diverse and vibrant economy and one of the highest business start up rates in the country. The new University Peterborough Campus opened in 2022.

This Issues and Options consultation document is your first opportunity to help shape the future of Peterborough. It is important that you get involved at this early stage and help shape the future growth of the city and surrounding rural areas. At this stage the plan does not include any draft policies or sites.

This Issues and Options Consultation document is based around a **Questionnaire** that looks at different topics and themes and discusses the various options available. This document sets out a simple explanation of what the emerging Local Plan can and cannot achieve, so that you can make informed views. It also gives you the opportunity to give us new ideas or options to be considered.

We really value your views and input in the creation of a new Local Plan for Peterborough. To get involved please complete the:

Interactive Questionnaire

You do not need to answer all questions, and can pick topics or issues you are interested in.

There will be more opportunities for you to get involved at later stages, please see [Local Plan Review](#) for more information about future consultations.

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Glossary of Terms

Throughout this document we have tried to avoid technical planning terms, but occasionally we must use them to comply with specific legal requirements under which this document has been prepared. Any technical terms are normally explained within the text. Where this is not possible, an explanation is provided in the glossary (please see section 6).

Questions

This document includes a Questionnaire (see Section 3) and provides background information on a range of planning issues and poses a series of questions. This will help to find out people's views about what the new Local Plan could cover.

You can choose to respond to all the questions or just those of particular interest to you.

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1. Introduction

1. Introduction

What is a Local Plan?

A local plan is a document which explains to everyone where opportunities for growth in jobs and homes should be taken, how parts of the district will be protected or enhanced further and what infrastructure (such as roads and schools) are needed. This provides a degree of certainty for communities, businesses and investors.

A local plan contains policies which are used in making decisions on planning applications and sets out planning policies for the growth and regeneration of Peterborough and the surrounding villages.

It also provides a strategic framework for neighbourhood plans, which can be developed by your local parish council if they choose to do so (See Section 4).

The [Peterborough Local Plan](#) was adopted by the council in July 2019, and it has been applied successfully in making decisions on planning applications since its adoption.

Why do we need a new Local Plan?

It is important that the Local Plan is regularly reviewed. National policy requires that local plans should be reviewed to assess whether they need updating at least once every five years.

Reviewing the plan now can help to ensure that it remains up to date and that Peterborough and the surrounding villages will continue to grow sustainably, meeting the needs of its residents and businesses whilst protecting what is special about the area.

To ensure the Local Plan is kept up to date the council agreed to start preparing a new Local Plan in January 2023, for the following reasons:

- To review housing and employment growth targets, taking into account latest information;
- To make sure there is a robust and flexible housing supply, of the right quality and types, and in the right places;
- To ensure the identification of employment land to ensure a range and choice of employment opportunities reflecting increasing commercial demand and investment in the city;
- A review of the Local Plan offers the opportunity to consider whether new policies or allocations are needed to reflect changing circumstances, national policy and opportunities that were not incorporated in the adopted Local Plan, such as climate change and biodiversity net gain (BNG);
- To reflect the Cambridgeshire and Peterborough Combined Authority's (CPCA) ambitious proposals relating to, growth, infrastructure and the environment.
- To align the preparation of a new Local Plan with the council's corporate priorities as set out in the Sustainable Future City Council Strategy, as well as other council wide strategies.

The existing Local Plan is less than five years old, therefore, it is not necessary to re-write a new plan from scratch, however, there have been a number of changes to national policy and the planning system which means some changes are required, and also changes at a more local level. All existing Local Plan policies will be reviewed to take into account any changes since 2019 and we will consider if any new policies are required.

Whilst we are preparing this new Local Plan, the July 2019 Local Plan will continue to be the basis upon which planning decisions will be made.

1. Introduction

When finalised, the new Local Plan will set a clear ambition for the council and community as to where development should go (and where it should not), what sort of development is needed, and benefits the council should ask for through development (e.g. affordable housing). But, we haven't decided any of this. Far from it.

This Issues and Options Consultation document is the first stage in the process of preparing a new Local Plan. We want you to tell us the 'where', 'when' and 'what'. This consultation document gives you that opportunity to do so. By the end of the process of engaging with you and finalising a Local Plan, it will ultimately contain policies which are used in making decisions on planning applications.

The implications of reviewing the Local Plan on neighbourhood plans are set out in Section 4.

National Planning Policy Framework

The [National Planning Policy Framework](#) (NPPF) published in July 2021, sets out the government's planning framework, which local plans must be prepared in accordance with. The current Local Plan Policies will be reviewed, against national policy, to establish what issues need updating and why. Throughout this document you will find references to the NPPF which explains what a local plan must cover and what the policy can and cannot contain.

A local plan does not repeat policies in the NPPF; it builds on them when necessary and ensures locally specific issues are covered. National policy is also supported by the 'live' [National Planning Policy Guidance](#) (NPPG).

Please note, that the government recently carried out public consultation on proposed changes to the NPPF. Any published changes to national policy or guidance will be incorporated in the policies in the emerging Local Plan.

What is in the consultation document?

We are currently at the first stage in the process of preparing a new Local Plan. We are consulting on issues and options to help identify what the new Local Plan should include and the type of policies required. Your views are essential at this early stage in helping to shape the growth of the district.

The **Questionnaire (Section 3)** includes a series of questions about planning issues relevant to the new Local Plan which we would like to hear your views on. You do not need to answer all questions, and can pick topics or issues you are interested in.

The questions are accompanied by background information about different topics to help you make informed opinions. The questions are set out in green boxes, like the example below. However, you can let us know your views on any matter if you think it is relevant to preparing this Local Plan.

Questions

There are green boxes throughout the document. These indicate a question we would welcome your thoughts on.

How do I submit comments?

This is the first opportunity for you to make comments on the emerging Local Plan and we encourage you to let us know your views and help inform the future of the city and surround rural areas.

1. Introduction

We have created an Interactive Questionnaire which provides a summary of the key issues set out in this document, please use the following link to submit your comments to any questions set out Section 3 of this document:

Interactive Questionnaire

You do not need to answer all questions, and can pick topics or issues you are interested in.

Alternatively, you can submit your responses to the questions by email or post:

- planningpolicy@peterborough.gov.uk
- Local Plan, Peterborough City Council, Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

Please clearly show exactly which question or which part of the document you are commenting on.

The closing date for all comments is **11.59pm on Friday 15 September 2023**. Please note that all comments will be available to view on the council's website and will not be confidential. It is anticipated that further issues are likely to be identified through this consultation. All comments received will be taken into consideration and will help inform the Draft Local Plan to be published for public consultation in Spring/Summer 2024.

How we will protect your data

All personal information that you provide will be used solely by Peterborough City Council for the purpose of the consultation on the Peterborough Local Plan. Please note that each comment and the name of the person who made the comment will be featured on our website – comments will not be confidential.

This information will be held by the Peterborough City Council for four months after the adoption of the Local Plan.

Any personal information you give us will only be used in accordance with principles found in the General Data Protection Regulations (GDPR). Please see <https://www.peterborough.gov.uk/council/council-data/data-protection-act> for further information.

What is the process for updating the Plan?

This is the first stage in a lengthy process of producing a new Local Plan. This Issues and Options document captures the key issues that we already know about and sets a steer as to how we will tackle the gaps. It does not yet include specific policies or specific allocations for new development.

A draft Local Plan incorporating draft policies and suggested sites for development will be published for consultation in summer 2024.

The Local Plan timetable is summarised below:

1. Introduction

Figure 1: Local Plan Timetable

LDS Peterborough City Council																																															
2023												2024												2025												2026											
Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar									
						1												1							2		3			4									5	6							

No	Stage	Description	Date proposed to take place
1	Public Participation (Regulation 18)	Opportunities for interested parties and statutory consultees to consider the options for the plan before the final document is produced. This stage can involve one or more public consultation rounds. We intend two rounds for the Peterborough Local Plan.	Stage 1: I&O July/August 2023 Stage 2: June/July 2024
2	Pre-submission Publication (Regulation 19)	The Council publishes the Local Plan which is followed with a 6 week period when formal representations can be made on the Local Plan.	Jan/Feb 2025
3	Submission (Regulation 22)	The Council submits the Local Plan to the Secretary of State together with the representations received at Regulation 19 stage.	April 2025
4	Independent Examination	Held by a Planning Inspector into objections raised at Regulation 19 stage on the Local Plan	May to Nov 2025 (Estimated: dates set by Inspector)
5	Inspector's Report Issued	This will report whether if the Plan is 'Sound' or 'Not Sound'. The Inspector may make recommendations to make the plan 'sound'	Feb 2026 (Estimated: dates set by Inspector)
6	Adoption of DPD (Local Plan)	Final stage, the Council will formally need to adopt the Local Plan and it will then be used in making planning decisions.	March 2026 (Estimated: dates set by Inspector)

The emerging Local Plan will be subject to examination by a Planning Inspector appointed by the government. Once adopted, the Local Plan carries significant weight in planning decisions and provides a framework for future development in the area.

Local Plan Evidence Base

National policy requires that the preparation and review of all policies should be underpinned by relevant and up-to-date evidence. A number of evidence documents are currently being prepared which will inform and justify policies contained in the draft Local Plan, for example:

- Housing and Employment Needs
- Development Viability Study
- Transport and infrastructure
- Food Risk and Water Management

The [Local Plan Evidence Base](#) will be available. The library of evidence base documents will continue to grow as the Local Plan progresses to adoption.

Additional consultation

As well as consulting on this Issues and Options document, we are also carrying out additional consultation on the following:

- **Call for Sites**

1. Introduction

We are currently carrying out a call for sites, which gives you the opportunity to suggest land for future housing, employment, retail, leisure, Gypsy and Traveller, infrastructure and cemetery provision that could be included in the new Local Plan.

This Issues and Options report does not include any sites for new development. To submit potential sites for consideration please fill in the [Site Suggestion Form](#).

Please see Section 5 for further details about the site selection process and how to submit a site.

Following detailed site assessment, the preferred sites will be included in the draft version of the Local Plan due for public consultation in Summer 2024.

- **Local Green Spaces**

Local communities have the opportunity through the production of a local plan (or through their own neighbourhood plan) to identify Local Green Spaces for designation. We are therefore asking you to nominate sites, by filling in the **Local Green Space Nomination Form**.

Full details about how to nominate a site and the assessment criteria are set out in Site Assessment Process (see section 5 of this document).

Following detailed assessment, the preferred green spaces will be included in the draft version of the Local Plan due for public consultation in Summer 2024.

- **Village Boundaries**

As part of the production of the Local Plan, village boundaries (also known as village envelopes) will be reviewed. The boundaries will be changed if any new sites are proposed for allocation. We may also make other minor 'tweaks' to the boundary to reflect any changes in the village. As part of the consultation, we would like to know if you have any suggested changes to village boundaries. Please fill in the **Suggested Changes to Village Boundary Form**.

Please see Section 5 for further details about the site selection process and how to submit a site.

Following detailed assessment, any proposed changes to village boundaries will be included in the draft version of the Local Plan due for public consultation in Summer 2024.

2. Vision for Peterborough

2. Vision for Peterborough

Local plans should set out a clear vision for what an area will be like at the end of the plan's life (known as a plan period) and a list of objectives intended to achieve that vision. The vision and objectives in a local plan should provide a framework for the policies in the plan to sit within. The policies in a local plan will together deliver the vision and objectives.

The adopted Local Plan vision is:

By 2036 Peterborough will have become a destination of choice, a bigger and better city, growing in the right way to meet the needs of its growing population, and providing a range of high quality attractions and facilities making it a distinctive place to live, work and visit.

Peterborough city centre, with its iconic cathedral and historic core, will have maintained and strengthened its position as the top retail centre in the area, drawing visitors from the wider region to enjoy the shopping, leisure, culture and entertainment it has to offer, including a redeveloped riverfront and enhanced city core, with a range of restaurants and bars supporting a safe and vibrant night time economy.

A walkable, liveable city, with a network of footpaths and cycleways, providing safe, efficient and enjoyable ways to move around. Sustainable transport options will link all parts of the city, including the railway station and the River Nene, to the wider regions beyond.

Peterborough will have a thriving, independent, campus-based university with an undergraduate population of 12,500 students.

A strong and resilient economy powered by a diverse and highly skilled workforce, supporting and retaining existing businesses whilst creating the right environment to attract and help grow new businesses.

A place where attractive, inclusive and well-designed neighbourhoods provide a range of quality housing to meet the present and future needs and aspirations of all communities.

A network of characterful villages set within an attractive rural landscape, each with local services and facilities providing for community needs, together with a vibrant and diverse rural economy.

A city with a robust, well managed network of wildlife-rich and accessible natural spaces which support a wide range of priority habitats and species and which provides plentiful opportunities for local people to actively engage with and better understand their natural surroundings.

Peterborough will be heralded as the UK's Environmental Capital, a smart city where flows of materials, goods, services, people and data work to achieve a truly 'circular city', living within its means and operating in a truly sustainable way, and tackling the issues of climate change.

Our Vision

The adopted Local Plan vision has been reviewed in light of the new local priorities within [Sustainable Future City Council Strategy](#), which is the council's corporate plan adopted in October 2022. We have also had regard to other national and local priorities since the Local Plan was adopted and Peterborough's key sustainability issues highlighted in the SA Scoping Report.

2. Vision for Peterborough

Figure 2: Our City Priorities



The proposed updated vision for the new Local Plan is:

2. Vision for Peterborough

We will use the feedback from this consultation and further evidence gathering to shape the new vision.

By 2044 Peterborough will be a sustainable, net zero carbon city. A bigger, better and greener place growing in the right way to meet the needs of its population and providing a range of high-quality attractions and facilities making it a distinctive place to live, work and visit. Peterborough will be an area that visitors will want to spend time in, taking advantage of unique visitor and leisure opportunities, including Peterborough Cathedral, Flag Fen Archaeology Park and the River Nene Valley.

Peterborough city centre, with its iconic cathedral and historic core, will have maintained and strengthened its position as the top destination in the area, drawing visitors from the wider region to enjoy the shopping, leisure, culture and entertainment it has to offer, including a redeveloped riverfront and railway station, and enhanced city core, with a range of restaurants and bars supporting a safe and vibrant night time economy.

The local economy will be strong and resilient, powered by a diverse and higher skilled, higher paid workforce, supporting and retaining existing businesses whilst creating the right environment to attract and help grow new businesses. Sufficient employment land will be provided and safeguarded for the needs of existing and future businesses.

Growth in homes and jobs will be closely linked. Peterborough will be a place where attractive, inclusive, and well-designed neighbourhoods provide a range of quality housing to meet the present and future needs and aspirations of all communities. New infrastructure, including schools, health facilities and open space provision, will be planned and provided at the same time as the new homes.

Peterborough is meeting the challenges of climate change. Our communities will be safer and more resilient to the impacts of a changing climate. Carbon emissions will have been significantly reduced, bringing vital benefits to our City including improving air quality, reducing fuel poverty, improving physical and mental health, stimulating our economy and providing jobs.

There will be a thriving network of characterful villages set within an attractive rural landscape, each with local services and facilities providing for community needs, together with a vibrant and diverse rural economy.

Peterborough's rich historic environment of designated and non-designated heritage assets and their settings will be conserved and enhanced and there will be greater opportunity for enjoyment and appreciation of its special qualities.

Nature will have space to thrive, with an enhanced and more joined up network of wildlife rich habitats and accessible natural green spaces which provide plentiful opportunities for local people to actively engage with and better understand their natural surroundings. New development will make a significant contribution to nature recovery by delivering measurable net gains for biodiversity.

The green and blue infrastructure network will have been extended and enhanced to provide a better-quality environment and deliver a wide range of multifunctional benefits, including helping nature and people to adapt to the impacts of climate change and providing opportunities for physical activity and mental wellbeing.

Peterborough will have achieved a shift in travel behaviour towards more people walking and cycling, particularly for short journeys. It will be a walkable, liveable city, with a network of footpaths and cycleways, providing safe, efficient, and enjoyable ways to move around. Low carbon alternatives to the private car will link all parts of the city, including the railway station and the River Nene, to the wider area beyond Peterborough.

Peterborough's new university will be fully operational and thriving, helping to improve and retain skills of people in the area, and boosting people's health, wellbeing, and wealth, whilst regenerating the city's Embankment area.

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2. Vision for Peterborough

Question 1: The Vision

1) What do you think are the key issues that should be reflected in the new Local Plan vision? Do you agree with the proposed new vision? If not, what is your vision for Peterborough in the future?

Our Objectives

As well as a vision, we need to establish some 'objectives' for the Local Plan that the policies in the plan will seek to deliver.

At this early stage in preparing a new Local Plan, we must, for legislative reasons, consult on a set of objectives which will be used as part of the Sustainability Appraisal (SA) process. We are doing this as a separate consultation document entitled 'Sustainability Appraisal Scoping Report' which was issued for consultation for a period of 5 weeks in May/June 2023. The intention is to use the same objectives in both the SA process and in the Local Plan.

The proposed updated objectives for the new Local Plan are:

- **Housing.** To provide sustainable, well-designed homes that meet the needs of existing and future residents across all sectors of the community and at all stages of people's lives. To ensure infrastructure is delivered, in a timely manner, to support the needs of new and existing communities.
- **Health and Wellbeing.** To provide safe and healthy environments, reduce health inequalities and help everyone to live more active and healthier lifestyles.
- **Social Equality and Community.** To ensure equitable outcomes for all, particularly those most at risk of experiencing discrimination, poverty and social exclusion. To provide new and improved community infrastructure, including improving the quantity and quality of publicly accessible open space and sports facilities, to meet the needs of Peterborough's communities.
- **Local Economy.** To diversify the local economy and increase economic vitality to aid regeneration and provide economic resilience. To protect and enhance Peterborough's hierarchy of centres to meet the day to day needs of the communities they serve. To support the sustainable growth and diversification of Peterborough's rural economy.
- **Employment, Training and Education.** To create and improve access to high quality learning, training and employment opportunities for everyone within the Peterborough area.
- **Climate Change Adaptation and Flood Risk.** To recognise and adapt to the effects of climate change and ensure Peterborough's existing and new communities are resilient to a changing climate. To reduce and manage the current and future risk of flooding from all sources.
- **Climate Change Mitigation.** To secure a radical reduction in greenhouse gas emissions arising from the Peterborough area and support the transition to a low carbon society.
- **Biodiversity, Geodiversity and Green Infrastructure.** To conserve, enhance, expand and connect habitats, species and/or sites of biodiversity or geological interest across Peterborough by delivering measurable net

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2. Vision for Peterborough

gains in biodiversity through development and maintaining and enhancing the integrity and connectivity of the Local Nature Recovery Network. To maximise opportunities to extend and enhance the Green Infrastructure network to improve connectivity between existing green and blue infrastructure assets and to deliver multi-functional benefits for people and nature.

- **Landscape and Townscape.** To conserve and enhance the character of Peterborough's landscape and townscape, maintaining and strengthening heritage value, local distinctiveness and sense of place, and to ensure new development is of a high quality standard of design.
- **Historic Environment.** To conserve and enhance Peterborough's heritage assets of archaeological, architectural or historic interest and their settings, both designated and non-designated, in a manner appropriate to their significance.
- **Sustainable Transport and Accessibility.** To reduce the need to travel by car and seek to extend and enhance the provision of sustainable travel options (particularly walking, cycling and public transport). To provide easy and affordable access for all to basic services and facilities.
- **Pollution.** To avoid or minimise air, noise and light pollution and maintain or improve air quality.
- **Water Resources.** To minimise water consumption, encourage water re-use and protect and enhance water quality.
- **Land and Soils.** To ensure the efficient use and reuse of land, minimise the loss of the best and most versatile agricultural land and to protect peat soils.
- **Sustainable Materials.** To support the principles of a circular economy and promote more effective resource use to ensure that resources are kept in use for as long as possible and to minimise waste.

Question 2. The Objectives

2) Do you agree with the proposed objectives for the new Local Plan? If not, which ones would you change and why? Have we missed anything?

3. Questionnaire

3. Questionnaire

This part of the document includes a series of questions about the new Peterborough Local Plan. We would like to know your views on:

- **Part A – How Should Peterborough Grow?**
We would like your views about options for distributing growth across the district.
- **Part B – What Policies Should the Plan Include**
We are inviting your views on a range of important planning issues, such as design quality and standards for new housing, which could be included in the new Local Plan.
- **Part C – What are Your Priorities for the future of Peterborough?**
We want the new Local Plan to reflect your main priorities and concerns.

Please read the following section which sets out all the background and context for the different topics, before answering the questions.

Please fill in the **Interactive questionnaire**, or alternatively send your responses to:

- planningpolicy@peterborough.gov.uk
- Local Plan, Peterborough City Council, Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

By **15 September 2023**.

You do not need to answer all questions. You can select topics or issues you are interested in.

Part A – How should Peterborough Grow

Part A – How Should Peterborough Grow

Part 3a of the questionnaire sets out the different options for growth in Peterborough focusing on the following topic areas:

- **Housing and Jobs Growth Target** – How many homes should we aim to build?
- **Settlement Hierarchy** – How should we rank settlements based on size and range of services and facilities?
- **Overall Distribution of Growth** – how should growth be distributed?

What is the Housing Growth Target for Peterborough?

The adopted Local Plan policy of relevance for the Housing Growth Target is:

- Policy LP3: Spatial Strategy for the Location of Residential Development

As a starting point, we must use the government’s standard method to calculate the number of new homes needed in Peterborough. This figure is known as our ‘Local Housing Need’.

The adopted Local Plan (2019) policy LP2 sets a target of 942 dwellings per year with an additional requirement for 40 dwellings per year for student accommodation. Since 1 April 2016 (the base date of the adopted Local Plan) 6,381 dwellings have been completed at an average of 1,063 per year. This is above the average Local Plan requirement.

As of March 2023, the Local Housing Need figure for Peterborough is calculated at **946 dwellings per year**. This is a broadly similar target to the adopted Local Plan.

National policy requires a Local Plan to cover a minimum 15-year period, from adoption. We think the end of this Local Plan should be 31 March 2044, which will be about 18 years from adoption. This slightly exceeds the national minimum requirement.

If 2044 is the end date, the total Local Housing Need for Peterborough will be 19,886 dwellings between 2023 and 2044.

Only on an exceptional basis can a council apply a different target in its local plan to the ‘Local Housing Need’ figure set by government. In simple terms, a council would have to demonstrate that the ‘Local Housing Need’ figure is inappropriate and/ or incapable of being met in the local area. Such exceptions could be that there simply is insufficient suitable land available, because of, for example, flood risk, Green Belt or the district has already grown to its administrative boundaries. It is unlikely that Peterborough could not meet its Local Housing Need national requirement.

National policy and guidance make it clear that the Local Housing Need figure should normally be treated as a minimum. Therefore, if the council had good reason to do so, we could plan for more than this amount. Or, we may be required to take some growth from an area which cannot meet all its needs, though at the current time, there are no known unmet requirements from neighbouring authorities.

We will carry out a housing needs assessment to establish if any additional housing requirement is required to take into account additional need, such as the need for student accommodation to support the new university.

It is important to note that the Local Housing Need figure itself is adjusted by government each year, which can make it tricky during the preparation of a local plan, because the number can change throughout the process. At each stage of the production, we will use the most up to date and available Local Housing Need figure.

Question 3: Housing need

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Part A – How should Peterborough Grow

3a) This new Plan must have an end date of at least 2041. We think that 2044 is about right. What do you think?

3b) Government policy says our minimum housing target should be around 19,860 new homes to 2044. To attempt to go lower would highly likely breach national policy, but we could go higher. Should we go higher? If, so why?

What is the Employment Growth target?

The adopted Local Plan policy of relevance for Employment Growth Target and Strategy is:

- Policy LP4: Spatial Strategy for Employment, Skills and University Development

Policy LP4 of the adopted Local Plan sets the overall spatial strategy for employment growth which focuses most growth in the urban area and within the defined general employment areas and business parks. The Plan identified the need for 17,600 Jobs to 2036, this is equivalent to 76ha of employment land. The Plan includes allocated land for around 160ha of employment need, which more than met the minimum requirement.

However, since the adoption of the Local Plan in 2019, there is evidence to suggest that the supply of employment land is now tight, as a significant proportion of allocated employment land either has planning permission, is under construction, or has already been built out.

To identify what employment land is required for the new Local Plan, we will carry out an employment needs assessment which will look at economic models and forecasts to work out what our jobs target should be and what sort of employment land is needed. This will also help identify the most sustainable location/s for employment growth.

Question 4: Employment need

4) As part of the Local Plan evidence base, we will undertake an employment needs assessment to determine what an appropriate jobs growth and employment land target should be and consult with you at the next stage on these findings. In the meantime, do you have any views on what sort of jobs we should try to facilitate, and what locations would be suitable for new employment land?

Further information about policy requirements and issues and options relating to wider employment policy, skills and the university can be found in part 3b at question 29.

Settlement Hierarchy

The adopted Local Plan policy of relevance for the Settlement Hierarchy is:

- Policy LP2: The Settlement Hierarchy and the Countryside

A settlement hierarchy ranks settlements according to their size, range of services and facilities. The purpose of the hierarchy is to guide decision-making about the scale and location of new development and provision of new services and facilities, helping to achieve more sustainable communities.

Larger settlements have a greater population and usually have more services and facilities. They generally provide sustainable locations for growth. However, this may not always be the case. A larger settlement may, for example, have physical constraints that cannot be overcome and therefore restrict the scope for further development. Such

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Part A – How should Peterborough Grow

constraints would not alter its position in the hierarchy, but would be a critical factor in determining its suitability for any growth.

The adopted Local Plan (Policy LP2) identifies the following Settlement Hierarchy:

The City of Peterborough	Includes the existing urban area, the city centre, district centres and urban extensions.
Large Villages	Eye (including Eye Green) and Thorney
Medium Villages	Ailsworth, Barnack, Castor, Glinton, Helpston, Newborough, Northborough and Wittering
Small villages	Ashton, Bainton, Deeping Gate, Etton, Marholm, Maxey (including Castle End), Peakirk, Pilsgate, Southorpe, Sutton, Thornhaugh, Ufford, Upton, Wansford and Wothorp

As part of the evidence base for the emerging Local Plan, a Settlement Hierarchy Study will be undertaken. Services and facilities will be reviewed to establish the most suitable category for each settlement.

At this early stage in the process, and to help the council prepare that study, we would like your views on the settlement hierarchy and the position of villages.

Question 5: Settlement Hierarchy

5a) Do you agree or disagree that we should have a settlement hierarchy policy?

5b) What are your views on the existing settlement hierarchy? Should there be different categories?

5c) Should any villages be moved up or down the hierarchy? If so, which ones and why?

Settlement Boundaries

The adopted Local Plan policies of relevance for settlement boundaries are:

- Policy LP2: The Settlement Hierarchy and the Countryside
- Policy LP11: Development in the Countryside

For many years the council has defined on the [Policies Map](#), for each settlement, a village boundary (also referred to as a village envelope) used to define the edge of the city or village. The primary purposes of settlement boundaries are: to prevent the spread of development into the countryside, to maintain the character of each settlement, and to control the growth within and outside each settlement in accordance with the settlement hierarchy. Settlement boundaries provide a clear approach to where future growth can take place and provide certainty, in line with the 'plan-led' system which government advocates.

Land outside of a defined village boundary or the urban area boundary is classified as 'countryside', and different policies apply. Policies in the countryside tend to be much more restrictive in terms of what sort of development is acceptable. Therefore, settlement boundaries provide more certainty as to what development can go where.

Question 6: Settlement Boundaries

6a) Should the new Local Plan continue to include settlement boundaries?

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Part A – How should Peterborough Grow

6b) If the new Plan includes settlement boundaries, how should we go about reviewing the boundaries? You may even want to suggest changes.

To suggest any amendments to village boundaries or the urban area boundary, please submit these via the **Settlement Boundary review form**.

Any review of settlement boundaries will also link to the site assessment process and the selection of site allocations. Once complete, this work will be made available to support the draft version of the Local Plan, due for public consultation in Summer 2024.

How should the future growth of Peterborough be distributed?

The adopted Local Plan policies of relevance for the Growth Strategy are:

- Policy LP2: The Settlement Hierarchy and the Countryside
- Policy LP3: Spatial Strategy for the Location of Residential Development
- Policy LP4: Spatial Strategy for Employment, Skills and University Development

Once the Local Plan growth targets for homes and jobs have been identified, it is then important to establish how this proposed growth should be distributed across the district. This section looks at the various options for how growth can be distributed. We would like to know your views on this important element of the Plan.

In the adopted Local Plan, the overall development strategy is to continue to focus the majority of new development in and adjoining the urban area of the City of Peterborough (maximising growth within the urban area). Away from the urban area of Peterborough, the strategy is for a collection of urban extensions at Hampton, Stanground South (Cardea), Paston Reserve, Norwood, Great Haddon and at the East of England Showground, with some development in villages to help support rural communities. Table 1 sets out the current growth distribution.

Table 1: Local Plan (2019) Growth Distribution

Location	Housing	Employment
Urban Area of Peterborough	5,249 (27%)	21.73 (14%)
Urban extensions	11,470 (59%)	136.53 86%
Villages	972 (5%)	0
Windfall allowance ¹	1,750 (9%)	0
Total	19,440	158.26

¹ Windfall allowance defined as sites which have not been specifically identified in the Local Plan typically dwellings coming forward from small scales developments (1 – 9 dwellings).

Part A – How should Peterborough Grow

The following pages set out five growth options to deliver Peterborough's future growth. At this stage we would like to know your views on these options, or if you have any alternative approaches to the distribution of growth across the Peterborough area.

The sustainability of these options will also be assessed to ensure the chosen option is sustainable and deliverable.

Part A – How should Peterborough Grow

Growth Distribution Options

[NOTE: this page will include images showing examples of growth options]

- **Option 1: Pro rata distribution**

Each settlement could receive growth proportionate to the size of its population. For example, a village with 5% of the district's total population would receive approximately 5% of total new development.

- **Option 2: Urban area/urban extension focused (Local Plan carry over)**

The Local Plan has the following growth distribution:

"The overall development strategy is to continue to focus the majority of new development in and adjoining the urban area of the City of Peterborough (maximising growth within the urban area), creating strong, sustainable, cohesive and inclusive mixed-use communities, making the most effective use of previously developed land, and enabling a larger number of people to access services and facilities locally."

This option has clear sustainability benefits and therefore focusing growth on brownfield sites in the urban area and existing urban extension remains an option to be considered for the new Local Plan. This could include the identification of new urban extensions.

- **Options 3: Village Extension Focused**

Villages could take a greater share of growth than option 1 or 2. In principle, the NPPF encourages this option to be at least explored, when it states that: "The supply of new homes can sometimes be best achieved through planning for larger scale development, such as ...extensions to existing villages". However, this option could increase the need to travel by car and increase infrastructure provision in villages. The scale of growth would likely impact considerably on the character and function of villages.

- **Option 4: Freestanding New Settlement(s)**

Growth could be delivered at one or more entirely new settlements, for example, the creation of a new town or village, distinct and separate from existing settlements. This option does not assume that all growth would be accommodated in this way, but would still allow for small development of the city and villages.

- **Options 5: Small Site Focused**

New development could take place across many small sites, which are typically built out more quickly than larger sites. This option prioritises delivery of growth, rather than necessarily sustainable growth. For example, small sites could be located anywhere in the district, probably increasing the amount of development in villages and rural areas.

Part A – How should Peterborough Grow

The above options set different ways that the future growth of Peterborough could be delivered.

Please let us know which options you like or dislike and why. Please let us know your preferred option. This may include elements of each option or a completely new approach.

Question 7: Growth Options

7a) Which option/s do you prefer and why?

7b) Which options/s do you dislike and why?

7c) Are there alternative options not shown above which should be considered?

We would like to invite the submission of sites for possible inclusion in the new Local Plan. If you would like to submit a site for consideration, please use the [Site Suggestion Form](#), and to understand more about how sites will be chosen, please see Section 5 of this document.

Urban Extensions Policy

The adopted Local Plan policy of relevance for Urban Extensions is:

- Policy LP5: Urban Extensions
- Policy LP35: Urban Extensions Allocations

A significant proportion of the future growth of Peterborough is due to take place within the following sustainable urban extensions:

- Hampton
- Paston Reserve
- Stanground South (Cardea)
- Great Haddon

In addition, the following site allocations are identified in the adopted Local Plan, but currently do not have planning permission.

- Norwood
- East of England Showground

A planning application was submitted for part of the Norwood urban extension for 870 dwellings in 2019. At 31 March 2023 the decision was pending, subject to the signing of a s106 legal agreement. The site is allocated in the adopted plan for 2,000 dwellings. An application was recently submitted for 1,130 new homes for the rest of the site. The East of England Showground has yet to gain planning permission for housing. The urban extension is allocated in the adopted Local Plan for 650 dwellings.

The current Local Plan policy LP5 sets out the overarching policies for new urban extensions (of 500 or more dwellings) based on the principles of sustainable development and requires these sites to come forward in a planned co-ordinated way linked to the timely delivery of key infrastructure to meet the needs of the new communities.

To meet the proposed growth target for the emerging Local Plan, there is a possibility that a new site/s of over 500 dwellings could be required, therefore there could be need for a policy to guide development of large-scale allocations to ensure the delivery of sustainable development.

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Part A – How should Peterborough Grow

Question 8: Urban Extensions Policy

8a) Do you agree or disagree with the need for an Urban Extension policy?

8b) If yes, what changes and or updates could be made to the policy to ensure sustainable development?

Climate Change

The adopted Local Plan policy of relevance for Climate Change and Sustainable Development is:

- Policy LP1: Sustainable Development and the Creation of the UK’s Environment Capital.

The issue of climate change is at the forefront of international, national and local thinking. We think the Local Plan has a key role to play in mitigating and adapting to climate change and facilitating the changes we need to adopt a net-zero carbon future.

The NPPF devotes an entire chapter to meeting the challenges of climate change and requires local plans to:

“take a proactive approach to mitigating and adapting to climate change, taking into account the long-term implications for flood risk, coastal change, water supply, biodiversity and landscapes, and the risk of overheating from rising temperatures.”

“Policies should support appropriate measures to ensure the future resilience of communities and infrastructure to climate change impacts.”

At the time of preparing the 2019 Local Plan, the council had in place an Environmental Action Plan that was incorporated in the policies. However, the council has now gone further by declaring a climate emergency and committed to supporting the city to become net zero carbon. This is reflected in the council’s priorities as set out in the [Sustainable Future City Council Strategy](#). The council is preparing a Climate Change Action Plan. The CPCA have also published a report addressing climate change in Cambridgeshire and Peterborough² which includes recommendations relevant to planning.

Therefore, it is proposed that the new Local Plan should be more ambitious to reflect the council’s commitment and also changes to national policy and legislation.

The new Local Plan could include a strategic policy setting out key climate change principles, however it is likely that a suite of policies will also be required providing more detail about how to meet these ambitions.

Question 9: Climate Change

9) Should the Local Plan include a policy setting out overarching climate change principles that development should seek to achieve? If so, what should this policy cover?

Please see Questions 12 to 18 for more detailed policies.

² Cambridgeshire and Peterborough Independent Commission on Climate (October 2021) - <https://cambridgeshirepeterborough-ca.gov.uk-6985942.hs-sites.com/cpicc-initial-report>

Part A – How should Peterborough Grow

City Centre Regeneration and Overarching Strategy

The adopted Local Plan policies of relevance for the City Centre are:

- Policy LP6: City Centre
- Policy LP12: Retail and other Town Centre Uses
- Policies LP47 to LP53: Individual Policy Areas

The city centre is essential to the image, economic prosperity and future success of Peterborough. It is the part of the city most likely to be used by residents and visitors. A lively, successful city centre contributes greatly to the quality of life of the people of Peterborough and the surrounding area.

Policy LP6 of the adopted Local Plan sets the overall vision for the future growth and regeneration of the city centre with additional policies setting out specific requirements for different parts of the city centre and identifying Opportunity Areas and sites for regeneration.

Much has changed in the city centre in the last five years, such as the redevelopment at Fletton Quays, the former Hospital site, public realm improvements and the opening of the new university campus. There are still a number of key strategic sites available and opportunity for major investment and regeneration, such as:

- **North Westgate**

The area of land between Queensgate and Bright Street is currently an underused part of the city, and has been in majority ownership for 27 years, with no realistic sign of its comprehensive redevelopment coming forward. This area has consistently been identified in previous Local Plans, and in the past there have been numerous proposals for redevelopment. Despite at least two outline planning permissions having previously been granted, during several development cycles, no development has been brought forward on the site. Please see Policy LP47 for current site specific requirements.

- **Station Quarter**

Following a successful Levelling Up Fund Bid, Peterborough has been awarded £48 million with additional match funding bringing the total to around £65 million for the regeneration of Peterborough Railway station and surrounding area known as the 'Station Quarter'.

The proposals include creating a new western entrance and station car park, to help ease pressure on traffic entering the city centre, and improving connections from the railway station to the city centre shopping and core area.

Parts of the Station Quarter area are allocated within the adopted Local Plan. See Policy LP48 for current site specific requirements and known constraints.

Other key sites include Fengate South (Middleholme) (Policy LP37) and other projects such as a new cycle/pedestrian bridge over the river Nene linking the Embankment and new University Campus with Fletton Quays.

Therefore, there is a need for an updated strategy and vision for the city centre, supported by site specific policies. There is also overlap with wider town centre and retail policies. With further information set out in section 3 question 30 about the vitality of the city centre.

Unlike many other comparable cities, Peterborough has not experienced significant pressure for tall buildings over 10 storeys high. This demand may increase in the future especially within the city centre and at urban regeneration

Part A – How should Peterborough Grow

sites. The new Local Plan could help to manage such demand through a new policy on building heights for tall buildings ensuring that they are accommodated in a way that enhances the city skyline.

Question 10: City Centre Regeneration

10a) Should the Local Plan include a policy setting out the overarching city centre policy and vision to guide the regeneration and redevelopment?

10b) Should the plan include site specific/area policies for key city centre and regeneration sites?

10c) Should the Local Plan include a policy about city centre building heights?

Part B – What policies should the Plan include?

Part B – What policies should the Plan include?

We are seeking your views on a range of important planning issues, such as design quality and minimum standards for new development, which could be included in the new Local Plan. These will then be put into policies, which will be used to make decisions on all planning applications.

It is important to note that policies included in the Local Plan must comply with national policy (the NPPF) and other national guidance (the NPPG). Policies must also be based on evidence to justify what we are asking for.

For some planning issues national policy is very specific about what we can and can't do. For other issues there is greater scope to respond to specific local circumstances.

We will also need to consider development viability and make sure that requirements which are included in the Local Plan will not make future development unviable.

Following a review of national policy and guidance, we have identified the following topics and issues which the new Local Plan could address through its policies:

- **Health and Wellbeing**
- **Climate Change**
- **Design and Amenity**
- **Meeting Housing Need**
- **Employment**
- **Retail and Other Town Centre Uses**
- **Community and Transport Infrastructure**
- **Historic Environment**
- **Natural Environment**
- **Open Space and Recreation**
- **Flood and Water Management**

The next few pages of this document discuss the above topics, explain the requirements of national policy and the options available for the new Local Plan, and includes a series of questions.

Part B – What policies should the Plan include?

Health and Wellbeing

The adopted Local Plan policy of relevance for health and wellbeing is:

- Policy: LP7 Health and Wellbeing

Our physical and mental health and wellbeing are influenced by a wide range of environmental, social and economic issues known as the wider determinants of health.

Although the general health of Peterborough's residents is described as very good or good³, life expectancy for both males and females, the under 75 mortality rate (all causes), physical activity, childhood obesity and excess winter death rates are worse than the England average.

Planning can influence the built environment to reduce excess weight by supporting opportunities for communities to access a wide range of healthier food.

Obesity and the associated health problems are issues facing many local councils and are a major public health concern. Nationally concerns have been raised about the over concentration of hot food takeaways in certain areas, particularly the proximity to schools. Local plan policies can have an influence on the location and concentration of such uses and could include policies to promote healthier eating.

Policy LP7 of the 2019 Local Plan encourages the creation or enhancement of allotments, orchards, gardens and food markets where opportunities arise. The new Local Plan could go further and require the provision of food growing spaces in new developments.

Health Impact Assessment (HIA) is a process that identifies the health and wellbeing impacts of a plan or development project. HIA can help address impacts that major development may have on our health and wellbeing.

The 2019 Local Plan requires residential developments of 500 dwellings or more to submit a HIA as part of their application. For proposals less than 500 dwellings, submission of a HIA is optional.

Active Design is a set of 10 principles developed by Sport England⁴ which seeks to ensure that the built environment is designed to encourage physical activity and maximise opportunities for people to be active. The new Local Plan could incorporate Active Design principles into the overarching health and wellbeing policy, or this could be covered under the design policy.

The Building for Healthy Life (BHL) toolkit could be incorporated into design principles (see question 19).

Question 11: Health and Wellbeing

11a. Should the Local Plan continue to require HIA for large scale residential developments? If so, do you agree with the current trigger for HIA of 500 dwellings or more? If no, what should the trigger be and why? For proposals less than 500 dwellings, should HIA continue to be optional?

11b. Should the new health and wellbeing policy go further and require the provision of food growing spaces, rather than encourage, within all major developments?

11c. Should the new health and wellbeing policy require new developments to incorporate Sport England's Active Design Principles?

³ 2021 Census

⁴ <https://www.sportengland.org/guidance-and-support/facilities-and-planning/design-and-cost-guidance/active-design>

Part B – What policies should the Plan include?

11d. Do you think the Local Plan should include a policy to restrict the amount, or location of, hot food takeaways?

11e. Do you have any additional suggestions or comments as to how the Local Plan can help to ensure that new development encourages active and healthy lifestyles?

Climate Change and Low Carbon development

The adopted Local Plan policies of specific relevance for climate change are:

- LP13 Transport
- LP22 Green Infrastructure Network
- LP31 Renewable and Low Carbon Energy
- LP28 Biodiversity and Geological Conservation
- LP29 Trees and Woodland
- LP32 Flood and Water Management

The Climate Change Act 2008 introduced a legally binding target for the UK to reduce its greenhouse gas emissions by at least 80% by 2050 compared to 1990 levels. To drive progress and set the UK on a pathway towards this target, the Act contains a legal requirement for carbon budgets. The Sixth Carbon Budget announced in April 2021 includes a target to reduce emissions by 78% by 2035 compared with 1990 levels.

The council declared a climate emergency in July 2019, committing to supporting Peterborough to become a net zero carbon city. To be net zero, carbon emissions must be minimised and as much carbon dioxide (CO₂) removed from the atmosphere as is produced.

The Cambridgeshire and Peterborough area is at risk from a changing climate, and is particularly at risk in relation to flooding, overheating in the summer months, water shortages and damage to natural carbon stores.⁵

CO₂ emissions data indicates that transport and homes are significant contributors to greenhouse gases in Peterborough. In 2020, transport formed the largest greenhouse gas emitter comprising 32.9% of total emissions, followed by homes 22.3% and land use 14.25%.⁶ CO₂ emissions are gradually decreasing in Peterborough, reflecting the national picture, however there is a need to achieve radical reductions to be consistent with the Sixth Carbon Budget.

Since the adoption of the Local Plan in 2019, there have been many changes relating to climate change and energy efficiency, which require a more detailed review of the existing Local Plan policies.

In preparing this new Local Plan, we intend to provide a wide-ranging set of policies which will demonstrate Peterborough's leadership in tackling and adapting to climate change.

We welcome your views on how best to achieve this. The following section lists topic areas where we believe planning policies could be created for Peterborough helping to mitigate and to adapt to climate change, which will

⁵ [Cambridgeshire & Peterborough Independent Commission on Climate. Fairness, nature and communities: addressing climate change in Cambridgeshire and Peterborough. October 2021.](#)

⁶ Local Authority territorial greenhouse gas emissions estimates 2005-2020, available at: <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2020>

Part B – What policies should the Plan include?

be further supported by other policies throughout the Local Plan. Your views as to which of these we should proceed with would be appreciated:

- **Delivering Renewable and Low Carbon Energy**

Making a transition towards a zero-carbon future requires moving from non-renewable energy sources like gas and coal towards low carbon and renewable technologies such as, for example, wind and solar.

The NPPF states that to help increase the use and supply of renewable and low carbon energy and heat, local plans should:

“provide a positive strategy for energy from these sources...consider identifying suitable areas for renewable and low carbon energy sources, and supporting infrastructure” and “...identify opportunities for development to draw its energy supply from decentralised, renewable or low carbon energy supply systems and for co-locating potential heat customers and suppliers.”

Question 12: Renewable and Low Carbon Energy

12a) Should the Local Plan identify, on a map, suitable locations for delivering renewable/ low carbon energy technologies and associated infrastructure?

12b) Are there any opportunities to co-locate new development with existing or new renewable or low carbon energy supply systems?

12c) How can the Local Plan encourage and support community-led renewable and low-carbon energy developments?

- **Reducing Energy Use and Improving Energy Efficiency**

Heating and powering buildings currently accounts for 40% of the UK’s total energy usage.⁷ In order to achieve low carbon development, the Local Plan needs to address how the design, construction and operation of new buildings can minimise carbon emissions and make more efficient use of energy. Making buildings more energy efficient will result in social and economic as well as environmental benefits, such as reducing energy bills.

The government is committed to improving the energy efficiency of new homes through the Building Regulations system, under the [Future Homes Standard](#). They expect that an average semi-detached home built to meet the standard would produce 75% less CO₂ emissions than one built to current standards. To achieve this a home would have low carbon heating and higher levels of energy efficiency. Remaining emissions reductions to reach net zero are anticipated to come from the future decarbonisation of national electricity production. The Future Homes Standard is proposed to take effect from 2025.

The NPPG⁸ clarifies that local plan policies can set energy efficiency standards for new homes that are higher than the Building Regulations, up to a set level.⁹

⁷ Department for Business, Energy & Industrial Strategy (2019) The Grand Challenge Missions

⁸ Paragraph: 012 Reference ID: 6-012-20190315

⁹ The equivalent to Level 4 of the Code for Sustainable Homes. The Code is a method for assessing and certifying the sustainable design and construction of new homes.

Part B – What policies should the Plan include?

For non-housing buildings, the government is proposing, via Building Regulations, the [Future Buildings Standard](#). Like the Future Homes Standard, the Future Buildings Standard is expected to be implemented from 2025. Local planning authorities may set energy performance standards above the building regulations for non-housing developments.

Existing buildings account for a large proportion of carbon emissions. New buildings can be built to the latest standards of construction, but conversions and the existing building stock can be more challenging to make energy efficient. However, improving energy efficiency and reducing carbon emissions could have significant benefits, including helping to lower energy bills for occupants. We would like to explore how we can influence existing buildings to use less energy through the new Local Plan.

Question 13: Energy Efficiency

13a) Do you think that the new Local Plan should require higher energy performance standards than required by the building regulations for residential development, up to Level 4 of the Code for Sustainable Homes?

13b) Do you think that the new Local Plan should require higher energy performance standards in non-housing development and if so, what standards should be required?

13c) Should the Local Plan require developers to submit energy statements to demonstrate how energy requirements have been considered?

13d) How can the Local Plan seek to address the energy efficiency of existing buildings?

- **Embodied Carbon**

Embodied carbon is the amount of CO₂ emitted during the construction of a building. It is estimated from the energy used to extract and transport raw materials as well as emissions from manufacturing processes, the fixtures and fittings inside, and deconstructing and disposing of it at the end of its lifetime. Our choice of materials and the way we design and construct buildings will need to change to reduce their embodied carbon.

Currently there is no government policy requiring the assessment or control of embodied carbon emissions from buildings. Government is expected to outline their approach to the measurement and reduction of embodied carbon this year.

Question 14: Embodied Carbon

14) How can the Local Plan encourage applicants to use materials that have less embodied carbon?

- **Adapting to a Changing Climate – Design of Buildings and Spaces**

We are expected to experience hotter and drier summers resulting from a changing climate. Poorly designed, constructed or maintained buildings can increase the exposure of occupants to extreme weather events, such as heat waves. This can be intensified by personal, environmental and social factors (such as, for example, age, poor health and low income) which make their occupants particularly vulnerable.

The Building Regulations were updated in June 2022 to ensure buildings make reasonable provisions to limit unwanted solar gains in summer and provide a means to remove heat from the indoor environment. The Local Plan

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Part B – What policies should the Plan include?

will not duplicate these requirements but can consider requiring developments to incorporate design measures to reduce the risk of overheating, both in terms of the design of buildings and the external environment created around buildings.

The built environment should be designed in a way that buildings and spaces are able to respond to future needs, anticipating changes in travel, work and lifestyles over the course of their lifetime. Adaptable building design minimises waste, reduces the use of materials, and reduces overall emissions from the demolition and redevelopment of buildings that are no longer fit for purpose or incapable of being easily changed.

We are also expected to experience more intense rainfall as part of our changing climate. This will impact on the frequency and severity of surface water flooding, particularly in urban areas. Flood resilience and water efficiency are also important design considerations and are covered later in this document under 'Flood and Water Management'.

Question 15: Adapting to a Changing Climate – Design of Buildings and Spaces

15a) Should the Local Plan set out design criteria to reduce the risk of overheating? Should applicants be required to demonstrate how the design of their development proposal minimises the impacts of overheating in the built environment?

15b) How can the Local Plan ensure the design of spaces and buildings are adaptable to future needs?

- **Electric Vehicle Charging**

As of January 2023, the number of publicly available Electric Vehicle Charging devices at all speeds in Peterborough was 73. This equates to 33.7 per 100,000 population: well below the national average of 55.7 per 100,000 population.¹⁰

In December 2021 the Building Regulations were updated to address infrastructure for charging electric vehicles and came into effect on 15 June 2022. The Local Plan therefore does not need to seek the basic provision of Electric Vehicle Charging points. However, it can consider how to support the rapid deployment of electric and plug-in hybrid vehicles and set requirements for Electric Vehicle Charging points in terms of their location and accessibility to future users.

Question 16: Electric Vehicle Charging

16) Do you think the Local Plan should set out criteria for the design and location of Electric Vehicle Charging points?

- **Carbon Sinks**

The natural environment can play a vital role in tackling climate change. Carbon sequestration is the capturing, removal and storage of CO₂ from the earth's atmosphere. CO₂ is naturally captured from the atmosphere through biological, chemical, and physical processes. Biological carbon sequestration happens when carbon is stored in the

¹⁰ <https://www.gov.uk/government/statistics/electric-vehicle-charging-device-statistics-january-2023>

Part B – What policies should the Plan include?

natural environment. This includes what are known as ‘carbon sinks’, such as forests, grasslands, soil, oceans and other bodies of water. Carbon sinks extract CO₂ from the atmosphere and absorb more carbon than they release.

A healthy peatland acts as a carbon sink, as well as supporting unique biodiversity and good water quality. When these are damaged, they can become a major source of greenhouse gas emissions.

Ensuring peatlands are protected, enhanced and sustainably managed is a global priority and key aim of the government, as set out in the UK Peatland Strategy¹¹. By 2040, the government has set a target of 2 million hectares of peatland to be in good condition, under restoration or being managed sustainably. Ensuring land uses that are compatible with healthy peatlands will be crucial to reaching this target. Peterborough has areas of peatland to the north of Eye and to the north of the River Nene to the east of the city.

Currently the adopted Local Plan does not set policy relating to carbon sinks or carbon sequestration. The new Local Plan could include such a policy, to support the creation of land and habitats that play a role as carbon sinks and protect existing carbon sinks from development.

Question 17: Carbon Sinks

17) Do you agree the new Local Plan should include a policy which sets out how development proposals should protect and enhance carbon sinks across Peterborough?

- **Other Issues**

Are there any issues not covered above, or within this Issues and Options document, that have been missed and need to be addressed to ensure that climate mitigation measures can be achieved?

Question 18: Other Climate Change Issues and Options

18) Do you have any other suggestions or comments on how the Local Plan can support communities to mitigate and adapt to our changing climate?

Design and Amenity

The adopted Local Plan policies of relevance for design and amenity are:

- LP16 Design and Public Realm
- LP17 Amenity Provision
- LP18 Shop Frontages, Security Shutters and Canopies
- LP33 Development on Land Affected by Contamination

The adopted Local Plan is supported by the following Supplementary Planning Documents (SPDs)

- [Shop Front Design Guidance SPD](#)
- [Design and Development in Selected Villages SPD](#)

¹¹ IUCN Peatland Programme. [UK Peatland Strategy 2018-2040](#).

Part B – What policies should the Plan include?

Good design can help create attractive places and spaces for people to live, work and visit and can contribute to the creation of healthy and sustainable places. Design is not only about appearance. It is also about how places function. To design successful places, all development should meet the aspiration for quality and sustainability in their design and layout. In short, good design is inseparable from good planning and should be at the heart of every development.

The benefits of good design cut across a number of local plan policy areas, with benefits of well-designed walking and cycling routes and open spaces on nature and well-being, as well as encouraging healthier, more active lifestyles.

The NPPF explains that local plans should set clear design visions and expectations, so that it is clear what is acceptable. It also requires all local authorities to prepare design codes.

Policy LP16 of the adopted Local Plan sets out an overall design vision and principles and, together with policy LP17, pulls together design and amenity requirements for developments, but other policies throughout the Plan also set out requirements which are intrinsically linked to good design. The current Local Plan is also supported by the Design and Development in Selected Villages SPD.

The use of design codes was introduced in the NPPF (published in 2018), after the submission and examination of the current Local Plan. Good design is promoted through the publication of the [National Design Guide](#) and [National Model Design Code](#) published in January 2021 which are aimed at ensuring that the requirement for good design is embedded in planning policy and ultimately is delivered through the development being built and the places being created. The 10 principles to guide good design are shown below:

Figure 3: The ten characteristics of well-designed places¹²



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Part B – What policies should the Plan include?

[Building for a Healthy Life](#) (BHL) is the latest edition of, and replaces, Building for Life 12 (BfL). The underlying structure and principles of BfL 12 are incorporated into BHL through active design, alongside an increased emphasis on access to green spaces and active travel.

Design codes ensure that design expectations are set out clearly. Whilst being consistent with the National Design Guide and National Model Design Code, design codes should also reflect local character and design preference providing a local framework for a high quality standard of design.

Locally, specific policies could address issues such as:

- **Layout** – the way in which buildings and spaces relate to each other
- **Form** – the shape of buildings
- **Scale** – the size of buildings
- **Detailing** – the important smaller elements of buildings and spaces
- **Materials** – what a building is made from

Policies can also address issues such as the need for adequate daylight, sunlight, and privacy.

Question 19: Design and Amenity

19a) At what level should design codes be introduced: area-wide, village/neighbourhood-wide or site specific? Are there any specific issues within an area that design codes should address?

19b) Should the Design and Development in Selected Villages SPD be used as the starting point for preparing design codes for the Peterborough rural area?

19c) Should the Local Plan incorporate locally specific policies for issues such as layout, form, scale etc? If so, which specific issues should the plan address?

19d) Should the Local Plan require developers to use national toolkits such as Building for a Healthy Life?

Housing Needs

Earlier in this consultation document we discussed the overall level of housing that might be needed in Peterborough. However, the housing policies in the new Local Plan will need to address many different housing issues, which are explained below.

The adopted Local Plan policies of relevance for housing need are:

- LP8: Meeting Housing Needs
- LP9: Custom Build, Self-build and Prestige Homes
- LP10: Gypsies and Travellers and Travelling Showpeople
- LP34: Residential Annexes

In addition to providing enough housing to meet the identified need, the new Local Plan will also ensure that the housing provided is of the right type and size to meet the needs of residents now and in the future.

Part B – What policies should the Plan include?

The existing evidence, such as the Housing Needs Assessment and Gypsy and Traveller Accommodation Needs Assessment, will need to be updated to ensure that the new Local Plan sets out appropriate policies to address the needs identified.

- **Meeting Housing Needs**

National policy says that local plans should ‘*set out the size, type and tenure of housing to meet the needs of different groups in the community*’. This could include families with children, older people, students, people with disabilities, services families, people who rent their homes, and people wishing to commission or build their own homes.

Policy LP8 of the adopted Local Plan sets out the requirements and thresholds for meeting housing needs, including: affordable housing, homes for older people, accommodation for vulnerable people, higher access standards, rural exception sites, and homes for permanent caravan dwellers/ park homes.

The current requirement for affordable housing is for 30% affordable housing on sites of 15 dwellings or more. The evidence available at the time identified a need for 70% affordable rented tenure and 30% intermediate in the form of shared ownership to ensure that affordable housing remains viable and deliverable.

In May 2021, the government introduced a new tenure of affordable housing called First Homes. First Homes are a specific type of discounted market housing which are discounted by a minimum of 30% against market value, sold to people meeting set eligibility criteria. First Homes are the government’s preferred discounted market tenure and should make up at least 25% of all affordable housing units being delivered through planning obligations.

As the requirements for First Homes were introduced after the adoption of the Local Plan, the council sets out its current position and approach to the implementation of First Homes through an [explanatory note](#). This explains that until such time as an update of Peterborough’s affordable housing policy is undertaken through a review of the Local Plan, the council will continue to implement our adopted Affordable Housing policy.

As part of the evidence base for the Local Plan, we will carry out a housing needs study to assess the housing needs for different groups in the community to inform the development of policies. We will also carry out a viability assessment to look at the different options and ensure that development will remain viable. We will consult on these outcomes as part of the Draft Local Plan due for public consultation in summer 2024.

However, at this early stage, we would like your views on the types and size of homes you think are needed in the area. For example, is there a need for:

- Family homes?
- Small starter homes?
- Specific types of affordable housing, such as to rent or shared ownership
- Accessible and adaptable homes, built to a higher standard than Building Regulations to allow homes to be easily adapted in the future, for disabled, elderly or people with limited mobility?
- Bungalows?
- A specific type of home in a certain location or village?
- Affordable housing on ‘exception’ sites where normal market housing would not otherwise be permitted?
- ‘Community led’ housing, whereby schemes prepared and promoted by a locally established, open to all, not-for-profit organisation are in principle supported?

Question 20: Meeting Housing Needs

Part B – What policies should the Plan include?

20a) What size, types and tenure of homes do you think are needed, either across Peterborough or in your local area?

20b) Are there any other specific groups or specific housing types that you think are missing from the above list and should be included?

20c) If new evidence identifies a continued need for more rented tenure affordable housing, should this be prioritised over the provision of first homes?

- **Entry Level Exception Sites/First Home Exception Sites and Rural Exception Sites**

National policy explains that local plans should support the development of entry level exception sites, which are suitable for first time buyers. These sites should be on land which is not already allocated for housing and should be on land adjacent to existing settlements, should not be larger than one hectare in size or exceed 5% of the size of the existing settlement. This can also include First Home exception sites.

Rural exception sites are small sites usually outside the settlement boundary that would not normally be used for housing that are granted planning consent for the provision of affordable housing in perpetuity. Rural exception sites seek to address the needs of the local community by accommodating households who are either current residents or have an existing family or employment connection. A proportion of market homes may be allowed on the site at the local planning authority's discretion, for example where essential to enable the delivery of affordable units without grant funding.

Policy LP8 of the current Local Plan allows for the provision of rural exception sites provided that it meets identified local need for affordable housing which cannot be met within the existing village boundary. The requirements for entry level exception sites were introduced following the adoption of the Local Plan, therefore the new Local Plan will need to incorporate these changes to the NPPF.

Question 21: Entry Level Housing

21a) How do you think the new Local Plan should address the need for entry level housing? Please provide reasons for your answer

21b) Do you think the Local Plan should have a rural exception site policy to help provide affordable homes in areas with a need?

- **Housing Standards for Local Plans**

In 2015 the government set out a policy preventing local plans from setting their own standards for the design of new homes with the intention of reducing inconsistencies between different districts. National standards were instead introduced via the Building Regulations system.

However, there are exceptions to this general rule, as set out in the 'Housing: Optional Technical Standards'¹³ which allows the minimum standards set by Building Regulations to be exceeded in respect of:

¹³ NPPG - <https://www.gov.uk/guidance/housing-optional-technical-standards>

Part B – What policies should the Plan include?

- Internal minimum space standards, known as the Nationally Described Space Standards (NDSS)¹⁴;
- Accessibility and Adaptability Standards - such higher standards are generally beneficial to people who are disabled, elderly or have limited mobility, and also allow homes to more easily be adapted in the future; and
- Water efficiency¹⁵

A local plan can only require one or more of these optional standards if the standard will address a clearly evidenced local need, and the viability implications of introducing the standard will need to have been adequately considered.

Building Regulations include the following levels of higher access standards:

- Accessible and adaptable homes (M4(2))
- Wheelchair adaptable homes (M4(3)(a))
- Wheelchair accessible homes (M4(3) (b))

Policy LP8 of the adopted Local Plan currently requires that all dwellings should meet Building Regulations in respect of accessible and adaptable homes (M4(2)), unless there are exceptional design reasons for not being able to do so (e.g. listed building constraints or site specific factors such as vulnerability to flooding or site topography).

However, in 2020 the government consulted on changes to raise the accessibility standards for all new homes. It is the government's intention to implement a requirement for all new homes to be built to M4(2) 'accessible and adaptable' standards unless clear evidence is given, on a plot by plot basis, that it is impractical and unachievable. This will be delivered through an update to the Building Regulations. Therefore, it is unlikely that the new Local Plan will need to include a policy about this issue.

In terms of wheelchair adaptable and accessible homes, the current policy seeks 5% of dwellings on sites of 50 dwellings or more to meet the wheelchair adaptable standards (M4(3)a). If requirements for wheelchair accessible homes were to be introduced, the NPPG states that this can only be applied to affordable rented homes.

The current policy only requires the NDSS for all new rented tenure affordable housing.

A Viability Assessment of the Local Plan will be prepared to assess if new development can viably support these standards, and other requirements of the Plan. Your views would also be welcome on any potential viability issues that might arise if these standards are included within the Local Plan.

For more information about the water efficiency standards please see the Flood and Water Management section and specifically question 44.

Question 22: Housing Standards

22a) Should evidence identify a need, do you think the Local Plan should include requirements for wheelchair accessible and/or adaptable homes? If so why?

22b) Should evidence identify a need, do you think the Local Plan should include Internal Space standards for all new homes or should this continue to only be applied to new rented tenure affordable housing? Or should it be extended to cover all affordable housing tenures? If so why?

¹⁴ [Technical housing standards – nationally described space standard - GOV.UK \(www.gov.uk\)](https://www.gov.uk/technical-housing-standards-nationally-described-space-standard)

¹⁵ This section of the Issues and Option document looks at spaces and access standards only. Water efficiency is covered in section x and question x

Part B – What policies should the Plan include?

22c) Do you have any evidence to suggest that the introduction of the above standards would significantly affect viability of housing schemes?

- **Plots for Custom Build, Self-build and Prestige Homes**

The Self-build and Custom Housing Act 2015 places a requirement on local planning authorities to maintain a register of individuals, and associations of individuals, who have expressed an interest in acquiring land for the purposes of self-build or custom build.

The Housing and Planning Act 2016 goes further to require local planning authorities to grant planning permission on sufficient serviced plots of land to meet the identified need for self-build and custom build.

While the number of individuals on the council's Self-build and Custom Housing register is low, monitoring of the number of applications for exemption from Community Infrastructure Levy (CIL) payments on the grounds of 'self-build' demonstrate a steady demand for such plots, with an average of 15 exemptions a year for the last five years, as set out in the latest [Authorities Monitoring Reports](#) (AMR).

In respect of prestige homes, there is unlikely to be a significant change to the current approach, as monitoring of Council Tax data shows that only a relatively small number of new properties in the highest bands are being completed each year. On average 14 Band G dwellings and 0.8 Band H dwellings have been completed annually over the last five years, as shown in the AMR. The overall annual average completion rate for the same period was 1,097 dwellings.

Policy LP9 of the adopted Local Plan sets out support for proposals, including custom and self-build opportunities, and re-iterates the requirement for sites over 500 dwellings to provide serviced plots for custom and self-build homes.

Question 23: Plots for Custom Build, Self-Build and Prestige Homes

23a) Should we require large housing sites to provide serviced plots for self-build and custom build?

23b) Should we allocate sites which are specifically set aside only for self-build and custom build to meet the needs of the register?

- **Gypsies and Travellers and Travelling Showpeople**

As with the self-build and custom housing, local plans must plan to meet the needs of Gypsies and Travellers and Travelling Showmen. The government's overarching aim is to *"ensure fair and equal treatment for travellers, in a way that facilitates the traditional and nomadic way of life of travellers while respecting the interests of the settled community"*.¹⁶

The national Planning Policy for Traveller Sites (PPTS) published in 2015 sets out requirements for how local authorities should assess the need for Gypsy and Traveller accommodation.

The evidence available at the time of preparing the current Local Plan identified no additional need for Gypsy and Traveller or Travelling Showpeople sites in Peterborough. Therefore, the adopted Local Plan did not allocate any

¹⁶ Planning Policy for Traveller Sites (PPTS), August 2015.

Part B – What policies should the Plan include?

specific sites for Gypsy and Traveller or Travelling Showpeople purposes. Policy LP10 of the current Local Plan includes requirements for Gypsy and Traveller sites based on a set of assessment criteria.

There is a need for a new Gypsy and Traveller Accommodation Needs Assessment (GTANA) to be undertaken. Firstly, as the existing GTANA was undertaken in 2016, and secondly, and possibly more importantly, the existing GTANA does not take account of the recent changes and legal decisions.

The exact approach taken in the new Local Plan will depend on the outcomes of a new GTANA when complete. We will consult on this policy as part of the draft Local Plan consultation due in summer 2024.

Question 24: Gypsies and Travellers

24) If a need for additional Gypsy and Traveller pitches is identified, should large scale housing sites be required to include an element of Gypsy and Traveller provision as part of the masterplanning of the site?

24b) What other suitable locations for Gypsy and Traveller pitches are there?

If you think you have a suitable site for Gypsy and Traveller accommodation, please let us know via [the Site Suggestion Form](#) (see Section 5 of this document for further information).

- **Park Homes and House Boats**

The government introduced legal requirements¹⁷ in 2016 for local plans to review the need for moorings for houseboats and sites to accommodate permanent caravans such as park homes. Therefore, as part of the evidence base for the Local Plan, the council will carry out a review over the coming months to help establish if there is any need for such forms of accommodation and this will help inform any policies in the new Local Plan. In the meantime, your preliminary views would be welcome.

Policy LP8 of the adopted Local Plan made no reference to houseboats, as at that time there were no registered permanent houseboats.

Question 25: Park Homes and House Boats

25) Is there a need for moorings for houseboats or sites for caravans in Peterborough? Any evidence to support your comments would be welcome, or suggestions as to how such need could be identified.

- **Residential Annexes**

Residential Annexes can offer an important solution for many situations including, for example, allowing multiple generations of a family to reside alongside one another, offering informal care and freeing up under-occupied housing. However, it should also be borne in mind that the addition of annexes to residential properties can have a considerable impact upon the character and amenity of an area through the intensification of development. Policy LP34 of the adopted Local Plan seeks to ensure that any residential annexe development is solely provided as ancillary to the original dwelling and not a new dwelling. It is proposed that this approach will be carried forward into the new Local Plan.

¹⁷ The Housing Act 2016

Part B – What policies should the Plan include?

Question 26: Residential Annexes

26) Is there a need for the current approach to Residential Annexes to be carried forward into the new Local Plan?

- **Sub division and multi occupation of dwellings**

Shared or multi-occupancy accommodation has increased in numbers within Peterborough in recent years. Whilst this kind of accommodation meets an important housing need, tensions sometimes develop in areas where a high concentration of HMOs exists, or is believed to exist. The growth of the University will increase the demand for housing, and it is important that people with some of the fewest housing choices are not priced out of the market. To that end, we could encourage the development of purpose built student accommodation, as well as other build to rent housing, so that the rental market has resilience and variety.

Question 27: Sub division and multi occupation of dwellings

27a) Is there a need for a policy relating to the subdivision and multiple occupation of dwellings?

27b) Do you agree that a mix of purpose built rented housing, including student accommodation and market rented properties, should be focussed in and around the city centre

Development in the Countryside

The adopted Local Plan policies relevant to development in the countryside are:

- Policy LP2: Settlement Hierarchy and the Countryside
- Policy LP11: Development in the Countryside

As explained in section 2, areas outside the defined urban area boundary or village boundary are defined as the countryside. National policy tends to be more restrictive in terms of what sort of development is acceptable in the countryside, with development limited to that which is demonstrably essential to the effective operation of local agriculture horticulture, forestry, outdoor recreation and access to natural greenspace, transport or utility services.

Policy LP11 of the current Local Plan includes requirements to support the rural economy and enable the expansion of rural businesses and, in exceptional circumstances in accordance with national policy, supports housing development in the countryside that meets an identified local need. The current policy covers the following issues:

- Conversion of non-residential buildings for residential use in the countryside
- Replacement of existing dwellings in the countryside
- Mobile homes in the countryside
- New dwellings in the countryside (relating to agricultural workers, forestry and other enterprises where a countryside location is essential)
- The rural economy
- Protecting the best and most versatile agricultural land
- Agricultural diversification

Part B – What policies should the Plan include?

Question 28: Development in the Countryside

25) Should the Local Plan include a policy about development in the countryside and requirements to support the rural economy?

Employment

The adopted Local Plan policies relevant to employment are:

- Policy LP4: Spatial Strategy for Employment, Skills and University Development
- Policy LP11: Development in the Countryside, Part E: The Rural Economy
- Site allocations policies LP44 to LP46

Section 2 discusses the future employment need and possible growth strategy for Peterborough. This section focuses on the detailed policy requirements and delivery of new businesses and jobs.

One of the council's priorities is to maximise economic growth and prosperity in an inclusive and environmentally sustainable way.

Policy LP4 of the adopted Local Plan sets out the strategy for employment growth within Peterborough, as well as seeking to protect the existing General Employment Areas and Business Parks, as shown on the Policies Map. It is proposed that the General Employment Areas and Business Parks are carried forward into the new Local Plan unless evidence suggests that their designation is no longer suitable.

Since the Local Plan was adopted, there have been changes made to the Use Classes Order. The changes made have resulted in former B1 uses (offices, research and development and light industrial process that do not cause disturbance) being incorporated into a new E class alongside former A class retail uses and some D class health and recreation uses. Former B1 uses now sit within use class Eg, while B2 and B8 uses remain unchanged.

Currently, as worded, the employment policies seek to restrict uses within existing or allocated employment areas to those uses that were classed specifically as employment uses (B class uses). Within the city, district and local centres, mixed use developments are encouraged. It is possible that the new Local Plan could take a different approach and allow some additional flexibility to be applied within the General Employment Areas to allow other uses where this would not undermine the function of the area.

The rural economy is currently addressed within Policy LP11. The policy sets out what is and what isn't an acceptable use and sets out the criteria that developments would have to meet.

Question 29: Employment

29a) Do you agree that the General Employment Areas and Business Parks should be brought forward into the new Local Plan unless evidence suggests that they are no longer suitable or deliverable? If not, please provide details.

29b) Do you agree that greater flexibility for other uses should be provided for General Employment Areas where this would not undermine their role and function? If not, please explain why.

Part B – What policies should the Plan include?

29c) Do you agree that the new Local Plan should continue to include a definition of what development is or is not acceptable on employment sites in the open countryside? If not, please explain why.

Town Centres and Retail

The adopted Local Plan policies of relevance to retail and other town centre uses are:

- LP6: The City Centre – Overarching Strategy
- LP12: Retail and Other Town Centre Uses

Peterborough city centre and its district and local centres are at the heart of communities, providing accessible shops and services, employment, and leisure facilities. Vital and viable centres provide economic and social benefits, such as reducing social isolation and health inequalities, and improving community resilience.

In recent years, our retail centres have faced substantial challenges from the shrinking ‘front facing’ retail sector which has been exacerbated by the Covid-19 pandemic, loss of department stores in city centres and internet shopping. Therefore, many centres will need to reinvent themselves to compete and thrive.

National policy states:

“that local planning authorities should pro-actively promote town centres long-term vitality and viability – by allowing them to grow and diversify in a way that can respond to rapid changes in the retail and leisure industries, allows a suitable mix of uses (including housing) and reflects their distinctive characters.”

The NPPF also advises that policies should define the extent of the town centres and primary shopping areas and set policies that make clear the range of uses which will be permitted in such locations, as part of a positive strategy for the future of town centres. National policy says applications for retail or leisure uses should be located in town centres first. Only if no suitable sites are available in town centres should edge of centre or out of centre sites be considered.

The adopted Local Plan policy LP12 sets the framework for how planning applications for retail and other main town centres uses will be assessed to make sure that they are appropriate in scale and location. This includes the identification of a retail hierarchy and primary shopping areas that prioritises development to the city centre first. However, this policy is retail focused and since the preparation and adoption of the Local Plan there have been significant changes in national policy and approach to retail and town centre development.

In September 2020, the government introduced the new use class (Class E) which replaces and combines the former uses for shops (A1), professional services (A2), restaurants (A3), offices and light industrial (B1), clinics, crèches and gyms. This gives more flexibility for premises in Class E to change use without the need for planning permission. The council has therefore lost some of the previous controls to retain retail shops.

Work on the new Local Plan offers an opportunity to address the changes affecting town centres to ensure that the Local Plan contributes to the ongoing success of the high street.

As part of the evidence base for the Local Plan, the council will carry out a review of the existing centres and also review the boundaries and the main shopping areas (known as Primary Shopping Areas) to make sure these are up to date and still represent the main shopping areas. The current boundaries are shown on the Policies Map.

The council will also undertake a Retail and Town Centre Study that will not only identify the need and capacity for new retail, leisure and other town centre uses, but will also focus on the future role of town centres, including a

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health check and an understanding of the current market and need for Peterborough. Updating the evidence will also allow an opportunity for recent changes to national policy and guidance and retail trends to be considered.

As discussed in section 3a (question 6), it is proposed that the new Local Plan will include an overarching city centre regeneration policy, that is supported by a more detailed retail and town centre policy.

Question 30: Town Centres

30a) Should existing shops be protected or do you think other types of development such as leisure and recreation should be encouraged in the town centres?

30b) Is there a need to develop a wider strategy to support a range of activity in town centres and take account of the changes in their use?

30c) Should the retail hierarchy be amended? What changes should be made and why?

30c) Do you think the boundaries of the City Centre, District Centres, Local Centres and Primary Shopping Areas need to be extended or reduced? If so, which and why?

30d) Do you have any additional suggestions or comments about how the Local Plan can help to support a vibrant city centre, district centres and a network of local centres?

Transport and Infrastructure

The adopted Local Plan policies of relevance to transport and infrastructure are:

- LP13: Transport
- LP14: Infrastructure to Support Growth
- LP15: Safeguarded Land for Future Key Infrastructure
- LP30: Culture, Leisure, Tourism and Community Facilities

The adopted Local Plan is supported by the following SPD:

- [Developer Contributions SPD](#)

It is important that new homes and jobs growth are supported by appropriate infrastructure for transport, education, health, open spaces and community facilities among others. Working with infrastructure providers, any land to be safeguarded for infrastructure provision will be identified. Policy LP15 safeguards infrastructure specifically identified as being required. This policy is not proposed for significant change but will be updated to reflect the requirements of the new Local Plan. Policy LP14 is also expected to remain as it is set out in the 2019 Local Plan.

- **Transport**

National policy says that local policies must take into account any increased traffic and congestion and impact on highway safety and address potential impacts on the transport network. Therefore, as part of the evidence base for the Local Plan, we will work with the council's highways authority to assess the impact of the Local Plan growth requirements on local roads to minimise any congestion.

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National policy also says that policies should promote opportunities for walking, cycling and public transport and should aim to prioritise pedestrian and cycle uses, helping to reduce the reliance on the car.

The adopted Local Plan includes one policy (LP13) that covers transport related matters and reflects the Local Transport Plan. While it is not proposed to make significant changes to the policy, we would welcome your views on specific aspects of the approach to transport matters.

The new Local Plan will also need to reflect the [Cambridgeshire and Peterborough Local Transport Plan](#) (2020). Work on a new Local Transport and Connectivity Plan¹⁸ commenced in 2022 by the CPCA.

The adopted Local Plan sets out a broad approach to transport as follows:

- **City Centre Core:** Reduction of cars and car parking in the core area with a strong emphasis on pedestrians and cycles, but also promoting and accommodating public transport.
- **City Centre:** Reduction of car use in the city centre would be supported by parking policy generally and public transport.
- **City Peripheral:** The city periphery would encourage walking and cycling with improved facilities and develop strong public transport corridors to enhance these modes.
- **Outer City:** The public transport links will be strengthened where possible, with improvements to services, priority and infrastructure. In these more distant locations, there will be efforts to ensure that all trips are directed onto the most appropriate routes into the city centre to ensure that the network is being used as efficiently as possible.
- **Rural:** The public transport links will be strengthened where possible, with improvements to services, priority and infrastructure. In these more distant locations, there will be efforts to ensure that all trips are directed onto the most appropriate routes into the city centre to ensure that the network is being used as efficiently as possible.

The adopted Local Plan also sets out car parking standards for different types of development. A review of car parking standards will be undertaken as part of the evidence base for the emerging Local Plan.

Question 31: Broad approach to Transport

31a) Do you think that the broad approach set out above is appropriate? Please provide comments to support your answer.

31b) Should the new Local Plan include a policy for Walking and Cycling?

31c) Do you agree that minimum parking standards should be included within the new Local Plan? If you agree that there should be minimum parking standards, do you have any suggestions about what these should be?

31d) Should Parking provision and standards be the subject of a separate policy or should they remain within the Transport policy?

- **Infrastructure to Support Growth and Safeguarded Land for Future Key Infrastructure**

¹⁸ <https://cambridgeshirepeterborough-ca.gov.uk/what-we-deliver/transport/local-transport-plan/>

Part B – What policies should the Plan include?

As Peterborough grows, it will be essential that supporting infrastructure such as roads, schools, health and community facilities to ensure the relevant supporting infrastructure is in place to help in the creation of sustainable communities. The adopted Local Plan Policy LP14 Infrastructure to Support Growth seeks to ensure that new development is, or can be, supported by the appropriate infrastructure. The policies for Infrastructure to Support Growth and the Safeguarding of Land for Key Infrastructure are inherently linked to each other and to the Infrastructure Delivery Schedule (IDS). The Peterborough IDS identifies infrastructure projects that will support the sustainable growth of the city.

This includes:

- Community Infrastructure – community buildings and libraries,
- Transport – highways, cycle and pedestrian facilities, rail, bus, travel management and car parking,
- Environmental Sustainability - Open space and Green Infrastructure projects such as Nene Park, South Peterborough Country Park and the forest of Peterborough,
- Skills and Education – primary schools, secondary schools, further and higher education,
- Emergency Services – fire, ambulance and police,
- Utilities and Services – water, waste water, flood risk management, electricity and gas.

As part of the evidence base for the Local Plan an update to the Infrastructure Delivery Plan will be prepared to support the proposed growth, and to ensure that appropriate and necessary infrastructure, such as schools and utilities, is provided alongside development to ensure that communities have access to essential facilities. The Infrastructure Development Plan identifies a range of infrastructure types and projects required to support growth and it identifies likely funding sources, delivery agents, timescales and priorities.

Question 32: Infrastructure

32). What are the key infrastructure priorities that need to be delivered in Peterborough and how can they best be delivered?

Culture, Leisure, Tourism and Community Facilities

The new Local Plan will ensure that new development is supported by appropriate infrastructure for transport, schools, health, open spaces, community facilities and water supply and treatment. The new Local Plan should plan positively for the provision of community facilities (such as local shops, meeting places, sports venues, open space, public houses and places of worship) and other local services to enhance the sustainability of community and residential environments.

The adopted policy is currently set out over three distinct sections; the first to support new and improved facilities in the city centre; the second to recognise the value and importance of community facilities and support new community facilities; and the third and final section seeks to protect existing facilities and only allow their loss in specific circumstances.

It is not proposed to make any significant changes to this policy within the new Local Plan.

Question 33: Culture, Leisure, Tourism and Community Facilities

33) Should community facilities remain in a policy with Culture, Leisure and Tourism facilities, or be a separate policy to recognise their importance?

Part B – What policies should the Plan include?

Historic Environment

The adopted Local Plan policies of relevance for the historic environment are:

- LP19 The Historic Environment
- LP20 Special Character Areas

The adopted Local Plan is also supported by the following SPD:

- [Design and Development in Selected Villages SPD](#)

Together, these policies conserve and where appropriate enhance the historic environment and encourage heritage assets to be put to viable and appropriate use.

Special protection is given to buildings and areas designated as special architectural or historic interest by law through the Listed Building Act¹⁹, because they are irreplaceable and should be conserved. Therefore, any local plan policies must comply with this legislation.

Policy LP19 of the adopted Local Plan sets out the importance of the historic environment for the quality of life experienced by local communities and to protect, conserve and seek opportunities to enhance Peterborough's heritage assets and their settings for current and future generations. Policy LP19 sets out the key points of emphasis upon the character and distinctiveness of the area. Policy LP20 defines three Special Character Areas. Whilst not of conservation area quality, these locally specific areas have been designated to acknowledge and protect their landscape and architectural character and development patterns.

At the time of writing the Peterborough area consists of:

- 5 Registered Historic Parks and Gardens of special historic interest;
- 29 Conservation Areas;
- 928 listed buildings which are recognised to be of special architectural or historic interest; and
- 71 Scheduled Monuments.

With the anticipated growth, it is vital that the value and character of the historic environment is not put at risk.

National planning policy states that *“Plans should set out a positive strategy for the conservation and enjoyment of the historic environment.*

The new Local Plan can achieve this by identifying any further buildings of local importance or designated areas which need protection to preserve the historic environment. It will also be important to address how new development can make a positive contribution to local character and distinctiveness. It would also be useful to determine if there are any further areas which could be designated as an area of Special Character for the next Local Plan.

In October 2022, a consultation was undertaken to submit any proposed nominations of heritage assets for inclusion with the Peterborough Local List. The purpose of a local list is to highlight the many local heritage assets within the historic environment and ensure these assets are taken into account in planning decisions. Although they do not meet national criteria for being statutorily 'listed', they do make a significant contribution to the historic, architectural, archaeological and social character of the district. For more information and a map of all assets please

¹⁹ [Planning \(Listed Buildings and Conservation Areas\) Act 1990 \(legislation.gov.uk\)](#)

Part B – What policies should the Plan include?

see the council’s website at: <https://www.peterborough.gov.uk/council/planning-and-development/conservation-trees-and-hedges/local-list>

These heritage assets are considered non-designated heritage assets. They remain so once / if we include them on the local list.

The council is currently preparing a new report for the analysis and appraisal of views of Peterborough Cathedral.

Question 34: Historic Environment

34a) Are there any additional protections required?

34b) Is there any significant change that this policy requires?

34c) Should the two policies be combined and then have a separate policy to cover design including Special Character Areas instead?

34d) Are there any more Special Character Areas to be identified?

34e) How can new development avoid or minimise harm to the significance of a non-designated heritage asset?

Natural Environment

The adopted Local Plan policies of relevance for the natural environment are:

- LP21 New Open Space, Sport and Recreation Facilities
- LP22 Green Infrastructure Network
- LP23 Local Green Space, Protected Green Space and Existing Open Spaces
- LP24 Nene Valley
- LP25 Country Park
- LP26 Green Wedges
- LP27 Landscape Character
- LP28 Biodiversity and Geological Conservation
- LP29 Trees and Woodland

The adopted Local Plan is also supported by the following SPD:

- [Green Infrastructure and Biodiversity SPD](#)
- **New Open Space, Sport and Leisure Facilities**

Accessible, good quality open spaces make a significant contribution to the quality of life of people living in Peterborough. National planning policy recognises the importance of the provision of open space, and opportunities for sport and recreation:

“Access to a network of high quality open spaces and opportunities for sport and physical activity is important for the health and well-being of communities, and can deliver wider benefits for nature and support efforts to address climate change.”

Part B – What policies should the Plan include?

National policy is also clear that existing open space, sport and recreational buildings and land should not be built on unless there is a clear surplus, or the loss would be replaced by an equivalent or better provision in a suitable location.

As the population of Peterborough continues to grow, new residential development will create additional demand and pressure on existing open spaces, sports and leisure facilities. Furthermore, access to open space is not evenly distributed across Peterborough. The new Local Plan will need to consider how new housing development provides new open space to meet the needs of the development. It could also require new development to increase access to existing open space or improve the quality of existing open space.

The 2019 Local Plan requires new development to provide open space and sets standards for the provision of the following types of open space:

- Neighbourhood Parks
- Country Parks
- Children’s Play Areas
- Natural Greenspace
- Allotments

During the preparation of the new Local Plan, the open space standards will be reviewed and supporting evidence updated.

Question 35: New Open Space, Sport and Leisure Facilities

35a) Thinking about where you live in Peterborough, do you think there is enough open space? If not, what types of open space do you think are most needed?

35b) How satisfied are you with the quality* of open space where you live? Do you think new development should improve the quality of existing open spaces as well as provide new open spaces?

35c) How long (in minutes) would you be prepared to walk to access open space? Do you think new development should improve access to existing open spaces as well as provide new open spaces?

* Is the open space ‘fit for purpose’? Is it easy to get to, safe, welcoming, well maintained and does it meet your needs?

- **Green Infrastructure**

Green Infrastructure is “a network of multi-functional green and blue spaces and other natural features, urban and rural, which is capable of delivering a wide range of environmental, economic, health and wellbeing benefits for nature, climate, local and wider communities and prosperity.”²⁰

Well planned, designed and managed Green Infrastructure has the potential to deliver a wide range of benefits for people and the environment. Good connectivity between individual Green Infrastructure features can help maximise these benefits by creating a network for people and nature. How the Green Infrastructure network develops in the future will be closely related to the Local Nature Recovery Strategy and the delivery of BNG.

In January 2023, Natural England launched the [Green Infrastructure Framework – Principles and Standards for England](#). The Green Infrastructure Framework sets out 15 Principles and 5 headline national Standards for Green Infrastructure.

²⁰ National Planning Policy Framework

Part B – What policies should the Plan include?

The Urban Greening Factor²¹ is one of the 5 headline Green Infrastructure Standards. It is a planning tool to improve the provision of Green Infrastructure and increase the level of greening in the built environment. It is applied to major developments and sets a minimum target score for the proportion of Green Infrastructure to be provided within a development site.

Question 36: Green and Blue Infrastructure Network

36) Do you think the new Local Plan should include an ‘Urban Greening Factor’ target score for development schemes to meet or exceed? Should this be applied across the whole of Peterborough, or vary by location or type of development?

- **Local Green Space**

Local Green Space is a national designation defined in national planning policy which aims to protect green spaces which are demonstrably special to a local community.

For a space to be designated as a Local Green Space, it must meet the following criteria:

- Be in reasonably close proximity to the community it serves;
- Demonstrably special to a local community and hold a particular local significance, for example, because of its beauty, historic significance, recreational value, tranquillity or richness of wildlife;
- Local in character and not an extensive tract of land.

In the 2019 Local Plan there are a number of spaces that are designated as Local Green Space. It is proposed that these areas are carried forward into the new Local Plan, unless, exceptionally, circumstances have changed to warrant their de-designation. Neighbourhood Plans that have been adopted or are currently in preparation often identify and allocate Local Green Space. These will be shown on the Policies Map which will accompany the Local Plan. The current Local Green Space in Peterborough can be viewed [here](#).

Local Green Space should only be designated when a local plan or neighbourhood plan is prepared or updated. Therefore, as part of this Issues and Options Consultation, we are inviting communities to identify areas for consideration as Local Green Spaces. To nominate a green space, please read the Local Green Space Guidance Note and complete and submit a **Local Green Space Nomination Form**.

- **Protected Green Space in Villages**

In addition to Local Green Space designations, the 2019 Local Plan protects green spaces in villages via a local designation: Protected Green Space in Villages. These green spaces make a positive contribution to the individual character of a village and may also provide a visual or amenity function. As part of the preparation of the 2019 Local Plan, the council assessed each Protected Green Space in Villages site against the Local Green Space criteria. Some green spaces remained as a Protected Green Space in Villages site, whilst others were redesignated as Local Green Space. The council intends to carry forward the Protected Green Space in Villages sites into the new Local Plan.

²¹ Further details on the Urban Greening Factor Standard and how scores are calculated can be found here: <https://designatedsites.naturalengland.org.uk/GreenInfrastructure/GIStandards.aspx>

Part B – What policies should the Plan include?

Question 37: Protected Green Spaces in Villages

37a) Do you agree that the Local Green Space in the adopted Local Plan should be carried forward in the new Local Plan? If no, please provide reasons for your answer.

- **Nene Valley**

The Nene Valley runs west-east across the authority area. It has long been identified as an area of high amenity, landscape, ecological and heritage value. It includes Ferry Meadows County Park.

Policy LP24 of the 2019 Local Plan covers the Nene Valley and identifies the Nene Valley area on the Policies Map. The policy supports development proposals where they would safeguard and enhance recreation and/or bring landscape, nature conservation, heritage, cultural or amenity benefits.

Some minor changes are required to bring the policy up to date. For example, the Nature Improvement Area project has come to an end. The Nene Park Trust have also published an environmental policy (July 2022) which aims to double the area managed for biodiversity by 2030 in line with Natural Cambridgeshire's vision. However, it is intended that policy LP24 is largely carried forward to the new Local Plan.

Question 38: Nene Valley

38) Do you agree with the council's proposed approach that adopted policy LP24 Nene Valley, subject to some minor changes, can largely be carried forward into the new Local Plan? If not, what aspect or aspects of the policy need to be changed and why?

- **Country Parks**

Policy LP25 in the 2019 Local Plan identifies Hampton Country Park on the Policies Map and protects it for that purpose, with the supporting paragraphs setting out appropriate uses to be found in a country park. The council intends to carry forward policy LP25 into the new Local Plan.

Evidence in the Open Space Strategy Update 2016 suggests there is a shortfall of country park provision in the north and east of Peterborough.

Question 39: Country Parks

39) Do you think there is a need for a new country park in Peterborough? If so, where?

- **Green Wedges**

Part B – What policies should the Plan include?

Green Wedges are areas of land around and between settlements which provide a distinction between the countryside and the built-up area, and to protect the separate identity and character of individual settlements. They also provide additional benefits, including opportunities for sport and recreation, access to the countryside and space for nature.

Current policy on Green Wedges is contained within policy LP22 of the 2019 Local Plan. There are four Green Wedges in Peterborough as shown on the adopted Policies Map:

- Between Peterborough and Glinton
- Between Peterborough and Eye
- Between Stanground and Farcet, and
- Between Peterborough and Stanground

As part of the preparation of the adopted Local Plan, the council undertook a review of the Green Wedges (January 2018). The council considers that there have been no significant changes to warrant the preparation of a new Green Wedge Review. The council will undertake a factual update to the Green Wedge boundaries to ensure that they reflect any changes that have taken place on the ground since the Local Plan was adopted.

Question 40: Green Wedges

40) Do you have any views on the current Green Wedge policy?

- **Landscape Character**

One of the unique characteristics of Peterborough is its situation in the landscape, on the edge of the Fens. To the east of the city, the Fenland landscape is flat and open. To the west and north, the shallow river valleys of the Nene and Welland give way to an undulating limestone plateau.

Conserving and enhancing the distinct landscape setting of the area is integral to protecting the identity of Peterborough.

There are no National Parks or Areas of Outstanding Natural Beauty within the area, but that does not mean that the character and beauty of the countryside is not valued in its own right.

Local Plan policy LP27 of the adopted Local Plan sets out requirements to protect and enhance valued landscapes. As part of Local Plan Evidence base, a review of the Landscape Character Assessment will be undertaken that will help inform the Landscape Character policy.

Question 41: Landscape Character

41) How can the Local Plan ensure that the landscape character of Peterborough is protected and enhanced?

- **Biodiversity**

Part B – What policies should the Plan include?

Biodiversity is the variety of all life on earth. It includes all species of animals and plants and the natural systems that support them. Habitats are the places in which species live. Together species and habitats provide substantial benefits and are vital for a well-functioning planet.

Despite such importance, the world is losing its biodiversity at an alarming rate. Since the 1970s, there has been a worldwide decline in wildlife populations of 69%.²²

Peterborough supports several distinctive landscapes and rich mosaic habitats including woodland, parkland, limestone grassland, river valleys and wetlands. Approximately 82% of local wildlife sites across Peterborough are in positive management, which places the city among the top performing local authorities in England.²³ Natural Cambridgeshire, the Local Nature Partnership for our area, has recently agreed a vision to double the area of rich wildlife habitats and natural green space across Cambridgeshire and Peterborough²⁴.

The government recognises the depletion of biodiversity nationally and has set an objective to halt and reverse the decline by 2030. The [Environment Act 2021](#) is now in place, and one part of the Act is about BNG.

BNG²⁵ is an approach to the recovery of nature through the planning and development process. The aim is to leave habitat for wildlife in a measurably better state than it was before development by delivering a minimum 10% gain for nature, calculated using the Biodiversity Metric²⁶. It only applies to habitats, with protected and priority species and designated wildlife sites being covered by different legislation and policy requirements. BNG can be achieved on-site, off-site or through a combination of on-site and off-site measures.

A further key component of the Environment Act 2021 is the requirement for a Local Nature Recovery Strategy (LNRS); a new type of plan for nature. Each Strategy will include a statement of biodiversity priorities for the area and a habitat map to identify actions to help restore nature. A [LNRS for Cambridgeshire and Peterborough](#) is currently being prepared by Cambridgeshire County Council, in collaboration with Nature Cambridgeshire.

Given the changes to national policy since the adoption of the 2019 Local Plan, and a local desire to increase habitats and natural green space, current policy LP28 Biodiversity and Geological Conservation will require updating.

Question 42: Biodiversity Net Gain

42a) Do you think the new Local Plan should set a higher % of BNG than the national requirement of a minimum 10%? If so, what % should this be? Please give reasons for your answer

42b) Are you the owner of any land within Peterborough that you think could be suitable for off-site habitat creation/enhancement? (Important note - this land would be protected for biodiversity for at least 30 years). If so, are you willing to add this land to the council's list of potential off-site BNG sites?

Trees, Woodland and Hedgerows

Trees are important in the built environment. Among their many benefits include making places attractive, providing shade and cooling, improving air quality, absorbing excess water and providing habitat for wildlife. Peterborough city has approximately 50,000 street trees and trees in residential areas.

²² WWT (2022) Living Planet Report.

²³ Natural Cambridgeshire (2022) The State of Nature in Cambridgeshire.

²⁴ Natural Cambridgeshire. Doubling Nature. A Vision for the Natural Future of Cambridgeshire & Peterborough in 2050

²⁵ Natural England's [Biodiversity Net Gain Brochure](#) (April 2022) provides a simple guide to Biodiversity Net Gain principles.

²⁶ The latest version at the time of writing is [DEFRA Biodiversity Metric 4.0](#)

Part B – What policies should the Plan include?

National planning policy recognises the importance of trees:

“Planning policies and decisions should ensure that new streets are tree-lined, that opportunities are taken to incorporate trees elsewhere in developments (such as parks and community orchards), that appropriate measures are in place to secure the long-term maintenance of newly-planted trees, and that existing trees are retained wherever possible.”

Cambridgeshire is one of the least wooded areas in the UK. The total area of woodland of 0.1ha and over is 12,325ha. This represents 3.6% of the county land area²⁷.

Ancient woodlands and ancient and veteran trees are vitally important for biodiversity and are part of the historic landscape of Peterborough. Ancient woodlands are thought to have been in existence since at least 1600AD. The main pockets of ancient woodland within Peterborough lie to the west of the city and once formed part of Rockingham Forest.

Hedgerows and hedgerow trees are also important features in the landscape providing a range of benefits, from food and shelter for wildlife to reducing soil erosion and flooding. Around 50% of hedgerows have been lost since World War II, largely due to the intensification of agriculture and development. The government’s Environmental Improvement Plan seeks to create or restore 30,000 miles of hedgerows by 2037 and 45,000 miles of hedgerows by 2050.

The 2019 Local Plan provides protection to existing trees and woodland and encourages opportunities for tree planting as part of new development, via policy LP29 Trees and Woodland. The current policy compensates (via tree planting) for the loss of moderate to higher value trees.

Tree canopy cover is the area of ground covered by trees when seen from above. The Peterborough Tree and Woodland Strategy (amended November 2021)²⁸ aims to maintain and enhance the tree population in Peterborough and to increase tree canopy cover across the city. The council has set a target of 25% tree canopy coverage by 2035 on its own land. The council could explore the option of setting a tree canopy cover target across the whole of Peterborough.

Question 43: Trees, Woodland and Hedgerows

43a) Should the new Local Plan ensure that new streets are tree-lined unless there were justifiable reasons why this would be inappropriate?

43b) Should a tree and woodland policy also cover hedgerows?

43c) Should the new Local Plan set an area wide target for tree canopy cover for all development to achieve? If so, should this target be the same as the council’s (25%), higher or lower?

Flood and Water Management

The adopted Local Plan policy of relevance for Flood and Water Management is:

- Policy LP32: Flood and Water Management

²⁷ Forestry Commission (2002) National Inventory of Woodland and Trees. County Report for Cambridgeshire.

²⁸ Peterborough City Council. [Tree and Woodland Strategy 2018-2028](#). Updated 2021.

Part B – What policies should the Plan include?

The adopted Local Plan is also supported by the following SPD:

- [Flood and Water Management SPD](#)

In the 2019 Local Plan, policy LP32 addresses water management and efficiency, to ensure development can take place whilst protecting the water environment.

As Peterborough grows, it is important to remember that the city of Peterborough is just a few metres above sea-level and much of the district lies below sea-level. This makes the city particularly vulnerable to the effects of climate change. Policy LP32 ensures that development will be required to demonstrate consideration towards existing and future flood patterns, for the most effective protection and flood risk management at the earliest stage in the development process.

The management of water is an important issue, not only from a flood risk point of view, but because of the need to protect and improve Peterborough's water bodies with regards to water quality, quantity, water habitats and biodiversity, under the requirements of the Water Framework Directive (WFD).

Through the delivery of new homes, water efficiency could be implemented through this policy, to encourage water recycling. This could be included within residential development or other development comprising new buildings, with methods such as:

- Hard permeable surfacing
- Incorporation of green roof and/or walls
- Within new residential development, those which include garden areas, this must include a rain harvesting water butt(s) of a minimum 100L capacity.
- To minimise impact on the water environment all new dwellings should achieve the Optional Technical Housing Standard of 110 litres per person/day as described by Building Regulations.

National policy states that inappropriate development in areas of risk of flooding should be avoided and that policies should support appropriate measures to ensure there is future resilience for communities and infrastructure. In accordance with the NPPF and supporting technical guidance, the new Local Plan should seek to encourage growth that does not place itself or others at increased risk of flooding, as well as to ensure that the appropriate mitigations are in place where necessary. With consideration into the reduction of water use, this could significantly affect our carbon impact and energy consumption. It is therefore important to address the small measures to improve water efficiency, such as the use of water butts.

Question 44: Flood and Water Management

44a) How could new development reduce flood risk?

44b) Should there be any further flood mitigations measures within this policy?

44c) Should there be more emphasis on water efficiency in new homes? Subject to evidence should the new Local Plan include the optional technical standard for water efficiency of new homes for 110 litres per person/day as described by Building Regulations.

Part C – What are your priorities for the future of Peterborough?

Part C – What are your priorities for the future of Peterborough?

Now that you have read Part 3B which sets out the different planning issues for Peterborough, we would like to know which issues you think are the most important for Peterborough.

It is important that the new Local Plan is both aspirational, but also deliverable. It will be necessary to strike a balance between seeking development that is the best that it can be, meeting the requirements of the Local Plan and needs of residents, while also ensuring that development remains viable so that developers do not look elsewhere.

We would like to understand what your broad priorities are for the future growth of Peterborough and would welcome you completing the following question. This will help us to understand, overall, which issues are the most important to you.

Question 45: Your Priorities

45a) What, overall, are your priorities for development in Peterborough? Please select up to five from the following list:

- **New buildings with high energy efficiency and/or renewable energy sources included such as solar panels;**
- **More, and a variety of, genuinely Affordable Housing;**
- **New homes which are easily adaptable and accessible for the disabled or elderly;**
- **New homes which have room sizes of at least a minimum set size;**
- **Attracting inward investment to Peterborough and creating more jobs;**
- **Revitalising and rejuvenating the city centre;**
- **New community facilities as part of new housing developments, such as community hall, corner shop, small health centre;**
- **Investment in walking and cycling infrastructure;**
- **Good quality, accessible open space (parks, play areas, etc);**
- **Genuine efforts to protecting existing, and creating new areas for nature;**
- **Protecting the character of Peterborough, the surrounding villages and the countryside.**

45b) Please identify any other top priorities you may have?

[Return to List of Questions](#)

4. Neighbourhood Planning

4. Neighbourhood Planning

Neighbourhood planning gives parish councils direct power to develop a shared vision for their area and shape development and growth. Once a neighbourhood plan has been ‘made’ (adopted) it forms part of the development plan for the district, so it has the same legal status as a local plan.

If an area has a neighbourhood plan, any planning applications in that area will be determined using the local plan (the 2019 version at the moment, in Peterborough), the neighbourhood plan, national policy and any other material consideration.

Please see the council’s website for more details about [neighbourhood planning](#)²⁹. The following neighbourhood plans have been ‘made’ and can be viewed on the website:

- **Ailsworth** (December 2017)
- **Barnack** (July 2021)
- **Castor** (December 2017)
- **Glington** (July 2021)
- **Helpston** (December 2022)
- **Peakirk** (July 2017)

Neighbourhood plans must work alongside a local plan, and not conflict with what are known as ‘strategic policies’ in the local plan, such as minimum housing targets. However, a neighbourhood plan has considerable scope to include detailed policies and, if it wants to, the allocation of sites for development.

It is also worth noting that if there is conflict between a local plan and a neighbourhood plan, the most recently adopted local plan takes precedence when determining planning applications.

This new Local Plan must also set housing targets for those areas which are formally designated as Neighbourhood Areas.

In the past few years, Werrington have been working on assembling a neighbourhood plan. They have designated a Werrington Area Forum and are at the pre-submission stage (Regulation 14) for their neighbourhood plan, ready for consultation and Peterborough City Council assistance.

²⁹ <https://www.peterborough.gov.uk/council/planning-and-development/planning-policies/neighbourhood-plans>

5. Site Assessment Process

5. Site Assessment Process

The council is currently carrying out a call for sites exercise, and is inviting local agents, developers, landowners parish councils and local residents to suggest sites they want to consider as potential allocations for future growth.

The council will assess all site submissions it receives against a detailed set of criteria, as set out in the [Site Assessment Methodology Report](#). The assessment criteria is based on the principles of sustainable development and mirrors the SA framework.

For consistency, the assessment criteria will be scored using a colour matrix (traffic light system), as set out below. This provides a clear and easy to understand scoring system.

Score	Potential outcome
A	Potential to deliver major economic, environmental or social benefits
B	Potential to deliver minor economic, environmental or social benefits
C	Either neutral impact or middle value
D	Low risk of economic, environmental or social harm
E	High risk of economic, environmental or social harm

Preferred sites will be selected, taking into account the site's availability, suitability and economic viability reflecting the overarching growth strategy and wider sustainability issues.

The council's preferred sites will be Included in the draft version of the Local Plan, due for public consultation is summer 2024.

Local Green Spaces

The Local Green Space designation is a means of protecting parcels of land which do not fall under existing statutory designations or protective ownership. Therefore, land covered by the following statutory designations would not be included, as there already exists a legislative and policy framework to protect them:

- Sites of Special Scientific Interest (SSSIs)
- National Nature Reserves (NNR)
- Local Nature Reserves (LNR)
- Local Wildlife Sites (LWS)
- Historic Parks and Gardens
- Town and Village Greens and registered commons
- Land under protective ownership (e.g. National Trust, Woodland Trust etc).

The **LGS Guidance Note** sets out detailed information that will be used to determine if a proposed site is suitable for designation a Local Green Space.

6. Glossary

6. Glossary

Throughout this document you will find a number of technical planning terms. We have tried to explain these clearly within the text. However, here is a quick summary of the terms used to help you understand the planning process. Please see the National Planning Policy Framework (NPPF) for a comprehensive glossary of planning related words and phrases.

Adoption: the formal decision by the council to approve the final version of a document, at the end of all the preparation stages and examination in public, bringing it into effect.

Affordable Housing: housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers).

Amenity: a general term used to describe benefits or features associated with a property or location, that contribute to its character, comfort, convenience or attractiveness.

Ancient tree: a tree in its third stage of life.

Ancient Woodland: is any wooded area that has been wooded continuously since at least 1600 AD.

It includes:

- ‘ancient semi-natural woodland’ - mainly made up of trees and shrubs native to the site, usually arising from natural regeneration
- ‘plantations on ancient woodland sites’ - areas of ancient woodland where the former native tree cover has been felled and replaced by planted trees, usually of species not native to the site

Article 4 Direction: removes the ‘permitted development rights’ from a property, meaning that planning permission is required to make changes to that property.

Biodiversity: all species of life on earth including plants and animals and the ecosystem of which we are all part.

Biodiversity metric: a tool used to measure and quantify habitats and assessed losses and gains in biodiversity associated with new development.

Biodiversity Net Gain: an approach to development which leaves biodiversity in a measurably better state than it was before development commenced.

Canopy cover: the area of ground directly covered by the leaves and branches of a tree expressed as a percentage.

Carbon sink: anything that stores more CO₂ from the atmosphere than it releases.

Climate change adaptation: altering our behaviour and way of life in response to the actual or anticipated impacts of climate change.

Climate change mitigation: efforts to avoid or reduce the emission of greenhouse gases into the atmosphere.

Designated heritage asset: a World Heritage Site, Scheduled Monument, Listed Building, Protected Wreck Site, Registered Park and Garden, Registered Battlefield or Conservation Area designated under the relevant legislation.

District Centre: an area, defined on the Policies Map, which usually comprises groups of shops often containing at least one supermarket or superstore, and a range of non-retail services, such as banks, building societies and restaurants, as well as local public and community facilities such as a library.

Embodied carbon: the CO₂ emissions emitted during the construction of a building.

6. Glossary

Green Infrastructure: a network of multi-functional green and blue spaces and other natural features, urban and rural, which is capable of delivering a wide range of environmental, economic, health and wellbeing benefits for nature, climate, local and wider communities and prosperity.

Gypsies and Travellers: persons of nomadic habit of life whatever their race or origin, including such persons who on grounds only of their own or their family's or dependants' educational or health needs or old age have ceased to travel temporarily, but excluding members of an organised group of travelling showpeople or circus people travelling together as such.

Health Impact Assessment (HIA): a method of considering the positive and negative impacts of development upon human health.

Heritage Asset: a building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. It includes designated heritage assets and assets identified by the local planning authority (including local listing).

Historic environment: all aspects of the environment resulting from the interaction between people and places through time, including all surviving physical remains of past human activity, whether visible, buried or submerged, and landscaped and planted or managed flora.

Infrastructure: a collective term which relates to all forms of essential services like electricity, water, and road and rail provision.

Local Centre: an area, defined on the Policies Map, which usually includes a range of small shops of a local nature, serving a small catchment. Typically, local centres might include, amongst other shops, a small supermarket, a newsagent, a sub-post office and a pharmacy. Other facilities could include a hot-food takeaway and laundrette. In rural areas, large villages may perform the role of a local centre.

Major development: for housing, development where 10 or more homes will be provided, or the site has an area of 0.5 hectares or more. For non-residential development it means additional floorspace of 1,000m² or more, or a site of 1 hectare or more, or as otherwise provided in the [Town and Country Planning \(Development Management Procedure\) \(England\) Order 2015](#).

National Planning Policy Framework (NPPF): the government's national planning policies for England and how these are expected to be applied.

National Planning Practice Guidance (NPPG): provides guidance for local planning authorities and decision takers, both drawing up plans and making decisions about planning applications. The guidance is categorised into subject categories.

Non-designated heritage asset: includes buildings and landmarks which although not listed, are deemed to be of local historical significance and/or heritage value.

Open Space: areas of undeveloped or largely undeveloped land for leisure purposes – including village greens, allotments, children's playgrounds, sports pitches and municipal parks.

Park Home: a residential mobile home, similar to a bungalow or caravan in style, installed as a dedicated site or 'home park' that is either privately owned or owned by a local authority. They are designed to be lived in permanently and provide opportunity for residents to own a home, but pay rent to the owner of the site.

Policies Map: a map on an Ordnance Survey base which shows where policies in local plans apply.

Primary Shopping Area: an area where retailing and the number of shops in a town centre is most concentrated. The extent of this area is defined on the Policies Map.

6. Glossary

Sequential Approach: an approach to planning decisions which may require certain sites or locations to be fully considered for development before the consideration moves on to other sites or locations. The approach could apply to issues such as retail development, the use of previously developed land or the use of land at risk from flooding.

Settlement Hierarchy: settlements are categorised into a hierarchy based on the range of facilities, services and employment opportunities available, plus the ability to access other higher ranking settlements by public transport.

Supplementary Planning Document (SPD): SPDs expand on policies or provide further details to policies contained in a local plan.

Sustainable Development: usually referred to as “development which meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987).

Sustainability Appraisal (SA): an assessment of the economic, environmental, and social impacts of the policies and proposals contained within a local plan.

Use Classes: contained within the Use Class Order: a piece of national secondary legislation which groups types of use of premises into classes, so that no development is involved if a building is changed from one use to another within the same class. Changing the use of a building from one class to another constitutes development, and needs planning permission, but in certain circumstances this may be automatically permitted without the need to submit a planning application.

Viability: an individual development can be said to be viable if, after taking into account all of the costs involved in developing the scheme, it provides a competitive return to the developer and provides a land value sufficient to persuade the land owner to sell their land for the development proposed. Whether or not a local plan is deliverable can be greatly affected by viability. A local plan can be said to be deliverable if it identifies sufficient viable sites to deliver the plan’s housing requirements over the plan period.

Wider determinants of health: a diverse range of social, economic, and environmental factors which impact on people’s mental and physical health and wellbeing.

CABINET	AGENDA ITEM No. 7
10 JULY 2023	PUBLIC REPORT

Report of:	Sam Smith, Assistant Director of Digital & Data Services	
Cabinet Member(s) responsible:	Cllr Fitzgerald, Leader of the Council	
Contact Officer(s):	Julian Patmore, Head of Operational Services	Tel. 07980 895010

DIGITAL STRATEGY FOR PETERBOROUGH CITY COUNCIL

RECOMMENDATIONS	
FROM: <i>Corporate Leadership Team</i>	Deadline date: <i>N/A</i>
It is recommended that Cabinet approves the Council's Digital Strategy and the related Data, Technology and Cyber Strategies	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following a referral from CLT on 20 June 2023.

2. PURPOSE AND REASON FOR REPORT

2.1 For Cabinet to approve the Digital Strategy for the Council and the related Data, Technology and Cyber Strategies.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.9, '*To promote the Council's corporate and key strategies and Peterborough's Community Strategy and approve strategies and cross-cutting programmes not included within the Council's major policy and budget framework.*'

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

4.1 Background

The current strategy for Peterborough City Council was agreed in 2019 and was a shared strategy with Cambridgeshire County Council. The vision of that strategy was to 'Simplify, Standardise and Share' with key workstreams around shared IT infrastructure delivered by a single provider, convergence of key business systems and a shared web and digital platform.

In 2019, no one could have predicted the events that were to follow in early 2020. Although the response to Covid presented huge technical, behavioural and time-critical challenges, it also provided opportunities to do and think about things differently.

Post pandemic and in the context of national, regional and local changes and challenges the Council requires a fresh Digital Strategy which is summarised in section 4.2 with additional information in sections 4.3 and 4.4.

The cost implications of the Digital Strategy will be fully worked through as part of the business planning process as the work needs to sit within the affordability of the MTFs. This planning will need to incorporate the ongoing technical move to cloud services and the accompanying move from capital to revenue funding.

4.2 Summary of the Digital Strategy

The Digital strategy sits within the wider Corporate Strategic Framework of the Council. The overall vision is for Digital Services that are **Secure, accessible, modern, and customer-focused to help create a sustainable 21st century council**. The Digital strategy is made up of five themes:

- **Community**
- **Partners**
- **Inclusion**
- **Sustainability**
- **Workforce**

It is critical that the Council help the majority of people to help themselves through digital contact and on-line resolution, enabling the minority of highly vulnerable cases to be dealt with through professional staff supported with the best data and technology to improve their lives. Therefore entwined through the strategy and each of the themes are the common 'golden' threads of Customer Journey and Digital Skills.

As well as the Peterborough City Council Strategic Priorities, the Digital Strategy is informed by and related to other strategies, intelligence, guidance and initiatives. Some of these are national, for instance the 12 digitisation outcomes published by the LGA.

Others are more specific to our area, for example the Cambridgeshire & Peterborough Digital Connectivity Strategy and the Digital Strategy of the Integrated Care System. Links to all related information are included in the appendix of the Digital Strategy.

In addition to these areas the Digital Strategy is underpinned by discrete but complementary Data, Cyber & Technology Strategies. These are summarised briefly in section 4.4 along with links to the full strategies.

The strategy adheres to guiding principles which support best practice, value for money, inclusivity, agility, Cloud first and ease of use. These principles are supported by the [Technology code of practice](#) published by central government.

The actions to support delivery of the vision are captured in a separate document – Digital Strategy Action Plan. These actions may be delivered solely by the IT & Digital Service, jointly with partners or, in some cases, solely by partner organisations.

IT systems are key to delivery of services. An overview of the key systems currently in use by the Council is included as appendix to the Strategy. This includes rag status indicators against the following criteria:

- Contract
- Fitness for Service need
- Technical/Security

4.3 Digital Strategy Themes & Golden' Threads

Within the **Communities** theme, the vision focusses on supporting digital engagement with service users, how this follows through to service delivery teams and the digital infrastructure required to effect positive outcomes for the community.

The next vision, on the theme of **Partners**, looks at how we will engage and collaborate with partners and external organisations. It covers how we will work to common standards and ensure that data is shared safely, securely, and appropriately to enable us all to fulfil our responsibilities, solve problems and deliver services effectively and equitably.

The vision for **Inclusion** is that no one should encounter any barriers to using our digital services. Inclusivity should be built into our systems to ensure that everyone can benefit from them, regardless of ability or disability. It looks ahead to proactively embrace further opportunities to be more inclusive.

The **Sustainability** vision is for a service which uses digital technology to not only make the local economy work for the people of Peterborough but which does this in an environmentally and economically sustainable way. In enhancing Peterborough's digital landscape, we will enable more people to benefit from services without having to travel, reducing inequality, and promoting fairer access. The vision also proposes greater financial and environmental sustainability of IT delivery through, for example, the way we manage licencing and the reduced carbon footprint of storing data in the Cloud.

In the final theme we acknowledge the role that our **workforce** has in the success or failure of our IT systems. We want all employees to have the right equipment and systems to do their jobs and have the confidence and skills to use them. This is essential if we are to reap the full benefits of our IT investment and if we want our organisation to achieve its efficiency savings and reduction in travel. As a provider of services, we value our ITDS staff and we are ensuring that we develop existing talent to its full potential, and future-proof the skill sets we have within the service, so that we have the right IT expertise at the right time.

'Golden' Threads – Customer Journey, Digital Skills & AI and Data

Positive customer experiences and positive outcomes encourage people to use our services. We need to provide customers with a comprehensive and consistent experience, irrespective of channel or status (staff, resident, visitor or partner). Having digitally engaged communities promotes, trust, inclusion and builds strong and invested societies. Opening more channels of engagement encourages underrepresented groups to participate.

Where the customer journey cannot be optimised using internal resources, partnership working is critical. We will support partners to fully utilise digital and technology options and shape and guide the standards/specifications used to provide services.

Customer experience should be so intuitive and accessible that they encounter no barriers to accessing digital services and skills.

For communities to take advantage of our digital offerings and experience a good customer journey, they need the necessary digital skills. Those who lack digital skills have fewer options available to them when using public services or our internal services to staff. Without the confidence and ability to get online, they will become more isolated and less engaged. It is vital that they are provided with the skills to allow them to take full advantage of all the services and information available to them.

That our workforce should be skilled and confident in the use of technology hardly needs stating, but if we want employees to help improve the customer experience, we also need them to be 'digitally aware'. The customer journey may involve multiple internal teams and so we need our employees to have a broad understanding of how the 'whole' fits together and where their service slots into it.

The advancements in Artificial Intelligence have brought about the democratisation and increased accessibility of AI, thereby reducing barriers and making solutions more viable to support our work processes.

The possibility and opportunity of AI weaves through every aspect of themes within this strategy. By leveraging such technologies it will be possible to generate unparalleled insights, enhance operational efficiency, and delivery of personalised experiences.

Data is a core asset and threads through all the themes of the Digital strategy. Understanding, improving, and harnessing data effectively into insight and intelligence supports performance management and efficiencies in operational processes, informs better and more robust decision making and empowers our residents and staff across all aspects of council service design and delivery. A data centric culture will flourish across the organisation enhancing personalisation, prevention, automation and innovation in service delivery while being mindful of information governance, ethics and cyber security.

4.4 Supporting strategies (Data, Technology & Cyber Security)

Data Strategy

Our Data Strategy focusses on the value of data as a core asset. It emphasizes the importance of data maintenance, quality and best practice whilst also promoting data availability and accessibility to those who need it.

It advocates the requirement for services to know their data and how it should be processed so that they can take advantage of speedier business solutions.

It states that the cross-organisational nature of our data is aided and facilitated by shared technology and goes on to highlight the need for interoperability of datasets, facilitated by common standards, to support automation and consistency.

Technology Strategy

The Technology Roadmap uses the themes outlined in the main Digital Strategy and details the proposed technologies that will be delivered to help achieve each theme's vision. It should also be read in conjunction with the Digital Strategy Action Plan.

Cyber Strategy

The aim of the Cyber Strategy is to protect the Council and for it to have cyber resilience at its core.

This means having a holistic approach to cybersecurity that includes preparedness, response, and recovery, and focuses on ensuring that the council can withstand and recover quickly from any cyber security incidents.

The strategy adopts national, government and industry standards and has five cyber objectives: managing risk, protecting against attack, detecting events, minimising impact and developing the skills, knowledge and culture necessary to mitigate the threat.

To support these objectives, the strategy includes a comprehensive set of outcomes. Which not only cover technical themes, but also address the human element, governance and management of our cyber intelligence.

5. CORPORATE PRIORITIES

5.1 How we Serve (Excellence)

- Support Adult Social Care in trialling and implementing digital financial assessments, digitise care assessments (to follow)
- Increase digital self-service and interact with citizens on their terms via digital channels

How we Work (Flexible)

- Improve the availability, performance, and reliability of the IT tools available to our Business and Public Health Intelligence teams. By providing teams with virtual devices to analyse

- data and produce reports we can dynamically assign extra resources as and when they are needed.
- We will ensure the relevant departments and partners have the support they need regarding digital to ensure the success of partnership-based work. For example: - 'Virtual wards' where people can be discharged from hospitals and monitored remotely through technology and virtual stats is an upcoming initiative.

How we Enable (High Performing)

- Work with Connecting Cambridgeshire and other partners we will continue in the provision of fast and reliable internet connectivity across the City and in making public access Wi-Fi available across an increasing number of community locations.
- Focus on the development of digital platforms to improve the process of gathering customer feedback and analyse what services have the most demand. That initiative will lead to service improvements that are based on customer feedback and an increased uptake of those improved digital services.
- Working with Opportunity Peterborough and City College to enable all our citizens and service users to increase their digital skill level in line with the National standards for essential digital skills (publishing.service.gov.uk).

6. CONSULTATION

- 6.1 As part of the preparation of the strategy, engagement and consultation was undertaken with relevant Service leads, in particular colleagues in Place and Economy to ensure the strategy responds to the needs of the community and in particular aligns with the work being undertaken by Opportunity Peterborough as well as partners such as Peterborough Limited and City College.
- 6.2 The strategy has also been considered by the Corporate Leadership Team and Cabinet Policy Forum.

7. ANTICIPATED OUTCOMES OR IMPACT

- 7.1 One outcome of the approval of this report, and the accompanying strategy, is that the action plan will be completed and the necessary work to include those action in the business planning process will commence.

8. REASON FOR THE RECOMMENDATION

- 8.1 For Cabinet to approve the Digital Strategy for the Council and the related Data, Technology and Cyber Strategies.

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1 In terms of the Digital strategy, and the decoupling of People Service from Cambridgeshire County Council, the alternative option is to retain the status quo and continue with a strategy of continued and increasing convergence. This option has been rejected due to the need for a Digital Strategy that supports the key priorities of the Council.

10. IMPLICATIONS

Financial Implications

- 10.1 IT underpins almost all the services that the council provides to the people of Peterborough and the IT Strategy is fundamental to the transformation of those services.

All our IT expenditure is expected to deliver financial and business benefits these will be articulated on a case by case basis throughout the course of the Strategy implementation.

The strategic approach outlined in IT and Digital Strategy cannot be delivered without a significant programme of structured work. The Digital Strategy programme of work is set out in the annual

Projects and Programmes schedule. Each project which is identified as part of the annual plan goes through the six gateway approval stages as set out in the Project Management system for the Council. This starts with the scope of the project being outlined and presented to the relevant Financial Board (Capital or Revenue) to allocate budget for the project and reports on delivery against outcomes and benefits as defined in the Project Document.

The Cost implications of the Digital Strategy will be fully worked through as part of the business planning process as the work needs to sit within the affordability of the MTFs. This planning will need to incorporate the ongoing technical move to cloud services and the accompanying move from capital to revenue funding.

Legal Implications

- 10.2 The procurement of equipment, IT systems and services that may be required under the strategies will be undertaken in compliance with the Public Contracts Regulations 2015 and the Council's Contract Rules.

Equalities Implications

- 10.3 One of the themes of the strategy is inclusion and the vision of that theme is that no one encounters any barriers which prevent them from successfully accessing and using digital services.

This will involve making technology and digital solutions accessible and usable for all individuals, regardless of their abilities, disabilities or method of access.

This theme strives to promote diversity, equity, and inclusiveness in the design, development, and implementation of IT and digital solutions, ensuring that everyone can participate in and benefit from the digital world.

This will require the Council to look not just at current barriers and how to tackle them but also actively look for further opportunities to be more inclusive.

Specific equality Impact Assessments (EQIA) will be completed for all projects undertaken as part of the strategy.

Carbon Impact Assessment

- 10.4 The strategy will decrease the energy use for the council and/or communities through the move to cloud services.

The strategy will reduce waste generated by the council as devices for staff will be rationalised and reduced. Cloud services inherently produce less waste and can be scaled down as well as up to ensure the Council only consumes what is absolutely necessary.

Specific Carbon Impact Assessments will be completed for all projects undertaken as part of the strategy.

11. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 11.1 None.

12. APPENDICES

- 12.1 Appendix 1 - Digital Strategy
Appendix 2 - Digital Strategy Action/Delivery Plan
Appendix 3 - Data Strategy
Appendix 4 - Technology & Systems Strategy
Appendix 5 - Cyber Strategy



Peterborough City Council

Digital Strategy 2023-2028

Version 1.0

June 2023

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1. Introduction

This Digital Strategy seeks to set out the drivers, vision and plans for services delivered by IT & Digital over the next five years, for Peterborough City Council.

The previous strategy, agreed in 2019 focused on rationalising, centralising and standardising IT & Digital Services for Peterborough City and Cambridgeshire County councils which supported the shared services programme.

Post pandemic and in the context of national, regional and local changes and challenges the Council requires a fresh Digital Strategy that supports the vision and ambitions of the Council.

Nationally there is increased focus on digital, including improved use of data and emerging technologies such as Artificial Intelligence. The UK Digital Strategy states

“Digital technology has transformed our lives and will continue to do so. The UK’s economic future, jobs, wage levels, prosperity, national security, cost of living, productivity, ability to compete globally and our geo-political standing in the world are all reliant on continued and growing success in digital technology”

This economic growth requires an increase in digital skills, digital literacy and enhanced technical skills alongside strong digital infrastructure.

This is echoed both regionally and locally and the Digital Strategy is part of the Sustainable Future City Council and supports the delivery of the Priorities of the within the Corporate Strategic Framework



2. Executive Summary

Overview, & context

The IT & Digital Service provides IT infrastructure, support, project management and digital services across both PCC, CCC as part of a shared arrangement. In September 2022, IT teams from the two authorities were formally merged and restructured into functional areas. These functional areas are designed to ensure logical workflows and clear areas of responsibility.

The user community served comprises 7,200 staff across both authorities, plus staff from partner organisations. 2,800 of those users work for PCC. All staff who require IT access are issued with a laptop which enables them to work remotely or from an office.

Our investment in Cloud hosted desktop services provided via Microsoft 365 provides numerous Apps and collaborative working tools as well as much greater resilience.

Supporting Corporate Objectives

ITDS strategic objectives sit squarely in support of the Sustainable Future City Council Strategy's aims to deliver long-term improvements by transforming service delivery, improving outcomes and enabling services to do more for less.

The Digital Strategy itself is supported by separate Data, Technology & Cyber strategies

ITDS will act as an enabler for services within the council to achieve their own aims and requirements. We will support services not only in their day-to-day IT needs, but also by being proactive in engaging with the business. We will encourage a modern thought process regarding IT and digital provision, helping departments see the longer-term implications and benefits they can reap.

We will support better use of data so that the organisation can gain more insight into the needs of our communities.

We will provide a working environment that meets the current and future needs of our employees to work collaboratively and from remote locations. We will empower them with the skills and confidence to exploit the technology they have at their disposal and so enable optimum performance. For this, we will draw on experience gained during the pandemic when we, and the workforce in general, had to adapt to, and adopt, new ways of working almost overnight.

We will maintain a strong focus on service performance, honing processes and improving service delivery so that we are as efficient as possible both in meeting our customers' needs and in our use of resources.

The Challenges

The main challenge for ITDS is how to help frontline teams respond to an increasing demand in services from a growing population in the current economic climate. We need to make our IT and digital services work harder to help the organisation work smarter, whilst at the same time guiding the workforce through the IT changes that this will entail. We need our workforce to be equipped with the right hardware and system access so that their experience of IT is consistently good, across the board.

We need to ensure that our service provision is as environmentally friendly as possible and that we support other services in providing environmentally friendly alternatives to the way the population lives and works.

The corporate challenge of how we engage with communities, translates into a requirement for us to support teams in making their public facing services available and accessible online and to ensure that those service users who have less opportunity or ability to access online services are not excluded in any way.

To meet these challenges, as well as making best use of internal resources we need to work collaboratively with partners and third parties which means we need to share our data. We must do this securely and appropriately but with as few barriers as possible. The huge increase in cyber-crime makes this ever more difficult and sadly this threat is only going to increase.

IT Systems

IT systems are key to delivery of services. An overview of the key systems currently in use by the Council is included in Appendix 4. This includes rag status indicators against the following criteria

- Contract
- Fitness for Service need
- Technical/Security.

3. Our Vision

The ITDS strategic vision is for Digital Services that are **Secure, accessible, modern, and customer-focused to help create a sustainable 21st century council.**

ITDS will act as an enabler for individual services within the Council, supporting them in achieving their own aims and requirements while prioritising the customer journey. This customer focused strategy ensures that digital solutions align with the needs and preferences of the people that use Council services. We will not mandate a specific approach but will maximise the opportunities of digital solutions, suggesting and informing the adoption of technologies that enhance the customer experience.

By being proactive in engaging with the business we will encourage a modern thought process regarding IT and Digital provision, emphasising the importance of customer satisfaction and engagement. This approach will help departments see the longer-term implications ultimately leading to better outcomes for customers.

The legacy approach of 'This is how we've always done it' will be replaced by a more dynamic methodology that places the customer at the centre. There should be a move from manual operations using paper and post to 'digital by default' for all interactions with service users, partners, and community organisations. This will improve efficiency, effectiveness, timeliness of contact but also allow us Council services to use the customers preferred methods of communication, enhancing the overall customer experience.

We will exploit our position of being a trusted advisor to promote these changes; we have the skills, experience, and capability to provide a highly effective service.

ITDS will operate in an ethical manner promoting the use of digital technology and services for the benefit of all. We will be fair, transparent, and environmentally conscious.

This strategy document divides this into themes of

- **Community**
- **Partners**
- **Inclusion**
- **Sustainability**
- **Workforce**

It defines our vision and plans for each theme as well as touching on our future ambitions.

The actions to support delivery of the vision are captured in a separate document. These actions may be delivered solely by the IT & Digital Service, jointly with partners or, in some cases, solely by partner organisations. For instance Opportunity Peterborough lead on economic development for the City and this strategy will support and enable that work.

For **Communities**, the vision focusses on supporting digital engagement with service users, how this follows through to service delivery teams and the digital infrastructure required to effect positive outcomes for the community.

The next vision, on the theme of **Partners**, looks at how we will engage and collaborate with partners and external organisations. It covers how we will work to common standards and ensure that data is shared safely, securely, and appropriately to enable us all to fulfil our responsibilities, solve problems and deliver services effectively.

The vision for **Inclusion** is that no one should encounter any barriers to using our digital services. Inclusivity should be built into our systems to ensure that everyone can benefit from them, regardless of abilities or disabilities. It looks ahead to proactively embrace further opportunities to be more inclusive.

The **Sustainability** vision is for a service which uses digital technology to not only make the City an inviting place to live, work or establish a business, but which does this in an environmentally and economically sustainable way. In enhancing Peterborough's digital landscape, we will attract new businesses and new residents, thus supporting corporate objectives to promote economic development and growth of the city.

The vision also proposes greater financial sustainability of IT delivery through, for example, the way we manage licencing and where we store our data.

In the final theme we acknowledge the role that our **workforce** has in the success or failure of our IT systems.

We want all employees have the right equipment and systems to do their jobs and have the confidence and skills to use them. This is essential if we are to reap the full benefits of our IT investment and if we want our organisation to achieve its efficiency savings.

As service providers, we value our ITDS staff and we are ensuring that we develop existing talent to its full potential, and future-proof the skill sets we have within the service, so that we have the right IT expertise at the right time.

Our priority actions

In support of our vision, we have prioritised elements of the strategy.

For Communities:

From a community perspective, to promote and enhance community interaction we are ensuring social media can be used with service users and citizens and we are streaming Council meetings to increase engagement with the decision-making process.

Internally, we are working collaboratively with departments and partners to help them define their digital needs and working to be involved at an earlier stage in project work, so that we can do assist from the outset.

More specifically, we are providing support and guidance needed for the smooth implementation of systems required for digital care assessments.

For Partnerships:

We are developing our relationship with partners to support the delivery of digital skills and seeking early involvement when partnerships are being created or renewed so that digital solutions aren't compromised.

To support this work and to minimise duplication and aid delivery of new projects we plan to create a central register of partners.

Ultimately, our ambition is for data held by PCC to be made available to partners in a secure and accessible manner, where appropriate. Reciprocal arrangements will be in place for PCC to access data held by partners. This will lead to improved knowledge of what data is shared and consumed, and by whom.

For Inclusivity:

It is vitally important for everyone to be able to access services they need both in the community and in the workforce.

To this end we are currently running a trial of an Adult Social Care system to give service users more flexibility when submitting information.

Connecting Cambridgeshire is pursuing funding for a project to deliver a unified approach to deliver digital inclusion as widely as possible both internally and within communities. This project will provide leadership and coordination, a greater understanding of digital exclusion, analysis to identify unmet needs and support for funding bids for further digital inclusion activities and for other initiatives for improving digital inclusion.

We are incorporating Equality Impact Assessments into our work to ensure that everything we deliver has inclusion and equality at its core and we will review how we make sure that new systems meet accessibility standards. Similarly, we are using accessible social media information so that no areas of the online community are excluded.

We will collate information and ensure that it is more comprehensive and accessible. We will move away from using file formats which are limited in their accessibility, to publish information.

Inclusivity extends to ensuring our service users and staff have the skills to use digital services and to this end we will engage with a variety of partners to support the delivery of digital skills across Peterborough so that no groups are disadvantaged.

For Sustainability:

The disaggregation of our datacentre, the transition to cloud computing and a cloud hosted Secure Web Gateway are all ongoing. As well as better supporting our remote users these projects will provide next generation connectivity and security.

Our 'Cloud First' strategy means that our energy usage for infrastructure equipment is minimised as far as possible as we reduce onsite server use and transfer storage to the Cloud, where economies of scale result in lower, relative energy use.

Our procurement criteria include elements that minimise the environmental impact of our purchasing and we ensure that wherever possible, our old equipment is donated to worthy causes at the end of its practical life.

Whilst we continue to recognise and value the benefits of face to face contact, we are providing the option for our citizens not to have to travel to access our services through greater digitisation of Council services and for staff by ensuring that they have a consistently good IT experience wherever they work, be that in the office or from home. For our workforce we maintain effective communication and collaborative working both internally and with external partners, through Microsoft Teams and hybrid meeting technology in offices.

Next steps include supporting our businesses and citizens in their use of the infrastructure that is in place, either directly or by signposting them to other organisations and making relevant information easily available to them regardless of age, ability, or device. This goes hand-in-hand with enhancing digital accessibility and services, to promote wider economic growth.

Workforce

We need to exploit the benefits of Microsoft 365 to its maximum and this includes making staff proficient in its use. We are already investing in upskilling through internal training, forums and online guidance via the 365 Hub. We will increase our advertising of training and tools and investigate how we develop a baseline of 365 knowledge related to roles.

We are promoting and supporting the accessibility of our documentation and of the tools provided to employees. We are making IT more accessible generally, both in terms of the language we use and in its availability through self-service options such as those available in Hornbill.

Through self-service, we are also giving our workforce greater control over such things as password resets and the information held about them in systems.

We have worked to ensure that employees understand their roles and responsibilities regarding data, security and systems, thereby reducing their reliance on IT.

Technically, work is ongoing to move our file storage from network folders to Teams and SharePoint so increasing collaboration. We are also implementing the Secure Web Gateway and AutoPilot, which will greatly lessen the need for employees to visit IT.

We will continue to improve our offerings for hybrid meetings, reviewing and assessing the evolving range of products coming to the market. In the same vein we will work towards making our IT as intuitive and easy to use as possible, particularly for those staff members in job roles that are less IT oriented.

To ensure our involvement in all IT related activity, and avoid 'shadow IT' being created, we will move to a clearer and more robust process to respond to new opportunities, thereby emphasising the value of engaging ITDS in projects.

Strategy Principles

Throughout, this Strategy adheres to a set of principles which support best practice, value for money, inclusivity, agility, Cloud first and ease of use. Technology code of practice published by central government.

4. Current status and scope of services

ITDS currently provides IT and digital services to approximately 7,200 end users employed by CCC, PCC or their supporting partner services and organisations such as the NHS, around 2,800 of those users work for PCC. Services include standard desktop tools such as Microsoft Office, multiple line-of-business systems for services such as social care and many other smaller software packages used by teams.

Desktop tools (such as Word, Excel, and Outlook) are now cloud hosted and delivered via Microsoft 365. Through this investment in M365 we are not only providing a more resilient method of storing data but also enabling the workforce to reap the benefits of collaborative working and making numerous Apps available.

What we learnt from the pandemic

In 2019, no one could have predicted the events that were to follow in early 2020. Although the response to Covid presented huge technical, behavioural and time-critical challenges, it also provided opportunities to do and think about things differently.

- People are more adaptable than we thought, this may indicate that we should be braver with change.
- Customers will change their channel of choice, when the alternative is planned and delivered to a high standard.

5. Digital Strategy Vision

The Digital strategy supports and enables the Sustainable Future City Council Strategy. Within that strategic context the vision for the Digital Strategy is "**Secure, accessible, modern, and customer-focused to help create a sustainable 21st century council.**"

The Digital strategy is made up of five themes –

- **Community**
- **Partners**
- **Inclusion**
- **Sustainability**
- **Workforce.**

Running through each of these themes are four 'golden threads'

- **Customer Journey**
- **Digital Skills**
- **Artificial intelligence**
- **Data**

ITDS will act as an enabler for individual services within the council, supporting them in achieving their own aims and requirements.

This strategy will support the customer journey in a digital context, we will not mandate an approach but suggest and inform regarding the technologies that will help on the way. By being proactive in engaging with the business we will encourage a modern thought process regarding IT and digital provision, helping departments see the longer-term implications. The legacy approach of 'This is how we've always done it' will be replaced by a more dynamic methodology.

There should be a move from manual operations using paper and post to 'digital by default' for all interactions with service users, partners, and community organisations. This will improve efficiency, effectiveness, timeliness of contact and use preferred methods of communication. As an example, social care financial assessments are currently paper-based and could be transformed by going digital.

We will exploit our position of being a trusted advisor to promote these changes; we have the skills, experience, and capability to provide a highly effective service.

ITDS will operate in an ethical manner promoting the use of digital technology and services for the benefit of all. We will be fair, transparent, and environmentally conscious.

Golden threads:

Customer journey

It is critical that the Council help the majority of people to help themselves through digital contact and on-line resolution, enabling the minority of highly vulnerable cases to be dealt with through professional staff supported with the best data and technology to improve their lives.

As we move towards making more services available digitally, we need our employees to be as invested in their service's online presence as they are in other areas. We need them to think about their own experiences of using websites, how these might translate across to the online services their teams deliver and where there could be opportunities for improvement or expansion.

Positive customer experience and outcomes encourage people to use our services. We need to provide customers with a comprehensive and consistent experience, irrespective of channel or status (staff, citizen, visitor or partner).

Being digitally aware and actively looking for opportunities within their own service area whilst being aware that the customer experience may touch multiple internal teams and how that can be improved.

Having digitally engaged communities promotes trust, inclusion and builds strong and invested societies. Opening more channels of engagement encourages underrepresented groups to participate.

Where the customer journey cannot be optimised using internal resources, partnership working is critical. We will support partners to fully utilise digital and technology options and shape and guide the standards/specifications used to provide services.

It should not be the case that citizens cannot access services through lack of skills, poor system design or connectivity as this will mean that their options will be reduced, and their customer journey compromised. Customer experience should be so intuitive and accessible that they encounter no barriers to accessing digital services and skills.

Digital Skills

For communities to take advantage of our digital offerings and experience a good customer journey, they need the necessary digital skills. Having digitally engaged communities promotes trust, inclusion and builds strong and invested societies. Opening more channels of engagement encourages underrepresented groups to participate.

Ensuring that citizens are equipped with the digital skills they need to consume our services requires the combination of internal, partner and external services such as City College and Cambridgeshire Digital Partnership.

Those who lack digital skills have fewer options available to them when using public services or our internal services to staff. Without the confidence and ability to get online, they will become more isolated and less engaged. It is vital that they are provided with the skills to allow them to take full advantages of all the services and information available to them.

That our workforce should be skilled and confident in the use of technology hardly needs stating, but if we want employees to help improve the customer experience, we also need them to be 'digitally aware'. The customer journey may involve multiple internal teams and so we need our employees to have a broad understanding of how the 'whole' fits together and where their service slots into it.

Artificial intelligence (AI)

Over the last decade, significant advancements in AI have been witnessed, particularly in the field of Machine Learning. In 2023, there has been a notable evolution in the form of Large Language Models. These systems are designed to understand and generate human-like text. They are trained on vast amounts of diverse data, allowing them to learn the complexities of language, grammar, context, and even generate creative and coherent responses. Moreover, these models have further progressed to generate images, video, and voice.

These advancements have brought about the democratisation and increased accessibility of AI, thereby reducing barriers and making solutions more viable to support our work processes.

It is imperative to recognise AI as a "golden thread" that weaves through every aspect of the themes within this strategy. By leveraging AI technologies, unparalleled insights, enhancements to operational efficiency and delivery of personalised experiences can be unlocked. Although the following areas will be the main focus, other emerging technologies will be explored as the field evolves.

Enhance Customer Experience: Through AI-powered personalisation, the aim is to provide exceptional customer experiences across all touchpoints. By leveraging AI technologies such as natural language processing and computer vision, the council can understand customer preferences, anticipate their needs, and deliver tailored outcomes and support services.

Optimise Operational Efficiency: AI will play a crucial role in streamlining and automating various processes within the organisation. By utilising intelligent automation, robotic process automation (RPA), and AI-powered chatbots, manual efforts can be reduced, repetitive tasks eliminated, and operational efficiency enhanced. This will free up valuable time for employees to focus on higher-value activities, including support activities that are challenging to recruit for, resulting in increased productivity and cost savings.

Data

Data is a core asset and threads through all the themes of the Digital strategy. Understanding, improving, and harnessing data effectively into insight and intelligence supports performance management and efficiencies in operational processes, informs better and more robust decision making and empowers our residents and staff across all aspects of council service design and delivery. A data centric culture will flourish across the organisation enhancing personalisation, prevention, automation and innovation in service delivery while being mindful of information governance, ethics and cyber security.

By carefully curating and developing data across all areas of our business and treating it like the asset it is we can use it to help achieve our organisational objectives. There are areas of the business in particular where we know that unlocking and exploiting data is paramount to overcoming challenges and pressures the council faces now and over the next few years.

AI will serve as the driving force behind our data-driven decision-making processes, enabling the extraction of actionable insights from vast amounts of complex data. By integrating AI algorithms and machine learning techniques, data can be analysed in real-time to identify patterns, trends, and correlations, and make informed decisions to optimise the council's operations.

Supporting Strategies (Data, Cyber Security and Technology)

By aligning data, technology, and cybersecurity strategies, the Council can generate and utilise data insights, streamline processes, build trust, and provide a superior customer experience, thereby driving transformation and positive change.

Data Strategy

In addition to the data as a golden thread, our Data Strategy focusses on the value of data as a core asset. It emphasizes the importance of data maintenance, quality and best practice whilst also promoting data availability and accessibility to those who need it.

It advocates the requirement for services to know their data and how it should be processed so that they can take advantage of speedier business solutions.

It states that the cross-organisational nature of our data is aided and facilitated by shared technology and goes on to highlight the need for interoperability of datasets, facilitated by common standards, to support automation and consistency.

Technology Strategy

The Technology Roadmap uses the themes outlined in the main Digital Strategy and details the proposed technologies that will be delivered to help achieve each theme's vision. Following advice from Strategy and Resources committee in 2022 this has been externally validated and should also be read in conjunction with the Digital Strategy Action Plan.

Cyber Strategy

The aim of the Cyber Strategy is to protect the Council and for it to have cyber resilience at its core.

This means having a holistic approach to cybersecurity that includes preparedness, response, and recovery, and focuses on ensuring that the council can withstand and recover quickly from any cyber security incidents.

The strategy adopts national, government and industry standards and has five cyber objectives: managing risk, protecting against attack, detecting events, minimising impact and developing the skills, knowledge and culture necessary to mitigate the threat.

To support these objectives, the strategy includes a comprehensive set of outcomes. Which not only cover technical themes, but also address the human element, governance and management of our cyber intelligence.

6. Delivering and measuring outcomes

The Digital Strategy programme of work is set out in the annual Projects and Programmes schedule. Each project which is identified as part of the annual plan goes through the 6 gateway approval stages as set out in the Project Management system for the Council. The first gateway is Decide, at which point the scope of the project is outlined and presented to the relevant Financial Board (Capital or Revenue) to allocate budget

for the project. Each of the next 4 stages, Define, Design, Develop and Deploy monitor the delivery against plan (timescale), budget, and quality, to ensure the project is delivering against the Strategy and the requirements of the service. Each project reports on delivery against outcomes and benefits as defined in the Project Document and is reported in the final Stage, Discharge.

The Council has 3 core programmes into which projects are categorised, Operations, Business Systems and Customer Optimisation & Digital Engagement. Additional programmes are established based on the annual requirements for services.

Measuring the success of this strategy will be an ongoing process. It is important to track progress over time and make adjustments as needed.

The actions needed to delivery this strategy are included in the [Action plan](#)

It is also important to note that although the strategy is for Peterborough City Council, it crosses over and intersects with the digital delivery of other organisations, for instance GCP, CPCA, Connecting Cambridgeshire, the NHS and this is reflected in the action plan.

The action plan covers the following areas for each theme

- What we are doing now
- What we are doing next
- What are our ambitions for the future

In each of these areas the actions are listed and described along with the benefit of completing them, status and the responsible service/organisation.

7. Themes

Communities theme

People who have digital confidence and skills have greater resilience and opportunities than those who don't. Giving communities the ability to access services digitally increases engagement in the democratic process and self-service which allows the authority to direct its limited resources to the most needed areas.

What do we mean by Communities?

Our communities encompass all the residents of Peterborough as well as those who come into the city for business or pleasure who use, access, or support our services.

Why does this matter?

Having digitally engaged communities allows us to work collaboratively with partners and citizens leading to successful long-term initiatives. It promotes inclusion and builds strong and invested societies.

The growth in online services gives us the opportunity to increase engagement and trust; it allows citizens to feel part of the decision-making process and therefore makes it more likely they will embrace council and partner delivered services.

Communities Vision

Our vision is to enable as many services as possible to digitally engage directly with its service users. This automated digital engagement should follow through into the teams and systems used within the organisation.

A key focus should be that this engagement drives more automated resolution where appropriate but also directs the most vulnerable quickly to the best face to face support.

To support and implement, where appropriate, the infrastructure required to deliver the innovative use of Internet of Things (IoT) and other services effecting positive outcomes for the community, such as improved access to public Wi-Fi and better air quality.

Key System Implications

- Enhancements to the existing 'Fix-my-street' system to improve public engagement and transparency around service delivery.
- Enhancements to the 'Entitled to' calculator customised for the Council to maximise the availability of information in order that citizens can make informed decisions in what benefits they can apply for
- Implement fit for purpose solutions to support the essential Licensing.

Further information on key systems can be found in Appendix 4

Partners' theme

Digital partnership working is fundamental to the successful delivery of place-based services. This is evidenced in system wide initiatives such as the shared health care record (My Care Record), population health management, and Early Help. Another exciting bid is in progress to create a digital incubator for Peterborough, this is being run by Opportunity Peterborough and ITDS will support where we can.

What do we mean by Partners?

There are a diverse range of 3rd party organisations and services that partner with the Council. These can be broadly categorised as:

- Those consuming a service or services the Council provides e.g., Fenland District Council (CCTV).
- Providing a service or services to the Council e.g., Serco
- Providing a service or services for the council e.g., Peterborough Limited
- Organisations that collaborate with the Council to deliver a service or services together e.g., Serco, MASH, ICS

Why does this matter?

The Council cannot work in isolation and many of its functions are provided in partnership with other organisations. The key to successful partnership working is the provision and sharing of quality, accurate and secure data; this is fundamental to all our digital interactions with partners.

Partners Vision:

Where the requirement for a digital public service can't be efficiently fulfilled using internal resources, or a common outcome is identified across partners we will engage in partnerships with external providers to satisfy the wide-ranging requirements of local public sector. In line with Council objectives, we will support partners to fully utilise digital and technology options and shape and guide the standards/specifications used to provide services.

We will facilitate digital working across the board, with digital communication and collaboration as standard and work together to ensure that any service provided or consumed meets or exceeds expectations.

We will work with other councils and service provider organisations to ensure that data is shared safely and appropriately to enable us to solve problems for our citizens and make our services as effective as possible.

Key System Implications

- Go live of Integrated Health & Care System (MyCare Record) to support delivery of the ASC vision by allowing information to flow with people as they move around health and social care provision and to place the person at the heart of their care and support.
- Implementation of Teams shared channels allows for enhanced collaboration across organisations with seamless authentication.

Further information on key systems can be found in Appendix 4

Inclusion theme

What do we mean by Inclusion?

The term 'inclusion' is often used with or instead of 'accessibility'. However, they have quite distinct meanings:

Accessibility – equivalent experiences for both disabled and able-bodied users.

Inclusion – experiences that are available to and usable by as wide an audience as possible.

Digital inclusion can generally be thought of as consisting of three elements:

- **Skills** – The ability to use devices and applications to access resources.
- **Connection** – Having a means of connecting to online services including access to a device.
- **Accessibility** – Services designed to be available to everyone who might need to access them.

For much of society, using the Internet to access services is second nature but this is not the case for everyone. Headlines from [Motivational barriers of non-users of the internet - Good Things Foundation](#) report that:

- 3.88M adults think the internet is 'not for them'.
- 1.62M adults lack the necessary support
- 1.41M adults find the internet too complicated
- 923K adults find the internet too expensive.

Why does this matter?

It is vitally important for everyone to be able to access services they need, from banking to social care. A society in which people's digital needs are met helps bring about happy, prosperous and healthy communities.

An ever-increasing number of services are being delivered in a digital format. This is not only true for councils but more widely in society too.

The Covid-19 pandemic greatly accelerated this transition; enforced isolation of service users meant that providers were challenged with continuing to deliver as before.

This situation has brought about greater inclusion for some and conversely, increased isolation for others, highlighting the need for people to have both access to devices and the connectivity required to get online.

For those with online access and digital skills who might be housebound or unable to travel, having more services available online has resulted in an increase in available services and consequently, in their inclusion. With services and meetings moving from 'in person' to digital, they have been able to participate where previously they couldn't.

Predominately though, this move has meant a significant decrease in access to services. A huge section of the population doesn't have access to a device or the necessary connectivity to get online; as a result, they have become more isolated and, in some cases, had services effectively removed.

Access to good quality, current information can overcome many of the challenges of everyday life and running a business. Once the issue of connectivity has been addressed, information (often in real-time) that would benefit citizens and businesses is critical. This information must be accessible to all, regardless of age, ability or the device being used.

Inclusion Vision

The ultimate vision is that no one encounters any barriers which prevent them from successfully accessing and using digital services.

Making technology and digital solutions accessible and usable for all individuals, regardless of their abilities, disabilities or method of access. This vision strives to promote diversity, equity, and inclusiveness in the design, development, and implementation of IT and digital solutions, ensuring that everyone can participate in and benefit from the digital world.

This will require the Council to look not just at current barriers and how to tackle them but also actively look for further opportunities to be more inclusive.

Key System Implications

- Trial of Digital Financial Assessments with Adults Social Care allowing service users more flexibility in how they submit information to the council. If successful, this provision can lead to a greater sense of agency in regard to their care.

Further information on key systems can be found in Appendix 4

Sustainability theme

What do we mean by Sustainability?

Sustainability is the ability of something to continue functioning without it depleting or damaging the resources necessary for its existence or function. How do we transition to net zero whilst improving social outcomes. The two most common references to sustainability are environmental and economic:

Environmental

This refers to the impact of our functions on the world around us. This impact can be mitigated by using renewable energy and the responsible use of natural resources, making finite resources which are used unavoidably go as far as possible to ensure we leave enough in reserve for future generations.

Economic

Economic sustainability is driven by the practices we put in place to ensure the success of our activities while also managing their environmental, social and cultural impact. Being economically sustainable is about ensuring that the cost of us providing the services we do isn't worth more than the benefit they currently provide or will do in the future. It is also influenced by accurate analysis of data available to us to ensure that resources are used effectively delivering efficiencies and savings to communities and our budget.

Why does this matter?

The current economic climate is having an impact of the ability of authorities across the country to keep pace with resident's needs. Peterborough is no exception, in order to address these challenges, the council is entering a period of transformation. Delivering efficiencies and savings through shrewd use of technology will assist the council in delivering on its four priorities:

1. The Economy and Inclusive Growth
2. Prevention, Independence, and Resilience
3. Our Places and Communities
4. Sustainable Future City Council

Higher economic growth leads to higher tax revenues, and this enables local governments to spend more on public services, such as social care and education. This can result in higher living standards, increased life expectancy, higher rates of literacy and a greater understanding of civic and political issues.

Money can be spent on protecting the environment. With higher economic growth a society can devote more resources to promoting recycling and the use of renewable resources.

Two of the central themes of the Councils Performance Corporate Strategic Framework refer to sustainability. The 'Sustainable Future City Council' theme talks about how we will use data to decide how we will work, serve, and enable. That approach is covered in detail by the data strategy ([link](#)). The 'Economy & Inclusive Growth' theme refers to Environment, Homes & Workplaces, Jobs and Money. How IT&DS propose to support and contribute to those areas is covered in this section.

Economic growth can be generated if an area is seen as an attractive place to base a business and to live. Problems such as traffic congestion, inadequate parking, poor internet connectivity and an unhealthy environment can be overcome or reduced using digital technologies. Tackling these issues can have a positive effect on sustainability and contribute to reduced carbon impact.

The Council has declared a climate emergency and is committed to becoming a net zero carbon organisation as quickly as possible. We are also committed in supporting Peterborough to become a net zero carbon city.

Digitalisation of council services enables residents, businesses, and colleagues to interact with the council in a way which minimises the need to travel. This helps to reduce transport emissions across the city. The impact of our digital services can be mitigated by using renewable energy. By moving away from paper we are helping to reduce our impact on the environment.

Addressing the sustainability of IT & Digital services is critical to achieving our Net Zero Carbon goal by reducing how much resources we consume such as energy and water, and by using IT to create more environmentally friendly alternatives for how we live and work.

Sustainability Vision

Through the implementation and use of IT & Digital services, make the city an attractive place to base a business and/or to live, whilst still creating a sustainable environment and reducing our carbon footprint.

Ensure that all aspects of council delivered/sponsored IT & Digital services are designed, manufactured, managed, and used in a way that minimizes environmental impact and meets the aims of sustainable economic development.

Move to a revenue-based approach rather than capital to pave the way for more efficient use of resources. For example, purchasing software licenses on a subscription basis means we only pay for what we actively use. Using this model for licensing also removes the need to allocate large amounts of budget in an unpredictable manner therefore flattening the expenditure curve.

Key System Implications

- Move remaining systems (legal case management, planning and licencing) into cloud hosted environments to reduce carbon emissions.
- Migrate Finance, HR & Payroll into a combined ERP environment providing greater efficiency, accuracy, and insight, while reducing costs and improving compliance.
- Enhance and implement tools to support the reporting and data insights of the Council to help measure the performance and inform decision making of the Council.
- Implement a fit for purpose solution to support sustainable Planning services within the Council.

Further information on key systems can be found in Appendix 4

Workforce theme

What do we mean by workforce?

Workforce can be defined as any person providing a service for the authority. Those persons may be elected members, directly employed by the council or be contracted to us.

Why it Matters

Skills - IT and Digital systems can only go so far in the provision of services, systems are reliant on people feeding them information, maintaining them, checking the quality of what is being put in and the its output. Having a workforce that has the confidence, empowerment, capability, and toolset creates not only a more effective resource but also gives them greater sense of wellbeing.

Digital solutions can, if delivered correctly, enable the simpler, and smarter delivery of services. This relies largely on those using them having the skillset to manage the data and processes on which the outcomes depend.

Leadership in this area should be by example, with our Corporate Leadership Team adopting the stance that their own digital skills should at least mirror what they expect of their workforce.

Usability - The Covid pandemic has accelerated the adoption of digital services and we shouldn't waste that momentum. We should ensure that user experience is the same for all staff, be they internal or external to the organisation and be they working from an office or remotely.

We recognise that there are services that don't fit into the 'standard' mould, for example, Public Health who need specialised sets of software to effectively carry out their role. We will ensure that this is achieved in a secure, sustainable, and accessible way utilising cloud services to minimise the impact to the end user device.

Workforce Vision

The ability of the Council to provide effective services relies on its workforce being able to access and use systems effectively and efficiently whether this is delivered face to face, mediated route or entirely digitally.

Our vision is for all staff and elected members to be supplied with the appropriate equipment, software, and digital skillset for their job role to efficiently and effectively deal with service needs and feel empowered and confident in their use of IT.

How staff and elected members work and are trained will be centred around digital technologies. We will encourage, promote and support digital ways of working for all. Development for staff and elected members in relation to improving and broadening technical expertise within the authority will be made available.

We put digital technologies at the heart of the way we work and train our workforce in how to use them. We have a culture that values, incentivises, and expects digital ways of working from every member of our workforce. We actively develop our workforce's expertise within the digital, data, technology and cyber professions and have talent pipelines to benefit retention and relieve pressure on recruitment.

Key System Implications

- Exploit the existing investment in Office 365 across the workforce to maximise efficiency and support automation of routine tasks.
- Enhancements to Revenues & Benefits to facilitate online integrated processing.

Further information on key systems can be found in Appendix 4

8. Strategic Principles

The strategy adheres to the following principles which support best practice, value for money, inclusivity, agility, Cloud first and ease of use. These principals are supported by the [Technology code of practice](#) published by central government.

- 1. Secure and resilient by design** - *“Any digital service provided by the councils will be safe to use and protect data in accordance with required standards.”*
 - **Rationale:** In order for staff and citizens to feel confident using council provided services it is essential that those services are secure. All data used must be collected and stored in accordance with required government and industry standards.
- 2. Exploit the investment in current solutions** - *“The service must take full advantage of investment already made in implemented systems and software.”*
 - **Rationale:** To save money and simplify our application and system portfolio, we need to use what we have to its maximum. This not only reduces duplicity but can provide familiarity for users across applications.
- 3. Digitally accessible and Inclusive** - *“The authority will provide, procure and co-produce services that are built from the ground up with accessibility at their core. Inclusivity is assured where systems are device agnostic and where we provide the means to access digital services without the need to own a device”.*
 - **Rationale:** The benefits of delivering more services digitally are well proven. For these services to be truly effective it is imperative that they are accessible to all services users and staff including those with disabilities.
- 4. Speed and agility** - *“The Service must adapt quickly to organisational changes, both internally and externally. It needs to respond rapidly and flexibly to customer needs and adapt and lead change in a productive and cost-effective way without compromising quality.”*
 - **Rationale:** In a constantly changing environment, agility and speed is crucial. To take advantage of opportunities and respond to the challenges the public sector will face in the future, the service must innovate and adapt quickly.
- 5. Cloud first** - *“Services such as Software as a Service (SaaS), Platform as a Services (PaaS) and Infrastructure as a Service (IaaS) will be considered above local or collaborative implementations to ensure services can develop and evolve.”*
 - **Rationale:** As we move to an increasingly mobile workforce the benefits of hosting systems in a single, council owned datacentre diminish. Hosted systems remove the drawbacks of the council datacentre approach as well as adding significant benefits.
- 6. Ease of use / intuitive** - *“Applications are easy to use. The underlying technology is transparent to users, so they can concentrate on tasks at hand.”*
 - **Rationale:** The more a user must understand the underlying technology, the less productive that user is. Ease-of-use is a positive incentive for adoption of corporate applications. It encourages users to work within the corporate IT environment instead of developing shadow IT to accomplish the task outside the organisation’s preferred and supported environments. Where ease-of-use is built into a system, the knowledge required to use it will be similar across systems; therefore, training is kept to a minimum, and the risk of using a system improperly is low.

Appendices

Appendix 1 - Definitions

IoT	Internet of things, describes the network of physical objects —“things” — that are embedded with sensors, software, and other technologies for the purpose of connecting and exchanging data with other devices and systems over the internet.
SaaS	Software as a service, a service where we consume products that have been developed by the cloud providers. They are configured, maintained and hosted by the provider in the cloud e.g., Office 365
SYaaS	<p>System as a service, the service is hosted by a provider, and they are responsible for its day to day running including maintenance. We are responsible for the systems configuration to ensure it conforms to and meets our business processes. An example of this is Liquid Logic, the children’s social care system in use in CCC and PCC.</p> <p>SYAAS is not an industry standard term but is useful to identify large vendor hosted systems that require significant authority led configuration.</p>
PaaS	Platform as a service describes a model where a third-party provider supplies hardware and software to run a particular system over the internet. A PaaS provider hosts the hardware and software on their own infrastructure or uses an established provider such as AWS or Azure. An example of this would be VMWare Cloud which is the management platform for CCC virtual servers.
IaaS	<p>Infrastructure as a service is a form of cloud computing that provides virtualized computing resources over the internet.</p> <p>In the IaaS model, the cloud provider manages IT infrastructures such as storage, servers and networking resources, and delivers them to consumers via virtual machines accessible through the internet.</p> <p>These environments are usually highly configurable, rapidly scalable and essentially mimic On Premis installations but are hosted in the cloud.</p>
On Premises	Physical or Virtual servers (running on physical hardware), storage (SAN) and networking located on a site (Sand Martin House) providing IT Systems and services.

Appendix 2 - Digital Literacy Skills for Life and Digital Literacy Skills for Work.

IT and Digital Services engaged with Pat Carrington from City College Peterborough and these are her thoughts around digital skills for our workforce and Peterborough communities. The commitment is for IT and Digital Services to support Pat in developing and delivering an approach to improving digital skills and this will be captured in the Action Plan.

There essentially 3 ways in which digital skills can be gained:

- Studying for a qualification (classroom based, on-line, or work-based training)
- Learning in the community (locality or workplace) the skills without taking a qualification. (classroom based, on line, or work based training)
- Volunteer/peer to peer mentoring. (classroom based, on line, or work based training)

Digital Literacy Skills for Life

Qualifications

Government have now identified Digital Essential skills as a “skills for life” need and as such, if you are 19+, then you can study an Essential Digital Skills Qualification (EDSQ) for free.

- EDSQs are a new qualification type designed to meet the diverse needs of adults with no or low digital skills
- EDSQs can have different objectives, reflecting different learning needs, motivations and starting points – the specific content of EDSQs will vary depending on their purpose

These qualifications cover the essential areas including:

- how to handle information securely
- how to create and edit digital documents
- how to successfully communicate online
- how to register for online services and carry out online transactions
- how to stay safe and responsible online.

Non-Qualification

Can be delivered within a community and can cover a variety of topic (that could be themed to that community). They can be delivered in bit size chunks or intensive hits.

Examples could be;

- Keeping up with the children and keeping them safe
- Paying your bills and booking appointments online
- Cyber safety.
- Shopping online
- Online job applications

Volunteer/peer to peer mentoring

We could develop digital champions who work in the community in community venues (and libraries), to support individuals on a 1:1 basis or in a classroom or via an online platform like TEAMS or Google classroom.

Digital Literacy Skills for Work

Qualification

There are many different ICT qualifications that can be studied. One example of Digital Literacy skills for the workplace is the Digital Functional Skills qualifications (FSQs) which has a standardised content and assessment, providing a benchmark of digital skills for employers.

Non-Qualifications

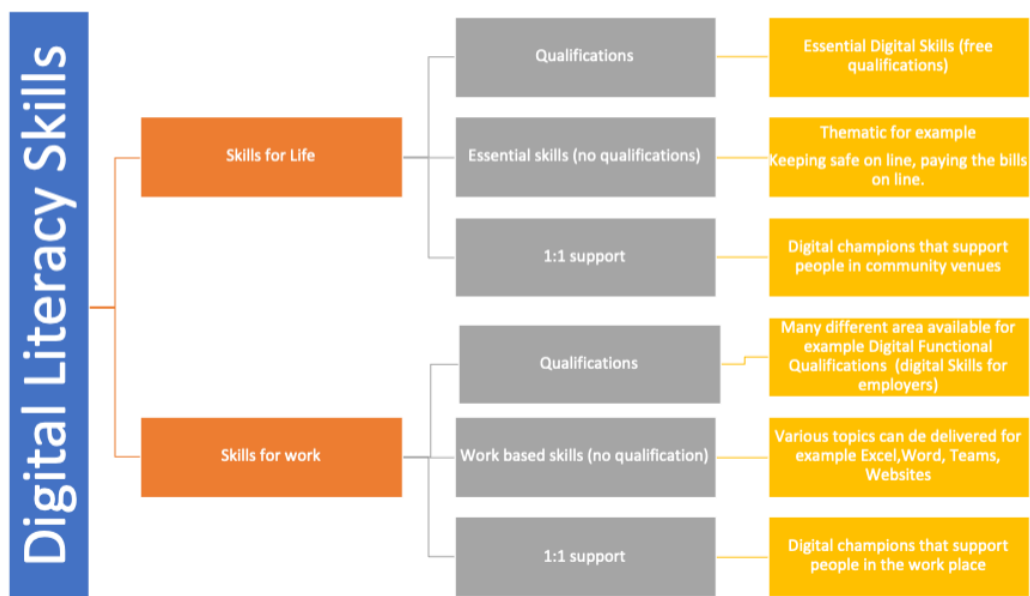
Can be delivered within a community or the workplace and can cover a variety of topic. They can be delivered in bit size chunks or intensive hits.

Examples could be:

- Excel
- Word
- PowerPoint
- Email
- Diary management
- Website
- TEAMS/Zoom

Volunteer/peer to peer mentoring

We could develop digital workplace champions who work in the community in community venues (and libraries) or in the workplace to support individuals on a 1:1 basis or in a classroom or via an online platform like TEAMS or Google classroom.



Appendix 3 - Related information, strategies, guidance and information

The Digital strategy is informed by internal sources such as:

- Corporate Strategic Framework

The Digital strategy is informed by external sources such as:

- Local Government Association - [12 Digitisation outcomes](#)
- Cyber security strategy - [NCSC guidance](#)
- Digital Skills Foundation - <https://www.digitalskillsfoundation.org/>

And is related to the [Cambridgeshire and Peterborough Digital Connectivity Strategy](#)



Appendix 4 - Key Systems – Not of Publication by virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.



PCC Digital Strategy 2023-2026

Action Plan

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1. Digital Strategy Vision

"Secure, accessible, modern and sustainable for a 21st century council"

ITDS will act as an enabler for individual services within the council, supporting them in achieving their own aims and requirements.

This strategy will support the customer journey in a digital context, we will not mandate an approach but suggest and inform regarding the technologies that will help on the way. By being proactive in engaging with the business we will encourage a modern thought process regarding IT and digital provision, helping departments see the longer-term implications. The legacy approach of 'This is how we've always done it' will be replaced by a more dynamic methodology.

There should be a move from manual operations using paper and post to 'digital by default' for all interactions with service users, partners, and community organisations. This will improve efficiency, effectiveness, timeliness of contact and use preferred methods of communication. As an example, social care financial assessments are currently paper-based and could be transformed by going digital.

We will exploit our position of being a trusted advisor to promote these changes; we have the skills, experience, and capability to provide a highly effective service.

ITDS will operate in an ethical manner promoting the use of digital technology and services for the benefit of all. We will be fair, transparent, and environmentally conscious.

2. Communities Theme

Communities Vision

Our vision is to enable as many services as possible to digitally engage directly with its service users. This automated digital engagement should follow through into the teams and systems used within the organisation.

To support and implement, where appropriate, the infrastructure required to deliver the innovative use of Internet of Things (IoT) and other services effecting positive outcomes for the community, such as improved access to public Wi-Fi and better air quality.

What are we doing now?				
This section represents work that is currently underway. This may be as part of a project or a separate initiative.				
ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	Supporting services by providing mapping data to drive local decision making.	Demand led service delivery.	Ongoing	ITDS, Business Intelligence, Public Health, Highways and Planning
2	Opening social media channels for staff to engage with service users and citizens	Increased engagement with citizens on the platforms they prefer.	Ongoing	Comms
3	Supporting Connecting Cambridgeshire to make public access Wi-Fi available across an increasing number of community locations.	Free internet connectivity for citizens.	Ongoing	Connecting Cambridgeshire
4	Where there is high interest, council committee meetings are live streamed via YouTube and a calendar detailing meetings is published at Peterborough City Council	Citizens feel part of the democratic process	Ongoing	Democratic Services

5	We will continue to focus on helping our customers define their digital needs and translating those needs into service delivery. We will do this by working collaboratively with other departments and with partners.	Demand led service delivery	Ongoing	Authority wide
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What are we doing next?

We will continue to focus on helping our customers define their digital needs and translating those needs into service delivery. We will do this by working collaboratively with other departments and with partners, who will in turn work with their service users.

This is reliant on our producing a clearly defined and resourced approach to understanding user needs; early inclusion in projects and initiatives will lead to this happening organically. Getting it right will make our 'future ambitions' work, much more effective.

ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	We will support Adult Social Care in trialling and implementing digital financial assessments, they will be looking next to digitise care assessments.	Assessments are faster, more convenient and require less resource.	FY 23-24	Adult Social Care	ASC
2	Develop the means of gathering data around customers and then develop digital platforms utilising AI to improve the process of gathering customer feedback.	Customer feedback driven service improvement.	In-Progress	tbc	Authority wide
3	Utilise AI technologies to make the archive of FOI requests easily accessible	Easier access to FOI information for the public Reduced handling for officers Democratisation of information	tbc	tbc	ITDS, Information Governance
4	We will support Opportunity Peterborough in their ambition of creating a successful digital incubator.	Supports the growth of new and existing businesses and makes Peterborough an attractive place for them to base themselves	tbc	2024	

What are ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time				
ITEM No.	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE
1	We will collaborate closely with Adult Social Care and Childrens Services and system suppliers to ensure the future requirement of all service users having a digital identify is fulfilled.	Every service user can be uniquely digitally identified. This will lead to delivering personalised services and being able to link people across different systems.	TBC	Authority wide
2	Utilise AI and automation to make sure that despite the channel being used, customers accessing services or information are directed to the correct location. We will support services to deliver this in the most seamless way possible. Ensuring the corporate website contains appropriate information, resources and is user friendly will be key to success.	Council services and information is universally accessible to citizens.	2024-2026	Communications, ITDS, Customer Services
3	Make sure all information on individuals held by the Council is in a digital format. It will be transparent and available to them if they request it. That information will also be used to inform decision making.	Services can be shaped by real data. Service users can get up to date information on their interactions with the Council quickly and easily.	2026 onwards	Authority wide
4	Increase digital self-service and interact with citizens on their terms via digital channels.	Enabling self-service for most, and especially for transactional services will lead to increased citizen uptake and more efficient delivery of services.	2024-2026	Authority wide

5	<p>Parking and Traffic Information - Make full use of real time data and relay that information to applications, street signs & make it available via APIs.</p> <p>Public Transport - Real time passenger transport information.</p> <p>Air Quality - Live assessment of air quality can enable dynamic management of traffic flow, including public transport.</p> <p>Waste Management – Vehicle tracking and load measuring sensors.</p> <p>Fly Tipping – Helping to combat by using satellite imagery heat maps.</p>	<p>Decrease carbon emissions by reducing unnecessary journeys.</p> <p>Make using public transport easier and more efficient for passengers.</p> <p>Optimisation of routes taken by waste collection vehicles.</p> <p>Data made available on waste quantities to target improvements.</p> <p>Reduced fly tipping leading to a more pleasant environment</p>	2025 onwards	Highways, Waste Management, Public Transport
6	We will look to create a holistic approach for customers to engage with us including using digital including social media for the council to provide an integrated customer experience regardless of channel used	Customers can interact with the Council in the way that suits them using their preferred platform	tbc	tbc
7	We will utilise AI and automation to analyse how customers and citizens are digitally engaging with us over all channels.	We can harness intelligent communications through the most provenly effective channel.	tbc	tbc

Partners Theme

Partners Vision:

Where the requirement for a digital public service can't be efficiently fulfilled using internal resources, we will engage in partnerships with external providers to satisfy the wide-ranging requirements of local public sector. In line with Council objectives, we will support partners to fully utilise digital and technology options and shape and guide the standards/specifications used to provide services.

We will facilitate digital working across the board, with digital communication and collaboration as standard and work together to ensure that any service provided or consumed meets or exceeds expectations.

We will work with other councils and service provider organisations to ensure that data is shared safely and appropriately to enable us to solve problems for our citizens and make our services as effective as possible.

What are we doing now?				
This section represents work that is currently underway. This may be as part of a project or a separate initiative.				
ITEM No.	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	The East of England Ambulance Service referral portal has been opened up for social workers, they can triage calls, directing them to more appropriate services.	This frees up resource in critical services by reducing instances where an ambulance is sent out unnecessarily and allows the focus to remain on urgent cases.	Live	Adult Social Care
2	We will support the ASC in the implementation of the Better Care Portal.	Service users can easily manage their finances in relation to Social Care.	In delivery	Adult Social Care
3	Ensure newly created data is stored either in the Microsoft 365 product suite (SharePoint and OneDrive) or in an externally accessible line of business system.	Data sharing between the authority and selected partners will be fast, secure, and seamless	Live	Authority wide

What are we doing next?					
ITEM No.	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE

1	<p>Support the creation of a central register of partnerships including details of their nature.</p>	<p>New partnerships can be built upon existing successful ones.</p> <p>Repeating past mistakes will be reduced or eliminated by recording lessons learnt.</p> <p>Will lead to maximising the collective value of our partnership arrangements.</p> <p>This will not only benefit ITDS but will give other services a better understanding of what partnerships exist and learn from previous experiences.</p> <p>Having a holistic view of partnerships will allow us to better use our resources; where a need arises that cannot be fulfilled internally, we can quickly assess the potential suitability of a current partner to fill the gap</p>	tbc	tbc	tbc
2	<p>We will develop our relationships with the following partners to support the delivery of digital skills in Peterborough through advocacy both within our organisation and external partners.</p> <ul style="list-style-type: none"> – CPCA – Peterborough City College – Peterborough University 	<p>A broad and comprehensive digital skills offering will be put in place.</p>	tbc	tbc	Authority wide
3	<p>ITDS will seek early involvement when new partnerships or renewals are being negotiated.</p>	<p>Lessons from previous arrangements have shown that ‘retrofitting’ digital services into already agreed partnerships can make for a</p>	To be confirmed	2023	Authority wide

		compromised solution. This will prevent that situation.			
4	Utilising funding that has recently been provided by NHS England to help QC registered care providers, both domestic and residential to go digital. The ambition of that work is to start digitally connecting care providers to Social Care and medical records.	Providers can communicate directly with service users and health services reducing unnecessary intermediary effort.	Funded	tbc	Adult Social Care
5	We will provide flexibility in creating new connections to external partners (i.e. Health) where these can be completed efficiently, securely and are complementary to our IT and access management strategy.	Data sharing between the authority and selected partners will be fast, secure, and seamless.	As part of other business cases	2024	ITDS, relevant partner

What are ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time

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ITEM No.	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE
1	We will ensure the relevant departments and partners have the support they need regarding digital to ensure the success of any partnership-based work.	Effective and compliant services can be quickly and easily implemented.	2023	Authority wide
2	We will support the organisation in the construction of a partnership framework which sets out the most effective choices when working with partners. This will cover the IT and Digital services we are able to provide and what we would expect to be provided.	The establishment of a partnership will be consistent and follow best practice.	tbc	Authority wide

3	A review of digital developments bought about by partnerships will take place.	It will be possible to identify areas where developments are too fragmented or simply fail to provide the person consuming a service with a true digital experience across related services, delivered locally as well as outside of the authority e.g., CCC Social Care services and NHS England.	tbc	ITDS?
4	Digital Directory - We will support in the production of a comprehensive, digital directory of care and support services to whom we contract. Ideally, this will include providers used by other authorities and those paid for privately.	This would provide us with valuable market knowledge that would help us to signpost information to whoever needs it and could lead to greater self-service if it were published externally. Its success depends on there being accessible, joined-up information between health and social care services.	tbc	Adult Social Care, Childrens' Social Care
5	Better service design through digital visualisation will be adopted. The types of services that would be designed like this could include buildings, public spaces, workflows, service interactions and digital landing pages	Virtual/Augmented reality has evolved rapidly to deliver a more immersive and 'convincing' virtual experience and the opportunities it offers are now starting to enter the mainstream. Digital simulation techniques such as 'gamification' and 'digital twinning' are being used increasingly to design public services that better suit human needs, behaviours, and preferences.	2024	ITDS
6	Support the delivery of services for people in locations other than hospital for example: - 'Virtual wards' where people can be discharged from hospitals and monitored remotely through technology and virtual stats is an upcoming initiative.	Reduced demand from hospitals and better outcomes for service users.	2024	Integrated Care System (DEG) Tech Enabled Care (TEC)
7	Support smaller partner organisations eg voluntary orgs. Working with Public Health with their use and exploitation of technology in a secure way	More consistent, supportive and secure approach to use of technology and digital solutions. Allowing for more productivity across smaller organisations and their commissioning services	2024 onwards	ITDS Public Health Plus other organisations (tbc)

3. Inclusion theme

Inclusion Vision

The ultimate vision is that no one encounters any barriers which prevent them from successfully accessing and using digital services.

Making technology and digital solutions accessible and usable for all individuals, regardless of their abilities, disabilities or method of access. This vision strives to promote diversity, equity, and inclusiveness in the design, development, and implementation of IT and digital solutions, ensuring that everyone can participate in and benefit from the digital world.

This will require the Council to look not just at current barriers and how to tackle them but also actively look for further opportunities to be more inclusive.

What are we doing now?				
This section represents work that is currently underway. This may be as part of a project or a separate initiative.				
ITEM No.	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	The East of England Ambulance Service referral portal has been opened up for social workers, they can triage calls, directing them to more appropriate services.	This frees up resource in critical services by reducing instances where an ambulance is sent out unnecessarily and allows the focus to remain on urgent cases.	Live	Adult Social Care
2	The Equality Impact Assessment Process has been established	This ensures that evidence-based decisions are used to shape how we work. We not only meet our legal duties relating to EDI legislation but it ensures that everything we do has inclusion and equality at its core.	Live	EDI
3	We ensure that all digital communication including social media posts provide alternative text, image descriptions and all videos are captioned in production or in YouTube/Facebook video uploads where appropriate.	Internal and External content is made more accessible.	Live	Communications

What are we doing next?

ITEM No.	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	We will enhance our processes to ensure that the relevant accessibility guidance is incorporated in all IT and Digital procurements.	Systems that we buy and introduce meet the necessary standards to ensure they are accessible to all.	Part of BAU	2023 - 2024	ITDS and Health and Safety
2	We will ensure that there is a 'non-digital safety valve' which leads to face-to-face contact where required in digital service models.	Those who are not comfortable with communicating digitally have an alternative.	Part of customer contact	2023 onwards	Authority wide
3	We will no longer use PDFs to publish information. The format was useful in its time but can limit accessibility.	Communications are more accessible. https://gds.blog.gov.uk/2018/07/16/why-gov-uk-content-should-be-published-in-html-and-not-pdf/	Part of BAU	2023	ITDS, Communications
4	Utilise the Connecting Cambridgeshire role in our digital inclusion approach.	Multiple, see the Connecting Cambridgeshire digital inclusion plan for more information.		2023	Connecting Cambridgeshire
5	Take the cue from the DWP in encouraging external facing staff to take up the free Microsoft training on digital skills.	Staff can learn themselves and assist others who may need help with accessibility - Accessibility fundamentals - Training Microsoft Learn	Being defined	2023	Connecting Cambridgeshire City College

What are ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time

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ITEM	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE
1	The ambitions in this area will be refined following the outputs of the project being run by Connecting Cambridgeshire	n/a	2023 onwards	Connecting Cambridgeshire, ITDS and others to be confirmed

2	We will support services and partners in enabling all our citizens and service users to increase their digital skill level in line with the National standards for essential digital skills (publishing.service.gov.uk).	Improved digital skills within Peterborough	2024 onwards	Connecting Cambridgeshire
3	We will utilise AI to assist in determining where there are multiple sources of information published by the authority and any overlaps. That information can then be collated and published in a more accessible and comprehensive way.	Communications are not unnecessarily duplicated and are easy to find and view.	2024 onwards	Communications

4. Sustainability theme

Sustainability Vision

- Through the implementation and use of IT & Digital services, make the city an attractive place to base a business and/or to live, whilst still creating a sustainable environment and reducing our carbon footprint.
- Ensure that all aspects of council delivered/sponsored IT & Digital services are designed, manufactured, managed, and used in a way that minimizes environmental impact and meets the aims of sustainable economic development.
- Move to a revenue-based approach rather than capital to pave the way for more efficient use of resources. For example, purchasing software licenses on a subscription basis means we only pay for what we actively use. Using this model for licensing also removes the need to allocate large amounts of budget in an unpredictable manner therefore flattening the expenditure curve.

What are we doing now?

This section represents work that is currently underway. This may be as part of a project or a separate initiative.

ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	We are disaggregating the Data Centre and the Endpoint User Device (laptop or desktop computer).	By moving to a cloud hosted Secure Web Gateway (SWG), we will better support the Council's remote users and their managed endpoints. SWG provides next generation connectivity and security over the legacy Data Centre firewall, and VPN combination.	Live	ITDS
2	IT procurement criteria includes: <ul style="list-style-type: none"> • The carbon footprint of the product. • The amount of energy the product consumes. • Recyclability of the product. • Proportion of recycled content in the product. 	Limits the environmental impact of the production and use of endpoint devices	Live	ITDS
3	The Council has adopted a 'Cloud First' approach where services such as Software as a Service (SaaS), Platform as a Services (PaaS),	Public cloud providers have the advantage of higher efficiency in economies of scale against running on-premises infrastructure, they invest heavily in	BAU	ITDS

	and Infrastructure as a Service (IaaS), are considered above local or collaborative implementations.	environmental sustainability which leads to less carbon emissions than smaller individual Data Centres.		
4	Implementation of Microsoft 365	Microsoft Teams includes audio and video conferencing facilities. Using this system reduces the need for staff to travel to meetings, whilst maintaining effective communication and collaboration internally and with external organisations.	Live	Authority wide
5	What happens to equipment purchased by the authority at the end of its practical life is considered. We work with numerous initiatives to ensure devices that no longer perform to the required standard are donated to worthy causes, these include but are not limited to: Adults leaving care, Ukrainian refugees and LaptopsForLearning. Equipment which cannot effectively be reused is collected and sent for recycling by regulated operators.	The useful life of IT equipment is made as long as possible and then disposed of responsibly.	BAU	ITDS

What are we doing next?					
ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	Along with partners we will continue in the provision of fast and reliable internet connectivity across the City	<p>Good internet connectivity is paramount to both the councils' ambitions and businesses that want to work in the area.</p> <p>The need for domestic connectivity is also important for staff working remotely, local customers and for suppliers.</p>	Ongoing	Ongoing	Connecting Cambridgeshire Opportunity Peterborough

2	We will help citizens and smaller businesses who do not have the skills and knowledge to fully exploit the above infrastructure.	The maximum return is realised from the investment.	tbc	tbc	Opportunity Peterborough, Connecting Cambridgeshire City College
3	We will support the CPCA in delivering their Local Transport and Connectivity plan .	The plan is to improve the region's transport system leading to improvements in people's quality of life and life chances, our environment, and our economy.	Proposed	2023 onwards	CPCA

What are ambitions for the future?

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This section represent the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time.

ITEM	ACTION	BENEFIT	TARGET DATE	RESPONSIBLE SERVICE
1	We will continue to follow developments in technology and processes which improve sustainability. After thorough assessment including feasibility and which prove the advantage, these elements will be implemented into the Council.	Encouraging technology, business support and investment locally which is proven to lower environmental impacts and leads to high social/economic value.	2024	ITDS
2	Supporting the delivery of the Council's Net Zero Carbon objectives by: <ul style="list-style-type: none"> Establishing a "Net Zero by design" service that considers tackling the climate crisis as a key to delivering a high-quality Digital Service. 	Assists in the journey to Net Zero.	2024 onwards	ITDS

	<ul style="list-style-type: none"> • Fully integrating robust carbon reduction requirements into all procurement processes - both for hardware purchase and cloud-based services. • Ensuring waste hardware is responsibly disposed of, following the waste hierarchy, and favouring reuse and refurbishment as far as possible. 			
3	Utilise digital visualisation to assess the environmental impact of new buildings and public spaces	Virtual/Augmented reality has evolved rapidly to deliver a more immersive and 'convincing' virtual experience and the opportunities it offers are now starting to enter the mainstream. Digital simulation techniques such as 'gamification' and 'digital twinning' are being used increasingly to design public services that better suit human needs, behaviours, and preferences.	tbc	Property Services

5. Workforce theme

Workforce Vision

The ability of the Council to provide effective services relies on its workforce being able to use systems effectively and efficiently whether this is delivered face to face, mediated route or entirely digitally.

Our vision is for all staff and elected members to be supplied with the appropriate equipment, software, and digital skillset for their job role so that they feel empowered and confident in their use of IT.

How staff and elected members work and are trained will be centred around digital technologies. We will encourage, promote and support digital ways of working for all. Ongoing development for staff and elected members in relation to improving and broadening technical expertise within the authority will be made available.

We put digital technologies at the heart of the way we work and train our workforce in how to use them. We have a culture that values, incentivises, and expects digital ways of working from every member of our workforce. We actively develop our workforce's expertise within the digital, data, technology and cyber professions and have talent pipelines to benefit retention and relieve pressure on recruitment.

What are we doing now?				
This section represents work that is currently underway. This may be as part of a project or a separate initiative.				
ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	We will increase our promotion of available training and resources for staff and continue with internal IT training, both remote and face to face on core products as well as induction and bespoke offerings.	Staff have the digital skills they need to carry out their role effectively.	Live	Authority wide
2	We have provisioned the 365 Hub (via Teams), the intranet and a M365 Support Team provide links to either custom created guidance, or guidance provided directly by Microsoft to enable staff to find information on and guidance in using Microsoft 365 products.	There is a principal place for staff to go to for information about Microsoft 365.	Live	Authority wide
3	We are migrating file storage away from the on-premises infrastructure to MS Teams and SharePoint. This represents a step-change in how the workforce will access and update information and builds on the successful implementation of M365.	Data is secure, easily accessible and staff can share and collaborate with each other and external partners.	In progress	Authority wide
4	We are moving to greater use of self-service offerings for IT support. To this end the Hornbill system has self-service at its core, and its offerings will continue to be built upon with standard offerings that provides staff with the applications/software that their role requires delivered directly to their device. Directory Update and ResourceLink also provide the means for staff to manage the data held about themselves.	Provides a choice of channels for staff to use to seek support. Access to applications is simple and fast. Staff are able to maintain the data held about them.	In progress	ITDS
5	We will curate the available sources of information such as Change Champions, Managers Network and Viva Engage (Yammer) to provide well-used and maintained areas for sharing hacks and ideas.	Accurate and useful information is disseminated to staff through well-used and maintained areas/forums	In progress	ITDS?

6	We are implementing a new financial planning tool into Unit4	Provides greater clarity for the organisation on financial planning.	In progress	ITDS
7	Laptops will be provisioned using Secure Web Gateway (SWG) and Microsoft Autopilot.	This means that if required, new/replacement devices can be sent directly to people's homes and will configure themselves without the staff member needing to attend an office.	In progress	ITDS

What are we doing next?					
ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	By working to understand the barriers staff face or think they face, in relation to IT and digital we can "Remove the fear factor".	Will make IT more approachable, support learning and inform staff of the "why" will help them understand the value and context of their learning journey.	To be defined	2023 onwards	Authority wide
3	ITDS, along with Microsoft will promote and support the embedding and use of existing accessibility tools. This may extend to encouraging staff to take up the free training available to enable them to assist their colleagues.	Awareness and skills in accessibility is increased.	tbc	2023 onwards	ITDS, EDI
4	Self-service Windows login password resets will be made available to staff.	This will speed up the resolution of the most common IT issue whilst also removing some of the reliance on the availability of IT support staff.	In progress	2023	ITDS
5	Migrate data from ResourceLink into Unit4	Enables the full utilisation of Unit4 as an ERP (Enterprise Resource Planning) and puts all financial information in one system. Will provide better management and planning.	In planning	2023 - 2024	Corporate Services
6	We will promote workforce awareness of the Essential Digital Skills Framework .	Will increase the prevalence of foundation level digital skills such as:	tbc	tbc	ITDS, HR

		<ul style="list-style-type: none"> • Communicating • Handling information and content • Transacting • Problem Solving • Being safe and legal online 			
7	We will investigate ways in which we can develop the 'baseline' level of knowledge of M365 tools relative to a person's role.	We can use learning methods that will help staff retain knowledge, and be able to apply it in their role, rather than generic training.	tbc	2023 Onwards	ITDS, HR
8	ITDS will support new opportunities for use of digital solutions that emerge from the business planning process.	Systems and solutions will be fully funded. There will be less insecure and unsupported systems procured and implemented and a reduction in 'shadow IT' which excludes any involvement from IT & Digital.	tbc	2023 onwards	ITDS
9	We will adopt the principal of 'Intuitive/Ease of use' in the procurement and implementation of new systems.	Staff who have job roles that do not require them to spend their days on laptops do not end up being excluded.	BAU	2023 onwards	ITDS
10	ITDS will apply the principles of a service-oriented, architecture-based approach.	The processes to implement new systems may be different, but the result always meets the requirements and supports behavioural changes within the wider workforce.	BAU	2023 onwards	ITDS

What are our ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time				
ITEM	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE
1	Investigate making every contact count. Enabled by IT, exploit opportunities to de-centralise and offer more bespoke information to communities.	Simplify interactions with the authority, for instance, where we currently have a transactional service interfacing with our citizens or service users, that one interface could be a single point of contact for any council provided service.		
2	We will make sure we build systems and processes with inclusivity in mind.	Systems and services are accessible to all.		
3	Build with customers in mind, as Councils redesign their services to be more transparent, we will design our systems more readily for consumer consumption.	Although challenging, given the range of systems we have, one approach may be to design in accordance with functions (e.g., pay, book, make appointment...) so the “why you are doing this” is clearer. In a comparable way to the retail industry, we will focus on building digital systems with a strong emphasis on usability.	2024 onwards	Authority wide
4	Training for elected members – In addition to covering the above digital skills, a bespoke training package will be developed for members.	This will ensure members are able to use digital resources effectively.	2024 onwards	ITDS

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Data Strategy 2023-2028

Peterborough City Council

Version: **1.0**

Date: **21st June 2023**

1 Vision

To value data as a core asset, curating it into high quality data 'products' enabling Insight and intelligence to be accessible to anyone that needs it, underpinning the design of every council service and informing every council decision. A data centric culture will flourish across the organisation enhancing personalisation, prevention, automation and innovation in service delivery while being mindful of information governance, ethics and cyber security.

2 What do we mean by Data?

Data can be described as raw and unprocessed facts that are captured for an intended purpose. For example data could be numbers in a spreadsheet, the text of case files in a database or media files for identity verification. It can be recorded and stored in digital forms such as in Business Systems or in physical form such as paper records.

Organising, categorising, calculating, and providing context to the data such as relating it to people, place and time, gives it real meaning and the result can be termed as **information**. This information is further enhanced into **knowledge** by interlinking and associating information together providing further context and understanding based on relationships, comparisons and experience. The true value of data we record and hold can be unlocked when the data is transformed throughout the organisation into knowledge that will provide us with **insights** and **intelligence**.

Data can broadly be categorised as either structured or unstructured or somewhere in between.

Structured data is formatted and modelled to fit a set structure when it is stored and the most common example of such is data that resides in relational databases with the structure being the database schema. Schemas are designed to make storage, search, analysis, segmentation and extraction of data as efficient as possible. Structured data is mostly quantitative, made up of objective well-defined facts and numbers. This strategy primarily focuses on structured data; to facilitate exploitation of data residing in business systems across both authorities and related external data sources.

Unstructured data is data which has not been processed into such pre-defined structures or models and in our context this most commonly resides as either textual formats at source e.g. documents, emails, social media posts; or non-textual formats at source e.g. video, audio, images. Unstructured data can have an internal structure such as with Excel files, but it's not predefined through a set data model at source, hence the distinction. It might be human generated e.g. email correspondence, business documents or machine generated e.g. IoT sensor/telemetry data, CCTV footage. Unstructured data is often qualitative, containing subjective representations and opinions.

Some data can be considered between structured and unstructured, described as semi-structured data. It has some consistent and definite characteristics but is not in a rigid structure suitable enough for relational databases. It does however contain properties like metadata or semantic tags which are used to make the data more manageable but this data can also be variable and inconsistent. Examples are CSV, XML, JSON, HTML. Much of what is often classed as unstructured data, is actually semi-structured, because it contains some classifying characteristics. Section 10 will provide a brief overview of the aspirations for managing unstructured data going forward.

It is important to note the limitations of data, and the importance of qualitative insights, lived experiences, historic and place-based knowledge which may not be represented quantitatively but are fundamental to understanding and interpreting issues of importance. Insights from data alone are limited to the data that is available and potentially can be misrepresentative due to the data that is not available. Questions and issues will always emerge where existing data is insufficient and there will be important considerations about what data does not provide us with and what methods can be used to mitigate deficiencies in data, especially deficiencies in qualitative data.

3 Why this matters

Understanding, improving, and harnessing data effectively into insight and intelligence supports performance management and efficiencies in operational processes, informs better and more robust decision making and empowers our citizens and staff across all aspects of council service design and delivery.

This doesn't happen automatically; we need to carefully curate and develop data across all areas of our business and treat it like an asset so we can use it to help achieve our organisational objectives. There are areas of the business in particular where we know that unlocking and exploiting data is paramount to overcoming challenges and pressures the council faces now and over the next few years. The following examples illustrate just some of these opportunities:

a) Providing intelligence to front line workers supporting individuals/families

Linking various datasets, internal and external, e.g social care, education, health, police, housing, so that care and support professionals are given access to a wider range of relevant information about families or individuals they are supporting. This would allow care and support professionals to holistically and effectively assess individuals or even whole families significantly reducing the amount of time and resource required while also speeding up decision making and altogether improving important services such as safeguarding.

b) Performance management and understanding the impact and outcomes from services delivered

Analysing the data associated with delivered services such as how many citizens are using various services, the associated key performance indicators (KPIs) and satisfaction levels etc enables continuous improvement and better targeting of council resources. Also, assessment of the overall impact of individual services and support provided at various points during service delivery ensures improvements can be made based on outcomes. e.g. knowing and tracking families/individuals that have been supported to understand what impact various interventions have had.

c) Enabling needs led commissioning of support at varying geospatial levels or for different groups

Analytics can be used to 'cut' data by demographic characteristics or at various spatial levels using GIS (Geographic Information Systems) tools to enable services and support to be designed and commissioned in response e.g. based on school catchment areas targeting particular schools for interventions such as tackling obesity or violence; or based on ward/parish levels, working with third sector organisation to help shape community and voluntary support as another example.

d) Developing risk models to assess and identify likelihood of demand for services and enhance preventative strategies

Individuals and families requiring support are likely to share some common risk factors. Analysing data to identify relevant risk factors can then be used to generate risk modelling to identify those who have not yet experienced negative outcomes but have some or several common risk factors - thus allowing early planning of support provision and preventative interventions e.g. identifying older adults who are likely to need care within two years. This modelling could be enhanced with Machine Learning and Artificial Intelligence capability.

e) Enabling local authority responses to emergencies, better protecting our residents.

Emergency planning and response is reliant on the ability to manage and share data quickly and effectively. The most recent example is of course the local authority response to COVID-19 where authorities rapidly had to take on responsibilities for supporting residents throughout lockdown and those who had to isolate as cases or contacts. This work required considerable data management capacity and infrastructure, as well as working closely with partners in the district authorities and with NHS colleagues, sharing more data than ever before.

f) Visibility and scrutiny of holistic spending on contracts.

Linking up ERP transactions to Line of Business System records to contract information on common identifiers will provide better visibility of holistic spend data with suppliers to expose spending in departmental silos and improve ability for internal scrutiny. More accurate measurement of the cost of services and Cost Per Transaction, enabling smarter decisions requiring less effort and resources. Improve transparency for citizens and politicians thus improving dialogue, engagement, reputation, and trust.

g) Property portfolio utilisation

Joining up council property asset data with data on how employees, citizens and partner organisations are interacting with property assets can provide more intelligent decision making capability concerning the future of the property portfolio of the council. For example, do the geographic locations of our properties meaningfully relate to where the demand for our services reside, how do they relate to where employees live and what is the environmental impact of this. Questions like this are fundamental to how the council will operate in a post COVID era where patterns of working and methods of service consumption have drastically changed.

4 Progress so far - Current data maturity

Over the last three years the importance of advancing data and analytics capabilities have been treated as a priority across the authority and good progress has been made in this area accelerated partly, no doubt, by data demands driven by the COVID-19 response. Data engineering functions providing data preparation, curation, extraction, transformation and loading, have been well established supporting many areas of the organisation culminating in a breadth of knowledge and experience in the diverse local authority data portfolio specifically amongst centralised teams. These capabilities have been built using tools and technologies which had been geared primarily around an on-premises Business Systems infrastructure. From the production of complex data warehouses and development of data matching algorithms and rules engines to the rollout of Power BI Premium for advanced visualisations and dashboards, the experience around data to date has been varied and sophisticated but requires modernisation and evolution to a cloud-first focused model and data skills and culture needs further dissemination more widely across the organisation outside of centralised teams.

The last twelve months have also seen progress in implementing industry-standard best practices required for establishing high-performing database DevOps teams, delivering dedicated development environments, version control, continuous integration and repeatable deployment models championed by the shared IT & Digital Service. Azure DevOps adoption has provided cloud-based repositories and Continuous Integration/Continuous Deployment (CI/CD) capabilities, creating real efficiencies in data operations (DataOps).

PCC does not have a dedicated SQL Server provision for data engineering and integration purposes, with native Extract Transform Load (ETL) capability built using SAP Business Objects. More recent PCC data engineering projects have utilised CCC infrastructure and resources successfully, as part of the shared services arrangement, and there is recognition that a levelling-up between the organisations is necessary, particularly when it comes to the production of fast, automated data pipelines that can eliminate the requirement of manual effort and cumbersome human curation. However, going forward this levelling up needs to be done, not entirely by adopting existing infrastructure that is currently in use at CCC, but rather using more modern tools and technologies in line with the vision laid out in this strategy.

Predominantly as a visualisation tool, Power BI Premium has been successfully rolled out in priority areas such as Adult and Children's Social Care following an accelerated implementation during the COVID-19 pandemic. The technology has provided access to improved dashboarding and reporting capability and enabled secure data sharing with external partners and organisations. These capabilities have been sufficient to replace Qlik Sense,

reducing the reliance on on-premises hosted SQL Server Reporting Services (SSRS), although SSRS and Business Objects continue to be used for reporting, albeit without the same levels of governance, standardisation or control as Power BI. Production of information using these tools is mainly via specialised central teams, but a level of self-service has been introduced for access requests to content residing on Power BI and the granting of that access.

In terms of Geographic Information Systems (GIS) PCC has a single spatial data repository on a Microsoft SQL database as geospatial silos have been eliminated over time. The GIS platform has been standardised (Currently Esri ArcGIS Pro) and spatial data is made available to interested parties through Esri products either through web applications or using a highly functional desktop product.

5 Pillars of Effective Data Use

We have set out the following interconnected pillars drawn from key parts of the National Data Strategy representing areas where our efforts need particular focus to progress towards the strategic vision of a data driven council.

5.1 Data Foundations

Ensuring data is fit for purpose. Maintaining the quality and integrity of data by establishing standards, processes, policies, governance and adopting best practices related to all aspects of data management.

- Assessing and monitoring data quality across all council systems on an ongoing basis
- Adopting and implementing consistent data standards across the council in terms of collection, storage, maintenance, analysis, and interoperability of data, ensuring industry best practices and common open standards are preferred over proprietary models where possible. APIs are and will continue to be fundamental to this to facilitate the secure exchange of data.
- Ensure Data redundancy is reduced by assessing and minimising duplication of data across the council and strive towards establishing canonical models where we establish single source of the truth (SSOT) for data items and entities.
- Continue to streamline data lifecycle management to ensure data is retained, archived and deleted at the appropriate times in a more intelligent and automated fashion.
- Ensuring data we hold on behalf of partners is held and used legally, using appropriate methods for exchange, handling and storage.
- Ensuring data we share with other partners is done so under a clear legal basis with a supporting data sharing agreement.

Key Deliverables:

1. We will adopt and apply **The Government Data Quality Framework**¹ which defines principles for effective data quality management and provides guidance on practical tools and techniques which can be applied to assess, communicate and improve data quality.
2. We will assess and optimise the council's 'data maturity' using **The Data Maturity Assessment for Government**². This framework is used to analyse stages of progress along the journey towards data maturity. The framework tackles ten important topics within the data ecosystem covering the following:
 - Engaging with other organisations/partners
 - Having the right data and analysis skills and knowledge
 - Having the right systems in place

¹ <https://www.gov.uk/government/publications/the-government-data-quality-framework/the-government-data-quality-framework>

² <https://www.gov.uk/government/collections/data-maturity-assessment-for-government>

- Knowing the data we have
 - Making decisions with data
 - Managing and using data ethically
 - Managing data operations
 - Protecting data
 - Setting our data direction
 - Taking responsibility for data
3. We will set up a multidisciplinary team as an internal **Data Standards Authority** who will seek to support services in identifying and improving data standards, guidance and best practices in the management of data across the council, operating and making decisions in a similar fashion to a Technical Design Authority and collaborating with other local authorities while drawing on advice and guidance published by the government's Data Standards Authority³ where applicable.
 4. Producing further guidelines for incorporating and analysing qualitative insights
 5. Enhancing our technical requirements, data standards and API specifications for all new systems procured or developed, to ensure we are adopting technology and systems which are in line with our ambitions.

5.2 Data Discovery

Being in control of our data. Discovering, understanding, cataloguing, classifying and labelling data to ensure we are aware of what data we hold and where, why we hold it, how it was derived (provenance) and the potential value of the data.

- Defining clear governance and ownership of information assets.
- Anyone involved in design, commissioning, and management of services will need to be more accountable for the data associated with their services.
- Describing key information about the data we hold to establish rich meta data
- Ensuring data privacy, regulatory/statutory compliance (e.g. UK GDPR) and ethics are always covered as priority. Privacy by Design will be fundamental everything we do.
- Producing simpler data access and sharing agreements to promote the flow of data within the council and sharing with partners externally.
- Working across the organisation to exploit the potential insights that can be gained from the data through intelligent and appropriate analysis.
- Reviewing consent models for citizen data sharing and ownership. How can we empower citizens to own the data we hold on them.

Key Deliverables:

1. We will define key capabilities and best practices using a **Data Governance Framework** and ensure this is embedded across the council.
2. We will build an enterprise-wide **Data Catalogue** to act as an inventory for all the data held by the council, detailing the various information assets and their relationships and dependencies, where they are stored, ownership, accountability and for what purposes they can be used and shared as well as other relevant metadata. It will cover details of relationships and linkages with external datasets and details of how external parties are to use our datasets with gatekeeping to ensure safe and competent use.
3. We will establish an **Enterprise Business Glossary** so that everyone in the organisation understands data related terms and removes ambiguity around data items and entities and their relationships.

³ <https://www.gov.uk/government/groups/data-standards-authority>

5.3 Data Democratisation

Making data available and useful to everyone irrespective of their technical know-how. Ensuring Data becomes the fabric of our organisation, making it available and accessible to the people who need it, when they need it, in formats which provide insight and intelligence.

- Providing the ability for staff to take insight and intelligence from data intuitively to help improve council services
- Breaking down information silos and creating greater searchability around our organisational data.
- Eliminating time wasted and advocating lean principles in data preparation.
- Defining links between data rather than just links between systems
- Making data central to the design of digital services to enhance personalisation and user experience.
- Ensuring more council data is made open fostering re-use of our data by citizens, external organisations and even within our organisation.
- Continuing to develop relationships to share data effectively with partner organisations such as NHS, Police, Universities and Care Homes
- Members of the public can find information and advice they need easily
- Members of the public can access the data we hold on them easily

Key Deliverables:

1. We shall establish a **Data Centre of Excellence** with a cross-section of skillsets as well as service based **Data Champions** (including Information Asset Owners) to disseminate skills and knowledge amongst staff as well promote and support the use of data and insight across the council and measure the impact of data initiatives. Working with and learning from other local authorities and the wider public sector and local Health and Care system.
2. Further automate and enable self-service user administration for processes surrounding access requests to datasets and their approval.
3. We shall continue to develop and roll-out our Microsoft Power BI Premium capability to ensure the ability to analyse and visualise data is ubiquitous across the organisation.
4. We will continue our commitment to accessible data, enhancing the Cambridgeshire Insight platform, including supporting publication of open data (see section 9) as well as arranging data science related code competitions and hackathons to help foster innovation in public services using open data.

6 Conceptual Architecture: Data Mesh

Establishing the approach needed to build an integrated yet decentralised data platform to facilitate a shift from ‘data as a by-product’ to ‘data as a product’. Comprising of cloud-based data services bringing consistency by building on data foundations, enabling discovery and democratisation.

One of the challenges for local authorities when it comes to data management is the decentralised and diverse nature of the services being delivered across the council which naturally inhibits the successful implementation of traditional totally centralised and monolithic data platforms which have been a common ambition across the public sector in the attempt to break down data silos. Furthermore, our cloud-first Digital Strategy shifts us away from having data hosted primarily within our on-premises network as we find ourselves in a new reality where our data is becoming more and more dispersed across a multitude of business system suppliers and their hosting arrangements as we move more services into the cloud. Our data is becoming more scattered across the internet in hybrid and multi-cloud environments. This calls for a different approach.

A relatively new paradigm, the Data Mesh⁴, devised by Zhamak Dehghani in 2019 provides a more decentralised approach which lends itself to a more distributed data landscape where services retain more control over their data domains, facilitating a domain-driven governance model where data ownership and organisation stays with the domain experts, i.e. the different teams delivering vastly different services, giving more focus to the business outcome and encouraging more self-service in various aspects of data management.

Our strategy for data architecture across the council will largely be based around this Data Mesh concept which fundamentally shifts the focus away from a traditional ‘push and ingest’ architecture to a more federated ‘serve and pull’ architecture.

This decentralised approach also supports the need for a data focused culture to permeate across the organisation instead of being centred exclusively around IT, Business Intelligence and other specialised teams such as Public Health Intelligence. It promotes and requires much development of data literacy and skills organisation wide. This does not however, absolve the need for centralised data expertise, rather existing centralised experts become more focused on what they do best and become a ‘centre of excellence’ in establishing, maintaining and growing the Data Mesh and the people, processes and technology which underpin this capability. As we progress on this data journey we will need to find the right balance between centralisation and decentralisation but treating data as a ‘product’ in its own right, rather than data just being a by-product of service delivery, is fundamental to this approach and to achieving the vision.

The Data Mesh paradigm is founded upon four core principles, namely data as a product, domain ownership, self-serve data platform, and federated governance. The ‘domains’ in our case are the business functions, departments and services and the four principles can be summarised as follows:

Data as a Product:

Data Mesh brings ‘product thinking’, and ‘domain driven design’ practices already used commonly in software development to data management.

- Business domains are producers of data ‘products’ which must be discoverable, secure, explorable, understandable (documented), trustworthy and crucially must meet the needs of the data consumers, just as any products are designed for their customers. User experience should be at the heart of data product design.
- Data Mesh defines the role of ‘domain data product owners’ responsible for the production and publishing of data as ‘products’ with the characteristics mentioned above. Although data owners already exist across the council, the definition of ‘domain data product owners’ is different and wider based on this paradigm and in our case need not just be one person but would be a multidisciplinary team of people akin to a product management team.
- Such cross-functional product management teams should be concerned about whether end users (consumers) are getting value from the data ‘products’ they are delivering and measuring their success using metrics on aspects such as lead time to data consumption and data quality. The product approach is about bringing together stakeholders, users, and experts to consider what is valuable and how we can achieve it; taking an iterative approach to product design; thinking about how all the components of the data product work together and remain sustainable.

Domain oriented, decentralised data ownership and architecture:

Decentralisation and distribution of responsibility to those who are closest to the data to support continuous change and scalability.

- The benefit is that the domain’s familiarity and real experience with the data will provide deeper insight into where, why, and how it should be used. For example, those in the practice of Social Care delivery will

⁴ <https://martinfowler.com/articles/data-monolith-to-mesh.html>

understand all the nuances of the data they process better than any central team who are looking at the data alone somewhat removed from the day-to-day work of practitioners and care workers.

- Many data entities are best generated and described by the operational systems that sit at the point of origin and so the closer related the operation systems are to the data 'products', the more detail is retained in an exploitable manner. This proximity also means cleaning and transformation is handled closer to the data source which often results in data entities being more reusable.
- Continuous change and scalability is facilitated as both responsibility and processes around data is limited to domains while data products are also loosely-coupled in terms of the technical interoperability with other data assets and infrastructure, making individual domain's product portfolios far less complex than a monolith. This results in more agility for driving and managing change, e.g. growth of data sources and demands from data consumers for each domain is managed and prioritised separately. Individual data products will have their own prioritised 'product backlogs' as agile development roadmaps.

Self-serve Data Infrastructure as a Platform:

Data Mesh requires data to be made available in a simple and easily consumable self-serve manner for analysis and insight.

- Facilitates data discovery and enables data democratisation so that data can be published by producers and is accessible to the consumers who are authorised to make use of it.
- This is the shared technology and tools used by domains.
- Our core technology for the self-service consumer end of this 'platform' is Microsoft Power BI Premium, which is already in use across the council, however much work is required to further build and establish end-to-end data pipelines that integrate, transform, and serve data in a manner where the data is sufficiently curated to facilitate effective business intelligence outcomes ubiquitously. Roles and team boundaries will change over time as a result of the technological disruption that such self-service platforms can provide.

Federated computational governance:

Modern monolithic data-lake based initiatives have often turned into 'data swamps' due to lack of robust organisation, governance, and accessibility of the data ingested into one store. Data Mesh encourages a federated governance model based on decentralisation with governance policies for each decentralised domain defined, while ensuring all domain data owners and teams operate within a consistent standard governance framework.

- Data products produced by the different domains are required to interoperate with each other and can be combined to solve new problems as they arise.
- Underpinned by adoption of common data standards and APIs across systems to ensure interoperability, globalised security and compliance.
- Policies should be managed globally; should be computable in code and configurable as rules where possible, to support automation and for data products to be easily consumed.

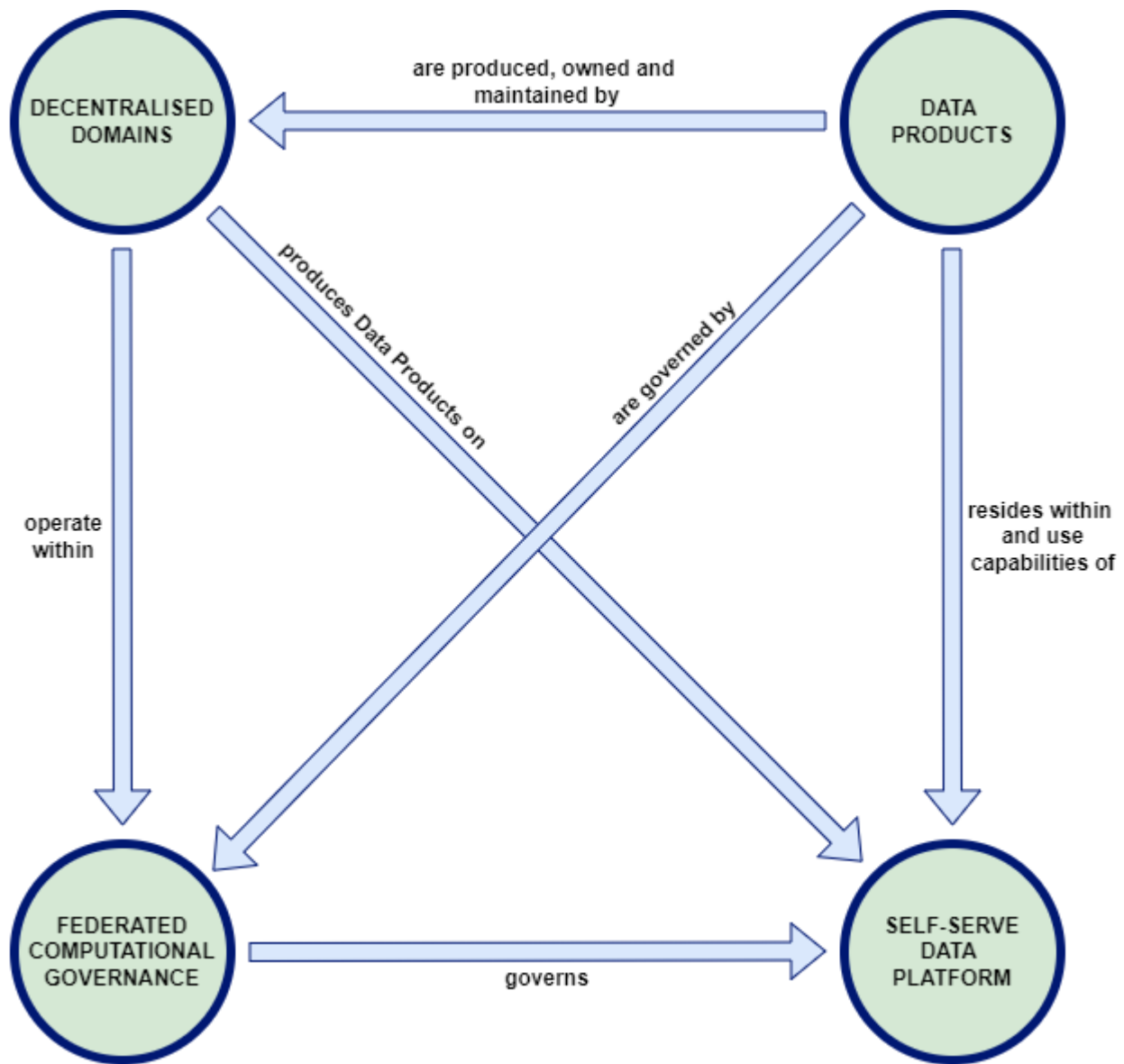


Figure 1: Data Mesh Principles

Data Mesh is more of a philosophy than a technology or toolset, and to work towards it will be an evolutionary process with various functional components implemented over time in an iterative and agile manner. The new strategic model aligns with some aspects of day-to-day practice already and the adoption of such a paradigm seeks to build upon those practices in a consistent matter across the organisation. For the very reasons mentioned earlier, in terms of diversity of use cases across the council, the nature of our data architecture going forward will be somewhat of a best of breed initiative. The Data Mesh will be composed of data warehouses and data-lakes, and its platform underpinned by data ‘lakehouses’ but they will not be monolithic and all-encompassing but rather in-line with the Mesh philosophy.

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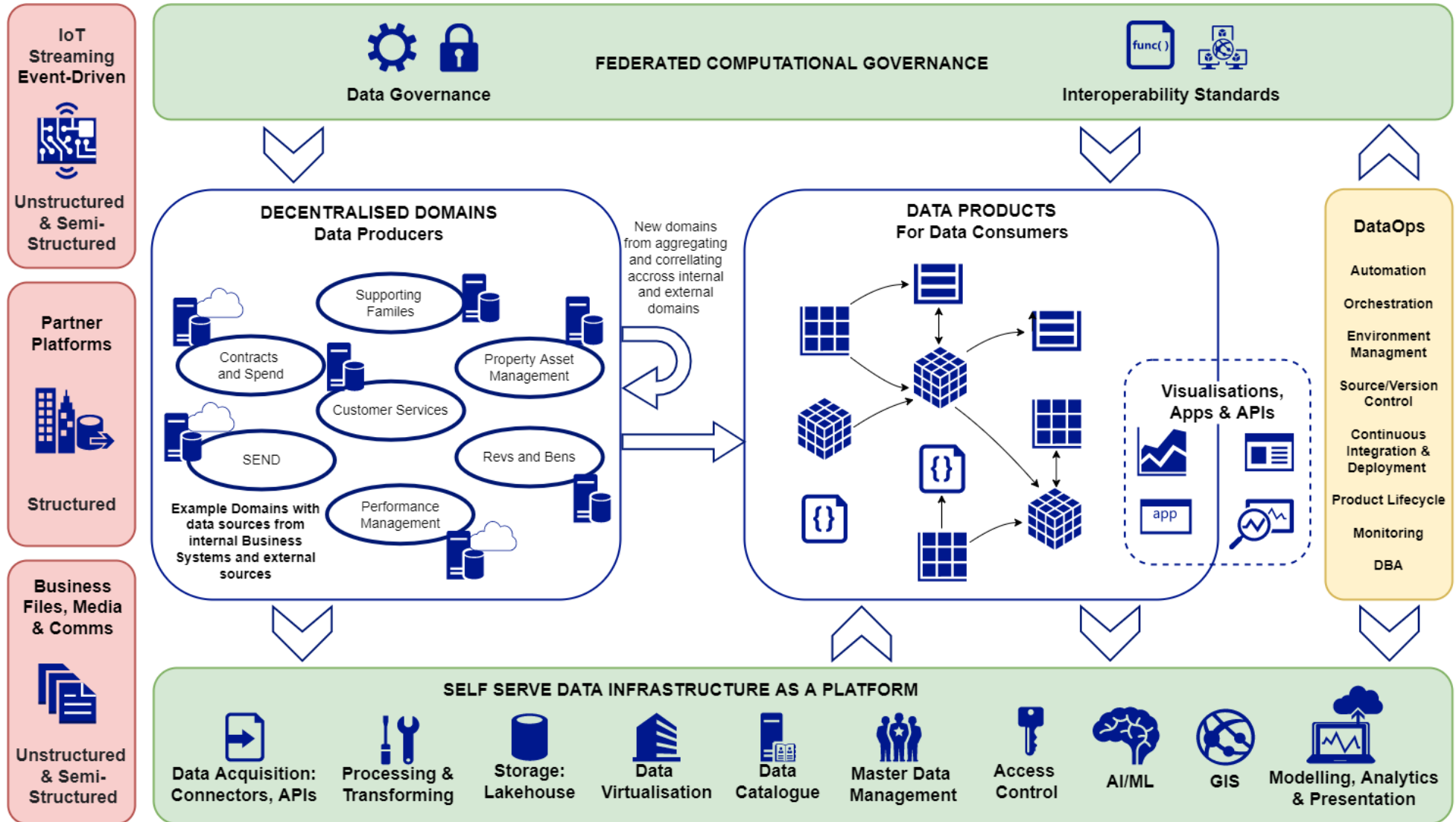


Figure 2: Data Mesh Architecture High Level Overview

7 Foundational Data Platform

Our current position on this data journey has seen much progress but lacks key data capabilities that are needed to establish a strong foothold on this renewed more modern vision for data. The practical approach to realise these missing capabilities will be to begin by implementing a Minimal Viable Product (MVP) relating to a real use case which results in an architecture encompassing many of the components that we need to establish for the long-term wider council vision for data architecture, thus providing a foundational 'self serve data infrastructure as a platform' from which these component capabilities can then be built upon and replicated for other use cases across the council. The learning from the MVP can be replicated acting as a lighthouse project for this strategy. The MVP and the deliverables pertaining to the pillars of effective data use (section 5) are not mutually exclusive however; as the continued work on data foundations, discovery and democratisation are key to scaling our data capabilities and achieving the desired vision.

This targeted first phase of the data strategy will see the creation of a data platform scoped specifically to enhance our Supporting Families programme, improving the lives of vulnerable children and families in Cambridgeshire and Peterborough as well as providing tangible savings in this area for both authorities. A product team will be established, working in an agile manner, to produce data 'products' and deliver end-to-end data pipeline capabilities for business intelligence, drawing in data from internal and external sources. The platform will be secure, scalable, reusable and be built with cloud-based data services that will need to be adopted, together with further exploitation of technology already in place such as Power BI Premium in particular. The platform components and data products will be well documented from both an end-user perspective and technical perspective in the form of 'playbooks' and 'runbooks' and supported in a DevOps like manner as DataOps, to be able to sustain new aspects of data operations in terms of support, maintenance, management and administration of new capabilities.

The development of various new data capabilities within the councils may seem superficially like duplicated effort, where there are external data platforms which are being harnessed as part of partnership initiatives (see 'Working in Partnership' section 8 below). However, this is actually mitigated by the super agile nature of cloud-computing and the data technologies that are currently available, i.e. the on-demand, rapid provisioning, flexibility of the technology and the consumption-based pricing models. The people aspects, skills and processes that come with building a foundational data architecture in-house and the strategic contribution that has to the data maturity journey of the council is just as valuable as the technology that is actually deployed.

7.1 Platform Components for Initial MVP

Data Acquisition Layer: Moving data from disparate sources, including batch, real-time streaming, and event-driven systems as well as support for API based data integration covering Data-as-a-service capabilities.

Responsible for loading the data from the data sources onto and into other data platform components, checking the data quality and storing the data in landing or staging areas of the storage layer. Covering both ETL (Extract-Transform-Load) and ELT (Extract-Load-Transform) scenarios where required.

Processing and Transforming Layer: To ensure well-formed, high-quality, and complete data. Pipeline capability to transform data from raw through to enriched and then curated and stored in the correct data model. Along with SQL based tools in this layer, no-SQL languages such as R and Python are commonly used for complex manipulation of data too. Processing includes data validation and cleansing, normalisation, de-normalisation, transformations such as structuring using joins and unions, augmentation and applying business logic to the data.

Storage Layer - Data Lakehouse: A unified storage and compute capability for data built upon data-lake storage. Supporting a wide range of formats, structures, and data types at lowest possible cost while meeting security and governance requirements. It combines the low-cost storage of a data-lake with data management features such as ACID (atomicity, consistency, isolation and durability) transactions and compute capability normally found in data warehouses, thus relieving the need to deploy a fully-fledged data warehouse. As well as supporting BI workloads

it is well placed to cultivate Machine Learning workloads. A lakehouse can incorporate much of the capabilities of the processing and transforming layer and can support the Mesh paradigm holding data 'products' from different domains separately from each other. Commonly data in the lakehouse is also placed in different folders or layers according to the degree of refinement such as the following:

Bronze (Raw Data): landing area for data without any transformation; only for performing Extract-Load (EL) operations. This layer supports any type of data.

Silver (Query Ready/ Enriched): Similar to staging databases, for performing some transformations to get data cleansed and standardised. Possible scenarios such as deduplication; also this is where data coming from different sources is merged.

Gold (Report Ready/ Curated): This is the data warehouse aspect with its dimensions and fact tables. This layer is for performing Extract-Transform-Load (ETL) operations.

Modelling, Analytics and Presentation Layer: These are the engines to query data models and serve analytics to the users, presenting visual interactive dashboards and more non-visual forms of data outputs which can kick off new cycles of data discovery, curation, modelling, and consumption. In our case these functions will be primarily implemented by exploiting Power BI Premium, in the form of datasets and dashboards for all areas of council business. The Power BI platform should enable staff at operational and strategic levels to intuitively interrogate and explore data in a self-service manner, empowering them to make data driven decisions themselves and as mentioned much progress has already been made in rolling this out.

In more limited scenarios where further complex modelling is required especially in areas such as health Informatics, other and services are required over and above the modelling capabilities found inherently within Power BI functionality and SQL. Analysts who are currently using such no-SQL tools (e.g. R and Python), locally installed on laptops and desktops, need to be provided cloud-based alternatives so that they are not so restricted by hardware and infrastructure when it comes to processing large datasets locally.

The full data production-line must be modernised which includes the right tools for informatics and business intelligence production at the analyst end of the data production-line, as often platform infrastructure can take priority over client-end modernisation. Along with such modernisation of analyst tools, there needs to be further adoption of best practices and adaptation of analyst workflow patterns and processes to suit such technology. Use of source/version control Analytics and Data Science tools, continuous deployment, test driven development and automation etc are paramount to fully exploiting the technologies while ensuring they remain supportable and sustainable without creating technical debt over time. Furthermore, this layer needs to support API's that can be used to run interactive reports on data.

7.2 Platform Components Beyond MVP

Moving on from a successful MVP for the Supporting Families programme, the following further capabilities will need to be enhanced or implemented to progress further on the organisations data journey.

Data Catalogue: Repository to capture technical, business and administrative metadata of all data products and information assets within the organisation. It helps users discover what data exists, understand what the data means, describes data lineage and relationships with other datasets, and defines who owns the data. It can act as a tool for managing information governance and security of assets (classification/confidentiality/redaction) as well as data lifecycle management enabling greater automation of data retention, archiving and deletion rules. We will use standard vocabulary⁵ to represent metadata here.

Data Dictionary: This defines domain-driven design entities and their relationships to one another at a high level. (For example, how a 'person' relates to a 'household', 'property', etc.)

⁵ <https://www.w3.org/TR/vocab-dcat-2/>

Master Data Management: MDM within a mesh architecture defines where the best version of the truth is for important domain entities across the organisation and ensures that identifiers and other key data elements about those domain entities are accurate and consistent organisation-wide. Fuzzy matching algorithms and Machine Learning algorithms can be used to support the linking of data entities helping to embrace and manage duplicated data rather than trying to eliminate it. It attempts to describe how critical data entities flow through various applications and processes across the organisation e.g. A Citizen Index for matching people across line of business systems.

Geographic Information Systems (GIS): The tools required to augment, analyse and visualise data which refers to any kind of geographic location i.e. geospatial data. Geographic data and information is central and key to all operations within local government; there is nothing the council does that does not have a spatial context. This is because a council's core and fundamental purpose, is the governance of a defined geographic area.

There is a need to review what GIS tools are used across the council and ensure that there is rationalisation as well as more standardisation to develop common patterns to integrate GIS capability into all data initiatives (where location is an important characteristic); driven by interoperability mechanisms with wider platform components e.g. mapping tools more integrated with Power BI. Furthermore, aside from the technology a wider Geospatial roadmap will be developed to advocate and formalise the best use of location data across the councils.

The councils also need to be sympathetic to, and adopt national geographic data standards and strategies, such as the UKs Geospatial Strategy⁶, written by the Geospatial Commission.

Data Virtualisation: Executing distributed queries against disparate data sources that are virtually integrated as a semantic layer (sometimes known as a Logical Data Fabric) which can talk to a wide range of data platforms and allow connections from any data consumers. This requires adapters to data sources, a metadata repository and a distributed query engine that can provide results in various formats (e.g., API, JDBC) for consumption. It allows consumers to access data through the semantic models which are decoupled from data location and physical schemas.

Artificial Intelligence/Machine Learning: Establish Artificial Intelligence capabilities by employing machine-learning techniques to develop predictive models without being explicitly programmed. Learning through sample and historical data to enhance areas such risk-stratification, automation, earlier interventions and better prediction and targeting.

The recent widespread proliferation and advancement of AI technologies such as Large Language Models (e.g. ChatGPT) and other generative AI algorithms, have demonstrated the power and increasing range of applications for AI technologies. Guidelines, policies and procedures for the ethical and responsible use of Artificial Intelligence for council business, will be drawn up and an AI Strategy will be formulated taking into consideration the potential social, ethical, and legal implications of this technology.

8 Working in Partnership

Although local authority data can be quite diverse and comprehensive it will not cover all needs and all circumstances, and this is clearly illustrated by the Supporting Families scenario already mentioned. As such, working with other organisations to deliver joint datasets, infrastructure and agreed outcomes is a key element of the success of data led decision making. The same 'product thinking' and other aspects of the Data Mesh Paradigm will apply to collaborative and co-created data 'products' just as they do to internal initiatives as far as possible.

8.1 Partnership structures

The citizens residing in Peterborough are no doubt consuming public services from a multitude of organisations and agencies and so supporting the right design, development and commissioning of those services means working

⁶ <https://www.gov.uk/government/publications/unlocking-the-power-of-locationthe-uks-geospatial-strategy>

together with these agencies to combine data (legally and safely) to get the full picture. The council already works with other agencies to share data where it is justified and appropriately governed and also works together on joint analytics projects and these important formal partnership structures will continue to be key to driving forward with more holistic insights which are of benefit to the lives of people living in the city and beyond.

Important formal partnerships that are focused on analytics and insight already include:

- Sustainability and Transformation Partnership (STP) Digital Enabling Group
- STP Health Analytics Community and ICS Intelligence Function and Population Health Management
- Regional performance partnerships in adults and children's services
- Cambridgeshire Insight Steering Group

This strategy proposes using traditional structures such as the Joint Strategic Needs Assessment (JSNA) to support new developments of population level information on a wide range of issues. This will involve working closely with data and informatics teams in health, housing, police and other councils etc. The approach will be focused on people, places and systems to engage and align delivery to support better outcomes driven by joint data initiatives. Service governance and delivery partnerships such as the Health and Wellbeing Board, Community Safety Partnerships, the Greater Cambridge Partnership, Delayed Transfers of Care Programme Board etc, will have strong coordination roles to enable this.

The Public Health Intelligence team within the joint Public Health Directorate (CCC/PCC) and the Business Intelligence (BI) team will be particularly key in supporting partnerships. Developing new and existing relationships, they have been working for some time with local systemwide colleagues to extend data sharing across organisations, providing support for population-level planning and commissioning of services.

8.2 Joint data initiatives

Many of our most complicated challenges are about sharing data across organisational or system boundaries, e.g. child birth data, health and dental checks, health / social care interface services such as Occupational Therapy and Assistive Technology.

The technical resources of the council as a large-scale provider and commissioner of public services is significant. This arises from the breadth of services that are provided by local authorities and our key role in commissioning public health programmes. The Data Mesh architecture and capabilities described in this strategy, will provide more interoperability for council data infrastructure and assets to be used across partnerships and open more opportunities for collaborative initiatives.

The council will aim to share information in the following ways in particular:

Work with partners to develop truly shared records

These will need to be focussed on particular needs and will be most useful for co-ordinating micro decisions made by operational managers e.g. ICS Shared Care Record (Local Health and Care Record) - primarily to support coordination of health and care provision for individuals.

Provide partners with population level datasets

Specific population wide information but not usually held at person or record level, used for the evaluation of an idea or strategy through modelling or hypothesis testing e.g. something akin to the Kent Integrated Dataset - primarily to support population level health and care service planning.

The latter approach is a key dependency for Communities programmes and will be needed to drive this forward in local areas.

8.3 Integrated Care System and NHS Data Platform (DSCRO)

The Cambridge and Peterborough Integrated Care Board (ICB) has a requirement (from NHS England) to have a population health and planning data platform, with business intelligence tools, by April 2024. They are working towards procurement of a platform and tools but in the short to medium term, population health work will be using information stored in the NHS Cambridgeshire and Peterborough DSCRO⁷ data warehouse. This contains patient-level data from secondary care, mental health care, ambulance services, NHS community services, as well as information on births and deaths in our area. It will shortly also contain primary care data (from GP practices) and is also taking in the first data from Cambridgeshire and Peterborough local authorities in the form of some information on users of LA-provided adult social care. The data is held in a secure warehouse, regularly updated, and can be interrogated using SQL to extract and link patient level data from various sources.

The council is part of the Integrated Care System (ICS) which is a wider partnership bringing together NHS organisations with local authorities and other partners to plan services and improve health together across Cambridgeshire and Peterborough. As ICS partners, in January 2023 staff from Public Health Intelligence and BI teams will be given access to this DSCRO data warehouse (with certain reasonable restrictions) which will enable more work joint data work with NHS colleagues on projects which are relevant for both the NHS and the local authorities.

The DSCRO warehouse is a secure system which can manage access appropriate to each user. In the medium term, the hope is to include more data from the local authorities in order to enrich population insight and develop better prevention services to keep residents healthy, as well as understand what healthcare services are needed and where. The potential uses for wider population insight are huge; the warehouse could also include some policing data, fire service data, and data from lower-tier local authorities, in particular housing data and benefits information, as well as low-level geographical information based on the 2021 Census and other sources.

It is not envisaged as a universal storage place for every piece of local authority data, but information leads across the system need to be aware of its existence and the potential to link health data to council data (and council data to other council data or other external data). It should allow new levels of population insight with great potential benefits for insight and understanding across both the NHS and councils (and other public sector bodies).

As well as developing a population health data management and insight capability, the local ICS are developing their own data strategy and so the council will continue to work closely with the wider health and care system to both engage and influence strategic direction and avoid real duplicated effort where possible across the public sector. This data strategy seeks to ensure that collaboration happens as seamlessly as possible and in scenarios where the DSCRO warehouse seems the best fit for particular council data 'products' and initiatives to reside, this will be evaluated and utilised exploiting existing wider system capabilities as much as possible.

9 Open Data

The council is committed to community engagement and from a business intelligence perspective, the publication of open data is an important contribution to this goal. Data collected and processed as part of the delivery of public services is a public asset, and so it should be made available to support transparent government and because it is of instrumental value to the people in our communities analysing and visualising data to support the best possible decision-making as well as fostering innovation from data. Data will continue to be published on our **Cambridgeshire Insight Open Data Portal**⁸, and an **open data workplan** will be developed in partnership. In particular 'data domains', where Services are not dealing with sensitive data, then an 'open by default' approach will be considered for those service areas, with principles and policies formulated to enable and foster this.

⁷ <https://digital.nhs.uk/services/data-services-for-commissioners/data-services-for-commissioners-regional-offices>

⁸ <https://data.cambridgeshireinsight.org.uk>

Open data is usually made available in a relatively 'raw' way, for the user to access it and use as they see fit. However, as part of the open data agenda, the main website, **Cambridgeshire Insight**⁹, developed by both PCC and CCC on behalf of a partnership of local public sector organisations, was setup to provide more intuitive and accessible interactive content with accompanying narrative and context.

The platform supports the visualisation of data relating to a variety of needs and services, as well as the publication of analysis in a variety of mediums, both interactive and static. For example, Cambridgeshire Insight can be used to host Joint Strategic Needs Assessment documents, interactive maps of housing information, crime or population change, as well as profiles for wards or other administrative areas which combine population, economy, Census and housing data together in an easily accessible and publicly available manner.

The continued development of Cambridgeshire Insight to support Communities programmes and other place-based public service delivery will be laid out in a **development roadmap**.

10 Unstructured Data

Most of our unstructured data resides outside of line of business systems i.e.

- Emails in both personal and shared mailboxes
- Files stored locally on PCs and laptops
- Files stored in network storage such as teams shared areas and 'home directories'. This data resides on a Storage Area Network (SAN) which is being decommissioned in August 2023.

During the adoption of Microsoft 365 all emails had been moved to the online version of Exchange as part of the migration process. A project is also now underway to update all staff to a new version of Windows managed by Microsoft Intune which includes migrating their locally stored files and personal network folders to OneDrive online.

The rest of the files held in shared network folders residing on infrastructure in the Sand Martin House data centre (i.e on the SAN) remain the most challenging aspect of this migration to Microsoft 365 storage. These files will all be migrated to Microsoft Sharepoint/OneDrive and a workable process to move this data has been piloted already and now needs to be initiated for the whole authority and completed before SAN decommissioning.

As more and more unstructured data is moved into the cloud it opens up opportunities to apply and use technologies on that data for processing and analysis, transforming it and extracting out of it metadata of a more structured nature. We hope to leverage Artificial Intelligence and Machine Learning capabilities to apply techniques such as Natural Language Processing (NLP), Text Mining and Optical Character Recognition (OCR) to not only provide insights into the unstructured data, such as sentiment analysis or visualisations, but also to support business process transformations. For example, using Robotic Process Automation (RPA) to create intelligent document processing solutions to convert documents like invoices, contracts, agreements etc into structured formats and automate elements of processing them. Also such capabilities will allow better governance and control of unstructured data through automation, supporting aspects of data management such as retention, availability, classification, correct storage 'location', duplication, validity, currency etc. Much of this will be progressed naturally by exploiting the Microsoft 365 ecosystem together with Microsoft Power Platform capabilities, allowing and encouraging low-code and no-code development to be pervasive across the organisation and not limited to just the IT and Digital service.

⁹ <https://cambridgeshireinsight.org.uk>

Appendix A - Glossary of Terms

Application Programming Interface (API): A software intermediary that allows two systems to talk to each other and exchange data. APIs are an accessible way to extract and share data within and across organisations.

Continuous Integration/Continuous Deployment (CI/CD): CI is a modern software development practice in which incremental code changes can be made frequently and reliably. Automated build-and-test steps triggered by CI ensure that code changes being merged into the code repository are reliable. The code is then deployed quickly and seamlessly as a part of the CD process. The CI/CD pipeline refers to the automation that enables the incremental code changes from developers' machines to be delivered quickly and reliably to production environments resulting in increased early defect discovery, better productivity, and providing faster release cycles. CI/CD are DevOps practices and contrast with traditional methods where a collection of software updates were integrated into one large batch before deploying the newer version.

Data Cleansing: Reducing irregularities and omissions in data to provide credible data for all uses such as use in applications or reporting.

Dataflows: In the context of Power BI, Dataflows are basically a self-service data integration tool available in the Power BI service that can be used to fetch data from various data sources and create a data model in the cloud based on the schema of the datasets. An advantage of using the dataflows is that they can also be reused within the organisation, and as such, you can create modular ETL pipelines to prepare datasets. Dataflows can optionally be hosted on Azure Data Lake Gen2 storage for greater access and control.

Data-lake: A highly scalable storage repository that holds large volumes of raw data in its native format, without transformation, until it is required for use. Data-lake data often comes from disparate sources and can include a mix of structured data from relational databases (e.g. rows and columns), semi-structured data (e.g. CSV, logs, XML, JSON), unstructured data (e.g. emails, documents, PDFs, sensor telemetry) and binary data (e.g. images, audio, video). Data is stored with a flat architecture and can be queried and transformed as needed.

DataOps: A cross-functional set of practices, processes and technologies to operationalise data management and data architecture support provision with emphasis on communication, collaboration, integration, automation, speed and quality. DataOps seeks to improve data operations in the cloud in a similar fashion to DevOps and borrows similar practices.

Data-warehouse: A data storage architecture to process and transform data for advanced querying and analytics, normally in a structured environment such as a relational database. Designed to hold data extracted from transaction systems, operational data stores and external sources where required. The warehouse then combines that data in an aggregate, summary form suitable for enterprise-wide data analysis and reporting for predefined business needs.

De-normalisation: Combining data from multiple tables into a single table so that it can be queried more efficiently for reporting and analysis.

DevOps: A cross-functional set of practices, processes and technologies combining elements of development (Dev) and operations (Ops) designed to increase an organisation's ability to deliver applications and services faster than traditional software development processes. Exploiting the agility found in cloud services together with adoption of agile and lean methods of managing people, process, and technology applied to the full software production life-cycle.

DSCRO (Data Services for Commissioners Regional Office): A service provided by an external NHS organisation that allows storage and management of individual-level and identifiable data. ICSs are not allowed to hold this type of data directly themselves.

Extract Transform Load (ETL): A three-phase process to extract data from different sources, transform the data into a usable and trusted resource, and load that data into systems, often data warehouses, for further processing or analysis by end-users downstream to solve business problems.

Extract Load Transform (ELT): An alternative to ETL in which data is extracted and loaded and then transformed. This sequence allows the preloading and storage of raw data to a place where it can be modified later. ELT is more typical for consolidating data in a data-lake, as cloud-based data-lake solutions are capable of scalable processing and transformation on demand.

Minimal Viable Product (MVP): A basic, launchable version of a product that supports minimal yet must-have features. It is built with the intent to enable faster time to adoption, obtain early feedback, and achieve 'product-market' fit from early on. The MVP concept is perceived as a combination of the 'minimum essentials', something that has the basic features to satisfy the initial users but which can then be built upon incrementally as feedback is received.

Natural Language Processing (NLP): Uses artificial intelligence to give computers the ability to interpret, manipulate, and comprehend human language such as voice and text, e.g. emails, text messages, social media newsfeeds, video, audio. Intent or sentiment in the messages can be analysed and even the provides the ability to respond, in real-time to messages, as part of conversation.

Normalisation: Process of reducing redundancy and inconsistency in data as well as cleaning the datasets of unused data.

Optical Character Recognition (OCR): The process that converts an image of text into a machine-readable text format that can then be processed as structured data. Often uses a combination of machine learning and computer vision algorithms.

Robotic Process Automation (RPA): Software to automate tasks and processes within businesses via scripts that emulate human interaction with application user interfaces. Often the scripts are produced using low-code and no-code platforms which are designed to be used by non-technical users and technical users alike.

Storage Area Network (SAN): A high speed network of storage devices that can be accessed by multiple servers or computers, providing a shared pool of storage space typically covering all enterprise storage requirements, from network file shares for users, to storage for servers.

Text Mining: Identifies facts, relationships and assertions, that would otherwise remain buried in the mass of textual data; by transforming (unstructured) text in documents and databases into normalised and structured data suitable for analysis. Results are often presented using HTML tables, mind maps, charts, etc. Text mining uses a variety of techniques to process the text, one of the most important of these being Natural Language Processing (NLP).

Version Control: In the context of software engineering, version control, also known as source control, is the practice of tracking and managing changes to software code. Version control systems (VCS) are software tools that help development teams manage changes to source code over time and support collaboration on software projects. A VCS keeps track of every modification to the code in a special kind of database and can often manage different iterations (with different features) of the same software being developed simultaneously, as different 'branches', which are eventually amalgamated. If a mistake is made, developers can turn back the clock and compare earlier versions of the code to help fix the mistake while minimising disruption to all team members.

Record of Change

Version no.	Date	Author/Owner	Description of Change
1.0	21/06/2023	Abdul Hadi	First release

Approvals

Signature	Print Name/Board	Date	Title/Role
Alan Shields			
Sam Smith			

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Peterborough City Council

Cyber Security Strategy 2023 - 28

V.10

Julian Patmore
6-1-2023

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Introduction

A Cyber Security strategy seeks to provide a comprehensive plan for an organisation to protect its digital assets and minimise the risk of cyber security incidents. A cyber security strategy should outline the steps an organisation will take to protect its networks, systems, and data from unauthorised access, use, disclosure, disruption, modification, or destruction.

This cyber security strategy will help the council to:

- Identify potential threats and vulnerabilities to its digital assets
- Prioritise cyber security investments and allocate resources effectively
- Implement appropriate cyber security controls and processes
- Respond quickly and effectively to cyber security incidents
- Ensure compliance with applicable laws, regulations, and industry standards
- Develop a cyber security culture and promote awareness of cyber security risks among employees
- Build trust and confidence with stakeholders, customers, and partners
- Continuously improve its cyber security posture over time.

A Cyber Security strategy is a critical component of the council's overall risk management framework and can help to protect against the increasing threat of cyber-attacks and other digital risks.

The Cyber Security team is responsible for implementing the cyber security strategy and policy.

All employees of the council are responsible for following the cyber security policies and reporting any suspected cyber security incidents.

Exec Summary

Executive Summary

Overview & context

Like many organisations, the Council faces significant and wide-ranging cyber threats. The continuous growth and evolution of systems brings with it the potential for more vulnerabilities to be exploited. We therefore need to ensure that our defences are as robust as possible, protecting not only against technical and workforce vulnerabilities, but also understanding the threats, and having a comprehensive knowledge of our data and digital assets.

The Council has invested significant resource in strengthening our position over the last 18 months. The Cyber Strategy is one of the many outcomes of this work and it supports a vision of becoming 'a recognised leader within local government in cyber security'. To achieve this vision, we propose a holistic, multi-layered approach that includes preparedness, response and recovery.

The Strategy adopts national, government and industry standards and has five cyber objectives. To support these objectives, it includes a comprehensive set of outcomes. These not only cover technical themes, but also address the human element, governance and management of our cyber intelligence.

Objective 1: Manage cyber security risks

Outcomes in this area cover the need to manage risk through established governance and clear accountability. The Council needs a comprehensive understanding of its digital assets and information about all Council data should be documented and updated regularly.

The Council should understand and manage the potential risks emanating from commercial suppliers, including appropriate cyber security due diligence, contractual provisions and the need for regular reviews and audits.

It is important to understand the potential impact of a cyber incident on Council functions and the need mitigate these. This could potentially involve cross-organisation cyber exercises to obtain a comprehensive view of impacts and plan accordingly.

The Council should be able to access relevant and actionable cyber security data that enables effective risk management. Likewise, it needs visibility of cyber security assurances to make effective decisions with the confidence that it has appropriate cyber security measures in place to manage the risks to its functions.

There are benefits to be gained from forming strategic partnerships with the private sector, academia and other councils to enhance proactive defence through sharing intelligence, best practices and collaborating on initiatives.

Objective 2: Protect against cyber attacks

This objective involves implementing measures to prevent unauthorised access, compromise, or damage to the council's digital systems and data by external or internal threat actors.

The Council has adopted a 'defence in depth' approach which uses layers of mechanisms to combat cyber threat; this mitigates the risks and gives increased overall resilience. It also manages user access and responsibilities robustly to enhance security and resilience.

The Council is adopting a 'keep it simple' infrastructure which reduces the security threat landscape, improves management, reduces exposure and inevitably reduces cost. They are also adopting a 'zero trust' environment which ensures the Council is safe from unsanctioned users or high-risk connections.

System logs and workflows are used to provide alerts and the aim is to move from a reactive to a proactive security service which enables automatic remediation if an incident occurs.

ITDS works to industry standards and frameworks to ensure strong security and for cost avoidance. It runs a regular patch management programme to ensure all systems are configured securely and as up-to-date as possible and has enforced industry recommended strong passphrases throughout the workforce.

The council is developing shared capabilities with other organizations to increase resilience against cyber-attacks, including sharing threat intelligence, participating in cyber security exercises, and developing joint incident response plans.

Lastly, the Council's should have data classification in place to ensure all data is used and accessed appropriately, using a defined data ownership model with appropriate labelling, protection and management in place.

Objective 3: Detect cyber security events

This critical objective involves implementing measures to monitor the council's digital systems and data for suspicious activity or potential security breaches.

The Council should implement a comprehensive monitoring systems of network traffic, system events and user activity and should seek to provide 24*7 monitoring for all digital systems as well as using automated technologies to reduce the need for manual intervention.

There are good defences in place, but these are currently disparate. Work is underway to centralise these, and this will ultimately speed up security event detection.

The development of Data Loss Prevention (DLP) capabilities would be beneficial and would enable detection of insider threats and unauthorised data removal.

Key to the strengthening of Council cyber defences is the need to share capabilities, plans and exercises with other organisations. The Council should take every opportunity to practise its Cyber Incident Response Plan with these organisations.

The rise of artificial intelligence will inevitably lead to it being used in cyber crime and the Council will need to respond in kind by implementing AI powered cyber prevention technologies. This will further enable collaborative cyber detection with other organisations.

Objective 4: Minimise the impact of cyber security incidents

Minimising the impact of cyber security incidents is critical for local councils to limit subsequent impact on the council's operations, systems, data, and reputation.

Preparation is key and this includes maintaining the authority's incident response plan. It is incumbent on services to keep their business continuity plans updated.

For business areas to return to normal operations, data recovery is vital, and this relies on successful backups. Regular testing should take place to confirm that backups are retrievable.

Strong defences should be used to check individuals who access our systems or data, with continuous validation to authorise and retain access, 'least privilege' and device encryption by default.

In the event of a cyber incident, incident response procedures should be deployed with pre-defined plans and roles and responsibilities. The Council has several cyber incident playbooks which could be activated in this scenario. If necessary, IT will take services offline to protect Council data from further attack.

An area that should be addressed is the ability to identify the impact of new malware so that response can be managed effectively.

Whilst system and data restoration is important for services to return to normal after a security incident, to avoid further compromise, systems must be fully secure, patched and any remedial work undertaken **before** they are made available. This should be followed by a period of heightened security monitoring.

All cyber incidents should be followed up with a review of lessons learned to inform the Council's planning and response to future attacks.

Objective 5: Develop the right cyber security skills, knowledge, and culture

This objective is essential if the council is to ensure that its workforce can effectively manage cyber security risks and respond to security incidents.

Within IT, the Council must attract and retain staff skilled in cyber security and expand its resource in this area to deal with the increasing threat. Employee mental wellbeing should be considered as cyber security is a high stress environment. The Council should fund and provide regular training and development opportunities for any IT employees working in the cyber security environment.

Ultimately, the Council should aspire to have an appropriately resourced, dedicated Security Operations Centre capability to provide effective cyber event detection and response.

Cyber security is everyone's responsibility and Council the workforce is a key line of defence. The Council should promote a cyber security culture through awareness training and education campaigns, highlighting the need for cyber vigilance.

Achieving the Vision

A number of steps are needed to achieve this ambitious vision, and these are included in detail within the strategy. These steps will, however, need commitment from the Council.

Current and future tasks required to implement the strategy objectives are also included in detail.

Context

The increasing prevalence of cybercrime poses a significant threat to all organisations, particularly governmental ones. The nature of these threats can vary, ranging from organised criminal activities and state-sponsored disruption to insider threats from disgruntled employees. Furthermore, as IT systems continue to evolve and introduce new features, they may also introduce vulnerabilities that can be exploited by 'malicious actors' (any person or organization that intentionally causes harm in the cyber environment).

In the context of the local council, the busy and often rushed workforce may be more susceptible to making mistakes that can compromise the security of the council's systems and data. Additionally, the council has not previously prioritised cyber security, which led to cyber security falling behind in the list of priorities. This has meant the council's security posture is not as strong as it should be.

Over the past 18 months a lot of work has been done in this space, with an independent review being performed by the Department for Levelling Up, Housing and Communities (DLUHC) with recommendations actioned and a strategic review of the council's underlying infrastructure, end user devices, policies and organisational structure to improve the situation.

This strategy is part of that work and uses the Government's own [Cyber Security Strategy](#) as a framework

Our Digital, Data and Technology Roadmap to which this Cyber Security Strategy is intrinsically linked are outlined briefly below. The full documents can be found in [this repository](#)

Digital Strategy - The Digital Strategy seeks to set out the drivers, vision and plans for services delivered by IT & Digital over the next five years, for Peterborough City Council.

Data Strategy - This focusses on the value of data as a core asset. It emphasizes the importance of data maintenance, quality and best practice whilst also promoting data availability and accessibility to those who need it.

Technology Strategy - The Technology Roadmap uses the themes outlined in the main Digital Strategy and details the proposed technologies that will be delivered to help achieve each theme's vision. It should also be read in conjunction with the Digital Strategy Action Plan.

Vision

The strategy's vision is:

“To be recognised as a leader within local government in cyber security in the next 5 years, taking a risk-based approach to protecting our digital assets and ensuring the confidentiality, integrity, and availability of our systems and data. We will achieve this by implementing best practices and continuous improvement, fostering a culture of cyber security awareness, and collaborating with stakeholders to ensure the highest level of protection against cyber threats.”

Core

Achieving this Vision will require a new approach that not only protects the council but will have cyber resilience at its core.

Cyber resilience goes beyond just preventing attacks and detecting them in a timely manner. It involves having a holistic approach to cybersecurity that includes preparedness, response, and recovery, and focuses on ensuring that the council can withstand and quickly recover from any cyber security incidents.

Standards

The strategy will adopt and be based on the following standards

- NCSC Cyber Assurance Framework
- Government Minimum Cyber security standards (June 2016)
- Government Functional Standard G07: Security 6 (Security Standard)

Although not mentioned in the national strategy, the Council is also working towards the following industry standards certified policies:

- Public Services Network (PSN) Code of Connection
- Cyber Essentials Plus

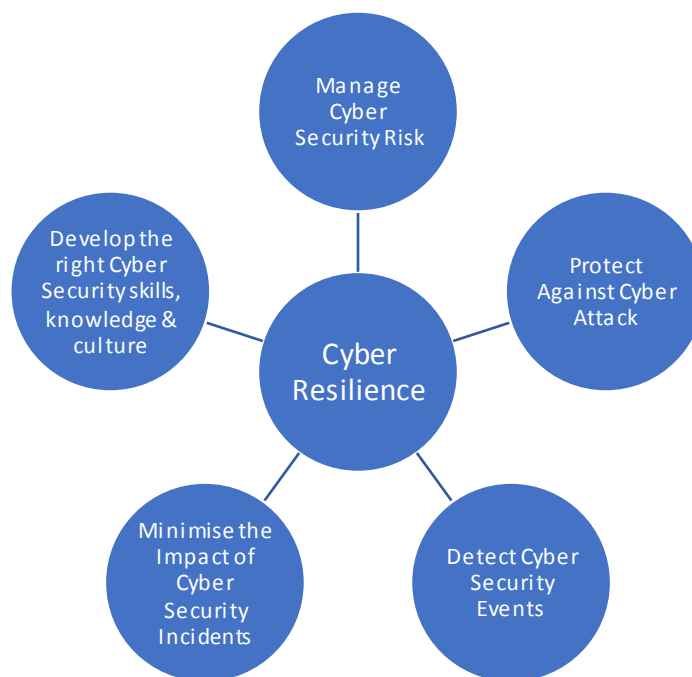
- Payment Card Industry Data Security Standard (PCI DSS)
- Information Security Management ISO/IEC 27001

Objectives

The strategy will have 5 objectives

The objectives of the strategy are to

1. Manage cyber security risks
2. Protect against cyber-attacks
3. Detect cyber security events
4. Minimise the impact of cyber security incidents
5. Develop the right cyber security skills, knowledge and culture



Objective 1: Manage cyber security risks

Managing cyber security risks is a critical objective for the council. This objective involves identifying, assessing, and prioritising potential cyber threats and vulnerabilities that could impact the council's systems, data, and operations.

Outcome 1: The council has established governance arrangements with clear accountability enabling effective management of cyber risks at all levels of the council

Governance & Accountability - A governance framework exists that provides clear roles and responsibilities for cyber security, sets the tone from the top, and ensures cyber security risks are managed effectively.

A holistic approach needs to be taken on cyber security that is not just from an IT perspective. All areas of the organisation need to be involved, with specific collaboration from Information Governance, Risk & Assurance, Comms, Property and HR.

There are 2 boards that support this function:

- Strategic Cyber Security board – Responsible for Cyber policy decisions
- Operational Cyber Security board - Responsible for operational security (OpSec)

Currently an annual IT health check is performed and remediation actions are carried out reduce the risk and support the Public Services Network (PSN) application. To support the rapidly changing nature of OpSec, the Council should move from an annual assessment model to a continual assessment model where evolving risks can be identified and remediated in a more timely manner. Standards set by the NCSC and Cyber Essentials\Plus programme require critical severity vulnerabilities to be mitigated within 7 days, and high severity vulnerabilities to be mitigated in 14 days.

A clear and comprehensive cycle of audits against the various policies and procedures are to be undertaken on a regular basis. The regularity of these audits should be driven by a risk based approach to minimise the risk.

A clear Cyber Incident Response Team (CIRT) and Cyber Incident Response Plan (CIRP) have been established with several available playbooks. These playbooks are regularly practiced and this needs to continue in order to refine the effectiveness of these playbooks and develop new ones as new threats arise or are exposed.

Outcome 2: The council has comprehensive visibility and understanding of its digital assets enabling it to identify and manage vulnerabilities and the cyber security risks they present
Document Digital Systems – Documentation for all digital systems used by the council should be reviewed, amended, and created as required. This documentation should include the purpose, function, and dependencies of the digital systems.

The council should ensure that all systems have a valid and up-to-date Data Protection Impact Assessment (DPIA) to help identify and minimise any data protection risks.

The Council should implement a Configuration Management Database (CMDB) aligned with IT Infrastructure Library (ITIL) best practices to ensure a comprehensive view of the council's infrastructure and interdependencies are captured and are easily accessible.

Outcome 3: The council has comprehensive visibility of the data it handles and shares so that it can appropriately assess and respond to the risks it presents

Document Data - Document all data held by the council, including its classification, location, and sensitivity. This documentation should be regularly reviewed and updated. The documentation should include data flow diagrams to assist in Cyber incidents.

Ensure that the data conforms to the Council's Information Governance policies and procedures.

The council should leverage features in new and existing systems that support the automatic labelling of new data at creation by data owners, and the retrospective labelling of existing data. This

will allow the life cycle of data to be managed automatically with minimal manual input. This labelling should be included in any planned migration of data.

Outcome 4: The council understands and manages risks emanating from commercial suppliers

The council should develop a supplier management framework that ensures all suppliers are subject to appropriate cyber security due diligence and contractual provisions. This should include regular supplier reviews and audits.

This framework should include standard questionnaires to help manage this process for current and prospective suppliers which should be included in all current and future contracts and acquisitions.

Where appropriate, suppliers should be invited to take part in regular Cyber rehearsals to practise and minimise the impact of any potential Cyber incidents. We should seek to establish this capacity in future contractual arrangements, including elements of Cyber response requirements of suppliers.

Outcome 5: The council understands the threat it faces relative to its functions in order to plan appropriate mitigations, at both an organisational and cross-government level

The council should develop an understanding of the cyber security threats faced by the council and the potential impact of these threats. This should include regular threat intelligence gathering and analysis.

The process of threat analysis should be automated and combined with existing knowledge provided by a SIEM solution to automatically highlight risks. A future enhancement to this process should include the use of Security Orchestration And Remediation (SOAR) technologies to reduce the manual intervention required and improve response times to threats and incidents. AI should be utilised wherever possible to reduce manual intervention.

The council should seek to organise and become involved in cross-organisation Cyber exercises to understand and plan for the wider issues caused by industry sector cyber incidents.

Outcome 6: The council has timely access to relevant and actionable cyber security data that enhances their ability to make effective risk management decisions

The council should ensure that all employees have access to up-to-date cyber security information, including policies, procedures, guidance and training. Regular user facing Cyber exercises, such as Phishing simulations and passphrase testing, should be undertaken to raise awareness and measure effectiveness of current educational measures and the councils risk exposure.

Cyber threat feeds and Dark Web monitoring should be implemented into a future SOAR solution to improve response times and reduce risk.

Outcome 7: The council's cyber security assurance provides the council with the visibility it needs to make effective decisions and the confidence that it has appropriate cyber security measures in place to manage the risks to its functions

The council should establish visibility over the council's IT infrastructure and digital systems, including Security Information Event Management (SIEM) and automated monitoring of capacity and

performance of systems. This will enable the council to detect and respond to cyber security incidents.

The council should conduct a thorough assessment of the council's systems, networks, and assets to identify potential vulnerabilities and threats. This assessment should cover both technical and non-technical aspects, such as policies, procedures, and human factors.

The council should implement a robust vulnerability management program to regularly identify, assess, and mitigate vulnerabilities in the council's infrastructure and software. This should include continuous scanning, patching, and updating of systems.

The Council should ensure that appropriate security controls are in place to protect the council's critical assets. This includes, but is not limited to firewalls, intrusion detection and prevention systems, access controls, encryption, and other relevant security measures.

Outcome 8: Strategic partnerships with the private sector, academia and other councils are further embedded to enhance proactive defence

The council should establish strategic partnerships with other organisations in the public and private sector to share threat intelligence, best practices, and to collaborate on cyber security initiatives.

The council should establish a dedicated Security Operations Centre (SOC) to manage the Cyber threat. This could be in partnership with other organisations or paid third parties initially, while the capability is built. This collaboration may continue longer term or be replaced with a dedicated model subject to measured effectiveness.

Objective 2: Protect against cyber attacks

Protecting against cyber-attacks is a critical objective for any organisation, including local councils. It is imperative the council and their reputation are protected by establishing some cyber defences. Do nothing is no longer an option!

This objective involves implementing measures to prevent unauthorised access, compromise, or damage to the council's digital systems and data by external or internal threat actors. So, putting in place security controls and processes that can mitigate commodity attacks will go some way to making the council a hard target.

Adopting a defence in depth approach to mitigate risks through the full range of potential attacks will give the council more resilience to cope with attacks that use more bespoke tools and techniques.

A user education and awareness program would inform users to be aware of risks of discussing or sharing work related conversations to help avoid the potential of being targeted by phishing attacks.

Outcome 9: The council adopts a common approach to 'secure by design' to ensure that appropriate and proportionate cyber security measures are embedded within the technology government uses, and that the security of digital services is continually assured throughout their lifecycle

The councils are ensuring that all infrastructure, digital systems and applications are designed and built with security in mind, incorporating security controls and principles throughout their lifecycle. The councils have adopted a defence in depth strategy - which is the use of a layered approach - when designing the security posture. From a cloud perspective there are firewalls, email and web

filtering systems and a centralised endpoint management platform. From the Data Centre perspective there are multi zoned firewalls, web and email filtering plus AV software on all infrastructure and endpoints. The network perimeter defences are there to detect and block downloads, malicious domains and direct internet access. This makes it difficult for an attack to be carried out, provides detection easier and reduces the impact of any compromise.

From a user perspective the principle of least privilege and separation of duties is implemented. Users only have access to resources which are required to fulfil their employment duties. Also, certain processes cannot be just completed by a single person or system – which leads to a single point of failure – by making sure responsibilities are distributed.

From an infrastructure perspective the councils are moving towards a ‘keep it simple’ service which reduces the security threat landscape, improves management, reduces exposure and inevitably reduces cost. Along with this the councils make sure – as part of industry and vendor best practice – implement security on default configuration settings. The councils are regularly testing and reviewing their backup and restore procedures - by implementing simple services within the cloud such as snapshots - which reduce the recovery time objective.

The councils are now moving away from ‘trust but verify’ towards a ‘zero trust’ environment. This is where any access to any resource needs to be justified and monitored. This model enables the councils to stay resilient, secure, optimise remote access and reduces the attack surface. Enforcing dynamic policies at the endpoint provides granular and secure control to access resources. A zero-trust model ensures the councils are safe from unsanctioned users or high-risk connections.

Outcome 10: The council deploys cyber security controls commensurate with their risk profile to ensure that risks to their functions are managed proportionately

One of the essential requirements to prevent any Cyber-attacks is knowing what, where when and how to deploy controls across the organisation. As stated above the councils have implemented a defence in depth strategy which is continuously evolving and improving based on new and sophisticated cyber threats.

The councils have deployed a range of security controls – in the cloud and on premise - to protect against cyber-attacks, including next generation application firewalls, email and web filtering, anti-malware software, network segmentation, SIEM, DLP and access controls. These controls are regularly reviewed and updated as part of regulatory compliance and service improvement.

The SMH Data Centre is controlled using TDSI and monitored 24/7/365 by the CCTV Control Centre. Main council buildings – Sand Martin House and New Shire Hall - are also monitored by CCTV and controlled by TDSI. The councils have a numerous policies and procedures that help reduce threats and identify risks such as CIRP.

The councils undertake scheduled and regular infrastructure maintenance to make sure the environment is up to date with any vendor patches or critical updates to avoid any security vulnerabilities.

The councils have implemented a SIEM logging tool which provides a centralised repository of syslog's, events and enables workflows to be setup for alerting. The long-term goal is to move

towards a SOAR solution which will complement what is being done today by moving from a re-active to a pro-active cyber security service by enabling automation remediation – through artificial intelligence - when security incidents happen.

Outcome 11: The council's technology is appropriately configured, with standard profiles for common technology and architectures being developed and continuously updated

The councils ensure that all digital systems and applications are configured securely, including regular patch management and updates to software and hardware – via the scheduled maintenance windows -, and the use of strong passphrases. The councils – along with their partners – try to make sure that industry standards and frameworks – such as such as NCSC Cyber, NIST Cyber and Risk, Cyber Essentials Plus, ISO27001, ITIL and PCI DSS - are implemented not just for security reasons but as a rule of thumb and for cost avoidance. Vendor or industry reference architecture and solution designs are regularly consulted and incorporated in all ICT implementations.

Outcome 12: Shared capabilities, tools and services tackle 'common' cyber security issues at scale

The councils are developing shared capabilities with other organizations to increase resilience against cyber-attacks, including sharing threat intelligence, participating in cyber security exercises, and developing joint incident response plans. The councils have regular meetings – and attend webinars – with NCSC, DLUHC, OWASP and NLAWarp. This enables the councils to obtain government funding, advice, and guidelines for managing cyber threats and incidents. The councils need to also collaborate with the LGA and SOCITM to understand what other local authorities are experiencing and doing within the cyber space.

Outcome 13: The council's data is classified appropriately and handled and shared in a way commensurate to the risk it presents

The councils should be looking to have a data classification and categorisation model where data classification is used to ensure that all data is classified according to its sensitivity and accessed appropriately by staff who perform that job function. This should include the use of encryption and access controls to protect sensitive data.

Before a data classification framework can be implemented it is paramount that a data ownership model is also defined. The councils need to clearly define the data roles and responsibilities for data owner, controller, processor and custodian.

The council's data policy needs to incorporate how data is labelled, protected (rest, transit and use) and managed. In terms of data classification - the councils need to make sure data types with similar levels of risk sensitivity are grouped together – the need to include restricted, confidential, internal and public are just a few examples. In terms of the management of data the councils should have

various policies and procedures which should cover things like access, retention, disposal, and encryption.

Objective 3: Detect cyber security events

The objective of detecting cyber security events is critical for the council to quickly identify and respond to potential security incidents. This objective involves implementing measures to monitor the council's digital systems and data for suspicious activity or potential security breaches.

Outcome 14: Networks, systems, applications and end points are monitored to provide proportionate internal detection capability

The council should implement a comprehensive monitoring system that includes logging and analysis of network traffic, system events, and user activity. This should include the use of intrusion detection/prevention systems, security information and event management (SIEM) tools, and regular security assessments.

The council should seek to provide a 24*7 monitoring for all digital systems, but careful thought must be given as to the impact of this on existing teams. SOAR (Security Orchestration, Automation and Response) technologies, including AI, should be used to reduce the manual interventions required to rectify detected cyber security events.

The Council has good defences in the areas of edge network protection (firewalls), email filtering, malicious website protection and antivirus. While all these systems all provide logging, this logging of events is not currently centralised for easy centralised detection and each system need to be accessed individually to build a complete picture. This adds time to any current detection efforts and reduces effectiveness.

Work is underway on centralising the security solution logs with the implementation of a Security Information and Event Management (SIEM) platform. Having the security logs located in a single location will speed up the process of cyber security event detection.

The Council is moving away from a traditional data centre trusted model to a more modern Zero Trust Network Architecture (ZTNA). The deployment of ZTNA will provide vulnerability and threat detection within the network to complement the current detections done on the network edge firewalls.

The council should look to build on the work being done on detecting client behaviour anomalies by improving the network detection capabilities within the cloud environment replacing the conventional data centre.

Not all Cyber Threats are external. The Council should develop Data Loss Prevention (DLP) capabilities as part of any new technology implementation. DLP will enable detection of insider threats and data exfiltration scenarios. As data exfiltration commonly precedes a ransomware attack, detection of data exfiltration would allow the amount of data exfiltrated to be minimised along with raising a flag for a potential ransomware attack being in progress.

Outcome 15: Shared detection capability provides detection at scale

Shared Capabilities - Develop shared capabilities with other organisations to increase detection capabilities, including sharing threat intelligence, participating in cyber security exercises, and developing joint incident response plans.

The Council currently has a practiced Cyber Incident Response Plan (CIRP), a defined core and complete Cyber Incidence Response Team (CIRT), and a set of cyber playbooks for us with incidents. Detection is a key part of these playbooks, and the Council should continue to rehearse and refine these playbooks on a regular basis. The Council should take every opportunity to practice the CIRP with other organisations.

The rise of AI and the ever-decreasing costs of implementing it mean that AI will be misused as a tool by attackers. The Council will need to respond in kind to increase the speed and accuracy of response. Implementation of AI co-pilot or AI powered technologies will improve the speed and accuracy of detection.

With a more mature detection capability, the Council will be able to provide and consume indicators of compromise (IOC) feeds to and from other organisations. This will enable collaborative working in Cyber detection, reduce the effort and increase the speed of detection of cyber events.

Objective 4: Minimise the impact of cyber security incidents

Our authority will be targeted by malicious threats/cybercriminals. This is a risk we have accepted, but with all risks, we need to plan on how to mitigate/minimise the damage cyber security incidents could cause. Minimising the impact of cyber security incidents is critical for local councils to ensure that any impact is limited on the council's operations, systems, data, and reputation.

Outcome 16: The council is fully prepared to respond to cyber incidents

Prepare – Maintain and regularly update the authority's incident response plan. This plan should include clear roles and responsibilities, communication procedures, and escalation processes. Authorities should be building services in a resilient manner, with both cloud and on premises resistance to cyber-attacks. Any critical path or single points of failure should be identified and should be a managed risk. IT management should be engaging with the business to ask for teams BCP's to be updated regularly. Regular testing should be undertaken to confirm any backups taken can be used in anger.

The authorities should regularly check its security posture via Penetration testing. Firewall policies should be regularly reviewed. The authority should implement a Zero Trust Networking Access model. This would require all users, whether in or outside the authorities network, to be authenticated, authorised, and continuously validated for security configuration and posture before being granted or keeping access to applications and data. In addition, the authority should use the

least privilege model when assigning permissions to users to access resources. Laptops and Mobiles devices used by staff should be encrypted by default and all accounts guarded by MFA.

Outcome 17: The Council rapidly responds to cyber incidents

Rapid Response – To ensure that the incident response team can respond quickly to any cyber security incident the authority should enact their pre-defined incident response plan with assigned roles and responsibilities for staff to react in a managed and efficient manner. The authority has created several Cyber incident playbooks which can be activated to deal with incidents in an appropriate manner. These play books will manage the incident.

The authority's cyber incident plan has dedicated teams to perform various tasks which are not limited to:

1. Survey The damage – Ascertain what damage has been caused and what systems have been compromised. Understand how systems have been compromised.
2. Limit Further Damage – Look to limit further damage but taking systems offline, segregating systems, or blocking traffic.
3. Record Details – Take log files and backups from an affected system this could be used during a criminal prosecution or to claim cyber insurance.
4. Inform – You need to inform affected users and senior stakeholders about the scope and scale of the breach. Also, inform any regulatory bodies if required.

Other resources will be pulled into the team if necessary with representation from Information Governance, Communications, HR and Property.

An important area for improvement is the Council's capability to identify the impact of new malware. Currently the Council must rely on third parties which can take several days to provide answers. Knowing the impact of malware that has been executed is critical in scoping the impact of the malware on the IT infrastructure and guiding the nature of any mitigations that need to be put in place.

If required and necessary, IT will take services offline to protect council data from further attack.

Outcome 18: The council restores systems and assets affected by cyber security incidents and resumes the operation of its functions with minimal disruption

Restore Systems – During an attack, and in the aftermath of an attack everyone will be working towards restoring affected systems and data to their pre-incident state as quickly as possible. Whilst doing so is the end goal it is important to ensure that the system is fully secure and fully patched and that any remedial work to improve the system has been performed.

The authority would need to create an incident checklist to confirm all tasks have been completed and that the system can be restored to the pre-incident level. This checklist would need to be owned by senior stakeholders and if engaged 3rd parties to confirm the system is now secure. We would not look to bring systems online until we are confident that we have identified and resolved any issues as failure to do so could lead to further systems being compromised and could exacerbate any issues.

Once the system has been restored the authority should look to introduce a heightened period of monitoring to identify any new or residual threats that may be exposed because of bringing the system back online.

Outcome 19: Lessons learned from cyber incidents drive improvements in the council's cyber security

Lessons Learned – After a cyber security breach we will need to learn from mistakes or areas of oversight.

Conduct a post-incident review to identify areas for improvement in the incident response plan and processes and implement changes to prevent similar incidents from occurring in the future.

Review the current Cyber Incident Playbooks and look to identify any weakness in them. Were they effective in this instance? Did we use the right playbook to deal with this incident? Do we need to update them? Do we need a new category of playbook?

The authority should review the tools it used to reduce or minimise disruption. Where these the right tools to use? The authority should look to identify new tools and make a business case as to what improvements they can make during the next incident.

The authority must be honest about any mistakes or failings when dealing with an incident. These mistakes should be used as learning opportunities and help to identified areas of training.

Objective 5: Develop the right cyber security skills, knowledge, and culture

The objective of developing the right cyber security skills, knowledge and culture is critical for the council to ensure that their workforce is equipped with the necessary skills and knowledge to effectively manage cyber security risks and respond to security incidents.

Outcome 20: All organisational cyber security skills requirements are understood

Understand Current Skills - Conduct a skills gap analysis to identify the current cyber security skills and knowledge within the council and identify areas for improvement. An education plan should then be created to develop cyber security skills.

Outcome 21: The council attracts and retains the diverse cyber security workforce it needs to be resilient

Attract and retain staff - Develop strategies to attract and retain skilled cyber security professionals, including offering competitive salaries and benefits, opportunities for professional development, and creating a positive and inclusive workplace culture.

The Council must build more capability in Cyber Response which will be very challenging in the current timeframe given the global shortage of qualified and experienced Cyber Security Staff. A procurement is underway to provide modern apprenticeships in this field for current and future staff upskilling.

The mental health of cyber security personnel is an important consideration. Cyber security personnel are particularly prone to burnout and the Council needs to take measures to prevent this. The use of AI co-pilot technologies and assistance from third parties can reduce the workload and stress of cyber security staff and also enhance response times. Mental health needs to be very closely monitored during any incident to reduce the likelihood of staff sickness.

Ultimately the Council should aspire to have an appropriately resourced dedicated Security Operations Centre capability to provide effective cyber event detection and response. This could be enhanced using AI co-pilot technology, third party managed solutions or shared capability with other partner organisations. The NCSC provide valuable advice on building a SOC here: <https://www.ncsc.gov.uk/collection/building-a-security-operations-centre>

Outcome 22: The council continuously develops its cyber security workforce to ensure that it has and retains the skills it needs

Develop Workforce - Provide regular training and development opportunities to enhance the skills and knowledge of the cyber security team and other relevant staff members. This should include technical training as well as soft skills training such as communication and teamwork.

The Council has already instigated a series of cyber rehearsals. By continuing these rehearsals, and widening them to include partner organisations, the Council can improve the overall cyber response of its own and partner organisations.

A useful approach to cyber security staffing is to develop internal staff and attract new talent using apprenticeships. A varying level of available apprenticeships will match existing staff capabilities and allow for onward development opportunities.

Apprenticeships often use vendor neutral training to be as applicable to as many employers as possible. The Council should seek to supplement these vendor neutral qualifications with industry recognised cyber qualifications and vendor specific training aligned with technical solutions in use at the Council.

Many cyber security qualifications require provable continuous professional development, so the Council should seek to establish a budget to support this development.

Outcome 23: The council has a cyber security culture that empowers its people to learn, question and challenge, enabling continuous improvements in behaviours and resulting in sustainable change

Culture - Promote a cyber security culture throughout the council by raising awareness of cyber security risks and best practices and encouraging a proactive and vigilant approach to cyber security.

It is important to baseline the current cyber behaviours of staff. By baselining this behaviour, the effectiveness of cyber security awareness campaigns and tests can be measured on an ongoing basis.

Cyber security is everyone's responsibility and by carrying out a continuous education program this can be highlighted at all levels. The Council should be careful to implement any testing using a "no blame" culture to ensure the engagement of staff.

Achieving the Vision

The strategy builds on the good work that has already been achieved to date, however, it recognises that there is still more to do to build its resilience in face of the continually evolving threat landscape that presents itself. This landscape is dynamic and changes at an increasing exponential rate, the vision that has been laid out, is ambitious and will need commitment from the council. To achieve this the following steps will be taken:

1. Implement this strategy with its clear set of objectives and outcomes within.
2. Implement best practices and continuous improvement to ensure that the council's systems and data are secure. This includes but not limited to regular vulnerability assessments, penetration testing, and security audits.
3. Foster a culture of cyber security awareness by providing regular training and awareness programs for all staff across the council, highlighting the importance of good cyber hygiene practices, and encouraging reporting of any suspicious activity or incidents.
4. Adopt the NCSC's Cyber Assessment Framework (CAF)
5. Adopt the NCSC's Target Operating Model for a SecOps function
6. Collaborate with stakeholders, including other local councils, government agencies, and private sector organisations, to share knowledge and best practices, and work together to ensure the highest level of protection against cyber threats.
7. Ensure that cyber security is embedded throughout the council's operations and decision-making processes, including procurement, IT system development and maintenance, and incident response planning.
8. Ensure that Cyber Security is continued to be recognised as a high-level risk on the council's risk register and that appropriate measures are continually refreshed as when threats and mitigations change
9. Continuously monitor and evaluate the effectiveness of the council's cyber security measures and adjust the strategy and objectives as needed to ensure that the vision is achieved within the next 5 years.

Implementation

The implementation of this strategy is split between Now and Next for each of the objectives. Now are activities that are currently being undertaken and or will be completed in the next 18 months. Next will look at our longer-term ambitions.

Objective 1: Manage cyber security risks

Now

Next

Enhanced governance and accountability across the council in relation to cyber security at both strategic and operational levels

Enhanced asset discovery and management discovery measures across the council

Develop a proactive vulnerability management process using internal and external testing to meet NCSC and Cyber Essentials Plus standards

Re-certify PSN accreditation

Further embed strategic partnerships with the private sector, academia and other local authorities

Continue working with internal audit managing and monitoring current and future cyber risks

Ensure all new systems have a completed Data Protection Impact Assessment (DPIA) and Data Flow Diagrams

Continue to practice and develop CIRT\CIRP processes

Manage and monitor the Cyber risks caused by human behaviour including Phishing and Password management

Develop cyber specific supplier questionnaires and develop contracts to embed Cyber management into the supply chain

Achieve Cyber Essentials Plus accreditation

Map systemic risks in council's supply chain working alongside the council's procurement strategy

Enhanced automated, live threat information shared at scale across partners

Implement the proactive vulnerability management process

Align to PSN replacement

Ensure all systems have a completed Data Protection Impact Assessment (DPIA)

Conduct a thorough assessment of the systems, networks, and assets to identify potential vulnerabilities and threats. This assessment should cover both technical and non-technical aspects, such as policies, procedures, and human factors

Implement a Configuration Management Database

Develop data labelling and policies to support the confidentiality, integrity and authenticity of council data

Extend cyber threat exercises to suppliers and partners

Implement SOAR technologies with automated threat and dark web monitoring feeds

Introduce AI technologies where available to automate workload and increase detection and remediation effectiveness

Objective 2: Protect against cyber attacks

Now

Implement Zero-trust/Trust verify networking principles

Manage, upgrade or remove legacy technology across the estate

Next

Harnessing of emerging technologies to enhance cyber security

Adopt the government's future 'secure by design' framework

Common configuration for common digital products and services developed and shared	Implement best practices and industry standards & frameworks
Refresh infrastructure management policies	Machine Learning/Artificial Intelligence – Introduce DevOps and AIOps
Automation through zero touch deployment	Identify roles and responsibilities
Classifying and categorising data – AD Group membership	Attribute-based access control
Appropriate network and user controls	Introduce NAC (802.1x) on the wired/wireless environments
Centralised hub/spoke connectivity	Distributed physical with centralised logical connectivity. Align WAN networking to cloud connectivity.
Defence in depth strategy	Introduce more layers of security without complexity and performance being impacted
Industry Cyber Certification	Implement a SOAR/SOC service for managing and monitoring a pro-active Authentication, Authorisation, Accounting and Auditing service.
SIEM	Build relationships other authorities and professional bodies to learn, explore and implement
Collaboration	Engage with third parties for impartial reviews on whether best practices, standards and frameworks are being implemented
Infrastructure Peer Review	Classify, categorise, protect and manage
Data Policy	Achieving Cyber Essentials Plus. All software and hardware on the production environment needs to be supported.
Support & Maintenance	

Objective 3: Detect cyber security events

Now Comprehensive and proportionate detection capability developed across the council.	Next Every digital system to have 24/7 security monitoring.
Consolidate existing security solutions logs into SEIM solution.	Harnessing future technology and AI to grow and accelerate the detection of cyber security events.

Enhance internal capability to forensically identify the payload of new threats.

Internal threats and vulnerabilities detection capability to be enhanced as part of Zero Trust design principles

Continue to practice and refine response to cyber events.

Develop Data Loss Prevention (DLP) capabilities to minimise data breach incidents and provide early warning of other potential attacks

Adopt the government’s common language for organisations to record information about cyber security incidents and ‘near misses’ .

Expand cyber exercises to include partner organisations for enhanced collective response.

Use automated technologies for sharing threat intelligence with other organisations.

Improve capability to detect network based events in new cloud infrastructure.

Implement a Security Orchestration, Automation and Response (SOAR) service to automatically detect if an event is happening

Objective 4: Minimise the impact of cyber security incidents

Now

Routine cyber security exercising of council critical functions.

Finalise and communicate the Cyber Incident Response Plan.

Enhance the regular Testing of DR and Backup Systems

When onboarding suppliers confirm their security posture and practices.

Next

Independent review (lessons learnt) process for all serious security incidents and vulnerabilities

Implement a SOAR service that automatically takes services offline on detection of an event

Work with departments to ensure that Business Continuity Plans reflect potential outages to systems

Objective 5: Develop the right cyber security skills, knowledge and culture

Now

Finalise recruitment of SecOps Apprentice

Ensure there is a resilient number of CISSP certified staff to lead on cyber incidents

Deliver a programme of cyber security culture improvements

Work with Cyber Griffin a London Police initiative to build on the council’s knowledge and awareness

Promote good mental health practice amongst staff

Next

Implement cyber security testing, to better understand the council’s risk and target user education

Provide budget for continuous professional development

Widen cyber incident rehearsal to include staff from Council partner organisations

Implement the defined SOC

Continue cyber incident rehearsals and involve more Council staff outside of IT

Establish the delivery model for the Security Operations Centre (SOC)

CABINET	AGENDA ITEM No. 8
10 JULY 2023	PUBLIC REPORT

Report of:	Cecilie Booth, Executive Director of Corporate Services	
Cabinet Member(s) responsible:	Councillor Andy Coles, Cabinet Member for Legal, Finance and Corporate Services	
Contact Officer(s):	Felicity Paddick, Head of Estates	Tel. 07801910971

DISPOSAL OF PETERSCOURT, ECO INNOVATION BUSINESS CENTRE

RECOMMENDATIONS	
FROM: <i>Executive Director of Corporate Services</i>	Deadline date: <i>N/A</i>
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Approve the disposal of the freehold interest of Peterscourt, Eco Innovation Centre in the terms set out in the report and in the exempt Appendix 1 and the grant of necessary rights for the area of land shown on the attached Title Plan 2. Delegate authority to the Executive Director of Corporate Services and Director of Law and Governance, in consultation with the Cabinet Member for Legal, Finance, and Corporate Services to take all necessary steps to facilitate the decision in recommendation 1 including approving the final terms of the disposal and entering into any necessary agreements. 3. Note that the CCTV service, which is currently located in the Peterscourt, Eco Innovation Centre will be relocated to an alternative Council owned property prior to the completion of the sale. 	

1. ORIGIN OF REPORT

- 1.1 Cabinet approved in September 2022 a disposals plan which identified assets which the Council can release for sale over the period 2022-2025 to meet its target for capital receipts to support the Council's budget and capital strategies. This report is submitted to seek approval to dispose of Peterscourt, Eco Innovation Centre building, 25 car parking spaces together with the going concern of the serviced office accommodation business. Peterscourt is listed in the Assets and Disposals plan and is earmarked for disposal in 23/24.

The rationale behind the disposal is set out in the Exempt Annex subject to approval from Cabinet.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to seek approval to dispose of the freehold interest of Peterscourt, Eco Innovation Business Centre and the grant of necessary rights to support the Asset and Disposal Review Plan.
- 2.2 This report is for the cabinet to consider under its Terms of Reference No. 3.2.3, *'To determine any key decision ...'*
- 2.3 There is an exempt appendix attached to this report that is NOT FOR PUBLICATION by reason of paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972 because it contains

information relating to the financial and business affairs the Council. The public interest test has been applied to the information contained within this exempt appendix and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

3. **TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. **BACKGROUND AND KEY ISSUES**

4.1 The Council owns the freehold of Peterscourt, Eco Innovation Centre, in Peterborough. The asset also has the right to use 25 parking spaces in the land to rear of the building.

The building operates as serviced flexible office accommodation, meeting rooms, virtual offices and is open 9am-5pm with a fully manned reception.

In September 2022 a paper was taken to Cabinet which identified assets the Council can release for sale in the period 2022-2025. Eco Innovation Centre is on the list for consideration for disposal.

The property has been marketed for sale through Savills since January 2023 with interest received from a range of parties. The Council has received a suitable offer which is detailed in the Heads of Terms in the exempt annex.

There are financial and operational benefits to the Council in disposing of the freehold interest; the details relating to this are contained within the Exempt Annex.

Peterborough City Council and Fenland District Council shared CCTV service is based at the Eco Innovation Centre. With a change of freehold ownership of the building, it is recommended that CCTV would be relocated into a Council owned building, with the preference being Sand Martin House. The move will take place prior to completion.

A Red Book Valuation will be undertaken prior to the sale of the property to provide assurance that the Council will receive best value.

5. **CORPORATE PRIORITIES**

5.1 The recommendation links to the following Corporate Priorities:

1. The Economy & Inclusive Growth
 - A Carbon Impact Assessment has been completed. The disposal of Peterscourt will directly reduce energy, water, carbon emissions and environmental impacts that the Council are responsible for through its tenants and staff using the building. There will be neutral impacts to the city's carbon emissions.

Further information on the Council's Priorities can be found here - [Link to Corporate Strategy and Priorities Webpage](#)

6. **CONSULTATION**

6.1 Consultation has taken place with officers, the Corporate Leadership Team on the 21 June 2023, and Cabinet Policy Forum on the 26 June 2023.

It should be noted that existing tenants of the Eco Innovation Centre have been advised of the current position and they are aware of any potential impacts.

7. **ANTICIPATED OUTCOMES OR IMPACT**

- 7.1 The disposal of this asset will materially contribute to the capital receipts that the Council requires over the next three-year period.
- 7.2 It will reduce Business Rates liabilities for unoccupied areas and spaces within the council's responsibility such as the car parking spaces. It will also reduce costs for staffing, cleaning, maintenance, repairs, and remove the need for any further investment required, which is expected to be fairly significant in the short term.
- 7.3 In proposing to dispose of this asset, there will be revenue loss to the Council from rent and room hire.

8. REASON FOR THE RECOMMENDATION

- 8.1 The Council needs to secure capital receipts in this financial year and up to 24/25.

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1 The Council can continue to let the property using agents; however, this will not enable PCC to fulfil its requirement for significant capital receipts. There would be continued and ongoing liabilities, including capital expenditure on the building and its infrastructure which has not been budgeted for.

10. IMPLICATIONS

Financial Implications

- 10.1 The financial impact of disposal of this property is as detailed within section 6 of the exempt annex (including the potential costs of relocation of the shared CCTV service).

Whilst the disposal will contribute to the overall capital receipts target for funding the Council's wider capital programme, the net loss of income (after incorporating savings from overheads) will need to be managed in current budgets and future MTFS considerations

Legal Implications

- 10.2 Any disposal of land by the Council must be for best consideration reasonably obtainable by the Council exercising its powers pursuant to section 123 Local Government Act 1972.

The Property is currently occupied by (i) Tenants in physical occupation under a licence.
(ii) Tenants in virtual occupation under a licence. The Tenants will be transferred as a going concern under the disposal.

Equalities Implications

- 10.3 No specific implications arising from this report although where necessary Equality Impact assessments will be carried out to support decision making.

11. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 11.1 There are non-applicable.

12. APPENDICES

- 12.1 Appendix 1 – Land Registry Title Plan
Appendix 2 – Exempt Annex

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These are the notes referred to on the following official copy

The electronic official copy of the title plan follows this message.

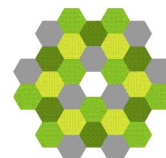
Please note that this is the only official copy we will issue. We will not issue a paper official copy.

This official copy was delivered electronically and when printed will not be to scale. You can obtain a paper official copy by ordering one from HM Land Registry.

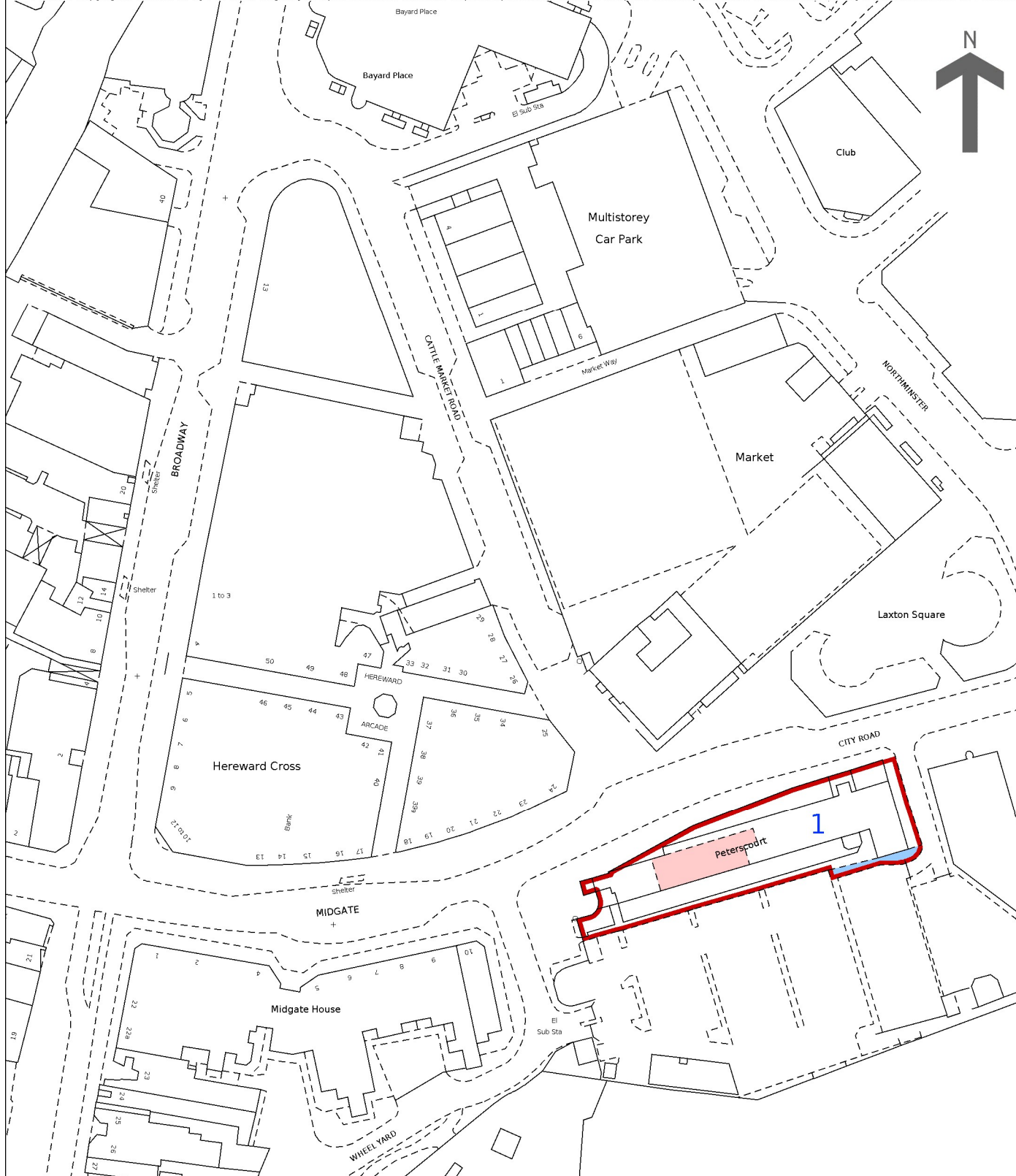
This official copy is issued on 27 June 2023 shows the state of this title plan on 27 June 2023 at 16:08:23. It is admissible in evidence to the same extent as the original (s.67 Land Registration Act 2002). This title plan shows the general position, not the exact line, of the boundaries. It may be subject to distortions in scale. Measurements scaled from this plan may not match measurements between the same points on the ground. This title is dealt with by the HM Land Registry, Peterborough Office .

HM Land Registry Official copy of title plan

Title number **CB192586**
Ordnance Survey map reference **TL1998NW**
Scale **1:1250**
Administrative area **City of Peterborough**



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CABINET	AGENDA ITEM No. 9
10 JULY 2023	PUBLIC REPORT

Report of:	Adrian Chapman, Executive Director for Place and Economy	
Cabinet Member(s) responsible:	Councillor Andy Coles, Cabinet Member for Legal, Finance and Corporate Services, in consultation with Councillor Marco Cereste, Cabinet Member for Growth and Regeneration.	
Contact Officer(s):	Nick Carter, Service Director Growth and Regeneration	Tel. 07950 854161

DISPOSAL OF THE FORMER TK MAXX AND NEW LOOK BUILDING, 62-68 BRIDGE STREET

RECOMMENDATIONS	
FROM: Executive Director, Place and Economy	Deadline date: 10 July 2023
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Approves the disposal of the former TK Maxx and New Look Building, 62-68 Bridge Street. 2. Delegates authority to the Executive Director for Place and Economy, in consultation with the Executive Director for Corporate Services, the Director of Law and Governance, and the Cabinet Member for Legal, Finance and Corporate Services to take all necessary steps to facilitate the decision in Recommendation 1, including approving the final terms of acquisition and entering into any necessary agreements. 	

1. ORIGIN OF REPORT

- 1.1 The report is submitted to Cabinet as a referral from the council's Corporate Leadership Team for Cabinet to consider the disposal of an asset that is held within the Towns Fund Programme.

The financial detail and rationale of the potential disposal are set out in the Exempt Annex.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to request approval for the disposal of the former TK Maxx and New Look building at 62-68-Bridge Street.
- 2.2 This report is for the cabinet to consider under its Terms of Reference No. 3.2.3, '*To determine any key decision ...*' and 3.2.4, '*To be responsible for budget planning, monitoring and expenditure/savings over £500,000, including Discretionary Rate Relief ...*'.
- 2.3 There is an exempt appendix attached to this report that is NOT FOR PUBLICATION by reason of paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972 because it contains information relating to the financial and business affairs of the Council. The public interest test has been applied to the information contained within this exempt appendix and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. **BACKGROUND AND KEY ISSUES**

- 4.1 The building at 62-68 Bridge Street was acquired by the council in August 2020 using grant finance from the Towns Fund, and had been intended to accommodate the Vine project that forms one of the eight projects in the Towns Fund programme.

The Vine project has a defined budget envelope. It has subsequently been established that the refurbishment of the building to develop the Vine project is no longer economically viable, within this budget envelope, due to the current challenging market conditions. Therefore, alternative locations have been identified to deliver the Vine project in its entirety within the project's fixed budget.

The Towns Fund Board approved the development of alternative locations for the Vine project in May 2023.

The building is therefore surplus to requirements and is currently unoccupied. There is grant funding tied up in the building that needs to be recovered and redistributed to projects in the Towns Fund programme. In addition, there are service holding costs for the building.

5. **CORPORATE PRIORITIES**

- 5.1 The following outlines how the recommendation links to the Council's Corporate Priorities:

The Economy & Inclusive Growth

Environment

A Carbon Impact Assessment has been completed. It states that:

Disposal of the building will not have any direct impact on carbon emissions. However, disposal will mean that the council is not able to determine the energy efficiency and energy usage of the property in the future, and so this influence will be lost.

Jobs & Money

The acquisition costs for the 62-68 Bridge Street building were significant and the ongoing costs are a liability for the wider Towns Fund programme. This presents a risk to the delivery of other projects that could benefit the community.

Our Places & Communities

Places and Safety & Health and Wellbeing

The recycling of funds received from the sale of the building into the Towns Fund programme will benefit the wider community from the successful delivery of the eight projects included in the programme.

6. **CONSULTATION**

- 6.1 Engagement with stakeholders has taken place with the following:
- DLUHC (Department for Levelling Up, Housing and Communities)
 - Towns Fund Board
 - Local Councillors
 - Peterborough MP
- 6.2 This recommendation has been considered by:
- Corporate Leadership Team – 20 June 2023

- Cabinet Policy Forum – 26 June 2023

7. ANTICIPATED OUTCOMES OR IMPACT

7.1 Following disposal, the building/site will be either occupied or re-purposed.

8. REASON FOR THE RECOMMENDATION

8.1 The recommendation is put forward to seek approval to dispose of the Property and to be able to take all necessary steps to facilitate that disposal including negotiating with third parties.

The receipts from the sale are intended to be recycled into the Towns Fund programme and the current financial liabilities associated with holding the building will be extinguished.

The currently unoccupied building/site will either be occupied or re-purposed and therefore contribute to the animation of Bridge Street.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 **To do nothing** – This option was discounted as the building is currently unoccupied and therefore a blight on the physical environment. There is also grant funding tied up in the building that needs to be recovered and recycled. The holding costs for the building are also a financial liability.

10. IMPLICATIONS

10.1 Financial Implications

Financial implications are set out in the Exempt Annex.

10.2 Legal Implications

The Council has powers under Section 123 of the Local Government Act 1972 which includes requirements to obtain best consideration which will need to be taken into account when agreeing the terms for the sale of the property.

A review of the grant funding agreement will also need to be undertaken as part of this consideration for the disposal of the property to ensure that any actions are in accordance with the terms of the grant funding agreement. Legal advice should be sought on this and documented.

10.3 Equalities Implications

There are no foreseen equalities implications for this report and recommendation.

11. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

11.1 The Towns Fund Vine Summary Document and grant conditions form part of the background documents to this report.

12. APPENDICES

12.1 Appendix 1 - Exempt Annex

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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CABINET	AGENDA ITEM No. 10
10 JULY 2023	PUBLIC REPORT

Report of:	Cecilie Booth, Executive Director of Corporate Services		
Cabinet Member(s) responsible:	Councillor Andy Coles, Cabinet Member for Legal, Finance and Corporate Services		
Contact Officer(s):	Felicity Paddick, Head of Estates	Tel. 07801 910971	

ACQUISITION OF HOMES

RECOMMENDATIONS	
FROM: <i>Executive Director of Corporate Services</i>	Deadline date: <i>N/A</i>
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> Approves the acquisition of 25 houses (full details of the individual properties will be developed as the acquisitions progress in due course) as set out in the exempt Appendix 1 for ownership by the Council to support the refugee resettlement programme. Delegates authority to the Executive Director of Corporate Service and Director of Law and Governance, in consultation with the Cabinet Member for Legal, Finance and Corporate Services, to take all necessary steps to facilitate the decision in Recommendation 1 including approving the final terms of each acquisition and entering into any necessary agreements. 	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following a referral from the S151 Finance Officer.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to consider the acquisition of up to 25 homes to support the refugee resettlement programme as detailed in this report and exempt annex.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.3, *'To determine any key decision...'*

2.3 There is an exempt appendix attached to this report that is NOT FOR PUBLICATION by reason of paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972 because it contains information relating to the financial and business affairs of the Council. The public interest test has been applied to the information contained within this exempt annex and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

- 4.1 Peterborough City Council have secured funding through the Local Authority Housing Fund (LAHF) to secure homes as part of its refugee resettlement programme, and in particular to support Afghanistan and Ukraine. The details of the funding are stated in the exempt annex. The fund aims to alleviate housing pressures on local authorities arising from recent and unforeseen conflicts in both Afghanistan and Ukraine and to support areas which have generously welcomed substantial numbers of refugees.

The timescales of the funding, require the Council to purchase the properties by November 2023. Due to the strict timescale requirements, the Council is being supported by an agent who will inspect and negotiate on behalf of the Council, prior to officer review and approval.

The acquisition of these properties will not require the Council to set up a Housing Revenue Account (HRA) at this stage.

Support for refugees

The Council receives grant funding from Government to provide support and integration for refugees resettled under the national schemes. The Council has commissioned two local charities to provide day-to-day casework support and assist refugees to integrate into the UK and Peterborough.

Support includes helping refugees to:

- Open a bank account
- Access health and social care services
- Access education and adult skills training
- Learn English, including gaining formal accredited English qualifications
- Understand UK laws, culture and behaviours
- Understand their rights and responsibilities, particularly in managing their tenancy
- Develop money management and budgeting skills
- Apply for welfare benefits
- Find employment and access support to become work ready
- Integrate into Peterborough and access social and community opportunities

As advised above, a local agent is supporting in the acquisitions of the properties. In addition, the agent will also provide a tenancy management service for a period of twelve months from the date of acquisitions. The position will be reviewed in 6-9 months and consideration will be given to either the Council taking on the management responsibility or to retain with an external agent.

5. CORPORATE PRIORITIES

- 5.1 The recommendation links to the following Council's Corporate Priorities:

1. The Economy & Inclusive Growth
 - Environment – a Carbon Impact Assessment has been completed. In the event any works are required to the property, this enables the Council to consider significant energy consumption improvements to assets.
 - Homes and Workplaces – the Council is committed to providing safe and suitable housing to individuals and families as part of the refugee resettlement programme.

Further information on the Council's Priorities can be found here - [Link to Corporate Strategy and Priorities Webpage](#)

6. CONSULTATION

6.1 Consultation has taken place with Officers, the Corporate Leadership Team on the 21 June 2023, and Cabinet Policy Forum on the 26 June 2023.

7. ANTICIPATED OUTCOMES OR IMPACT

7.1 The outcome will enable the Council to acquire properties on a freehold basis which will support the refugee resettlement programme whilst there is a demand. In the event, the properties are no longer required for this purpose, the homes can be allocated as temporary accommodation or similar.

8. REASON FOR THE RECOMMENDATION

8.1 Following the acquisition of the homes, this will enable the Council to continue to support the refugee resettlement programme.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 The Council could choose not to accept the grant funding and therefore decide not to proceed with the acquisition. However, this could have a detrimental impact on the Council with any further bidding opportunities and would also increase the Council's costs relating to providing housing for refugees.

10. IMPLICATIONS

Financial Implications

10.1 The acquisition of these homes has been incorporated into the Council's 2023/24 capital programme.

The overall financial impact of this proposal is as detailed within section 1 of the exempt annex, including the composition of funding sources to support this project.

Legal Implications

10.2 The Council has powers to acquire land for the purposes set out in the report acquisition under section 120 of the Local Government Act 1972:-

For purposes noted under (1) (a) and (b) & (2)

"A principal council may acquire by agreement any land for any purpose for which they are authorised by this or any other enactment to acquire land, notwithstanding that the land is not immediately required for that purpose; and, until it is required for the purpose for which it was acquired, any land acquired under this subsection may be used for the purpose of any of the council's functions "

The Council is seeking advice in relation to future HRA implications (if applicable).

Equalities Implications

10.3 No specific implications arising from this report although where necessary Equality Impact assessments will be carried out to support decision making.

11. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

11.1 None.

12. APPENDICES

12.1 Appendix 1 – Exempt Annex

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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CABINET	AGENDA ITEM No. 11
10 JULY 2023	PUBLIC REPORT

Report of:	Executive Director of Corporate Services and S151 Officer	
Cabinet Member(s) responsible:	Councillor Andy Coles, Cabinet Member for Finance and Corporate Governance	
Contact Officer(s):	Cecilie Booth, Executive Director of Corporate Services and S151 Officer Emma Riding, Service Director Financial Management & Deputy S151 Officer	Tel. 452520

MEDIUM TERM FINANCIAL STRATEGY 2024-2027 QUARTER 1 UPDATE

RECOMMENDATIONS	
FROM: Cabinet Member for Finance and Corporate Governance	Deadline date: N/A
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Consider and note the revised financial assumptions included within this Medium-Term Financial Strategy 2024-2027 Quarter one update. 2. Approval the revised disposal plan. 	

1.0 ORIGIN OF REPORT

1.1 This report comes to Cabinet as part of the Council’s process for developing a Medium Term Financial Strategy (MTFS) and budget setting process.

2.0 PURPOSE AND REASON FOR REPORT

2.1 Purpose

This report is submitted for Cabinet to consider under its Terms of Reference No. 3.2.1, “To take collective responsibility for the delivery of all strategic Executive functions within the Council’s Major Policy and Budget Framework and lead the Council’s overall improvement programmes to delivery excellent services.”

2.2 Background

The Council's MTFS financial assumptions will be reviewed and updated on a quarterly basis to provide an accurate and up to date position, reflective of the financial challenges facing the Council. A draft MTFS and all associated strategies such as the capital and treasury management strategy will be published in January 2024 and will be supported by an annual budget plan which will set the revenue and capital budgets for the following financial year.

The MTFS forms a key part of the Council’s Performance and Improvement Framework. This aims to demonstrate that the Council's finances over the medium term are secured to deliver the Council's priorities over the next three years from 2024/25 to 2026/27. Preparation of an MTFS is good financial practice. It’s an important part of understanding the Council’s financial challenges and risks, its financial resilience, and sets out the strategy to deliver long term financial sustainability and viability.

The key objectives of the MTFS are:

- To ensure the effective financial planning and management of the Council's finances
- To ensure that the Council is financially resilient - in line with the City Priority 'Sustainable Future City Council'
- To maximise the income from Council tax, business rates, and fees and charges to support the priorities of the Council
- To continue to improve value for money by managing our people and money more effectively and efficiently by streamlining, seeking best practice and driving value from commissioning and procurement exercises. Whilst at the same time seeking to minimise the impact of budget savings on priority services.

This approach also follows our Budget Principles which were set out and approved as part of our [Budget Consultation](#) document in December last year. These underpin the Council's budget decisions and seek to limit the impact of budget cuts on the city's most vulnerable residents:

- We'll continue to manage budgets carefully, with control on expenditure ensuring the best possible services and strive to obtain value for money for the taxpayer.
- We'll be responsible and strive to become a financially sustainable Council by developing a robust rolling three-year Medium Term Financial Strategy.
- We'll produce a Medium Term Financial Strategy which supports our net zero carbon objectives and helps us create a Council which is environmentally as well as financially sustainable
- We'll set a direction of travel to improve the Council's financial health and resilience by increasing reserves balances and reducing our borrowing where appropriate. This will be outlined within our annual Reserves Policy and Capital Strategy.

2.3 EXECUTIVE SUMMARY

The financial landscape which the Council has been operating in has been constantly changing, particularly in recent years with a global pandemic, a war in Ukraine and a cost-of-living crisis. This together with a rapidly rising population has meant the Council has had to contend with increasing demand for services at the same time as soaring inflation driving up the cost of delivering those services and core grant and funding that hasn't kept pace.

Despite this the delivery of the Council's improvement programme over the last 18 months has meant the Council set a balanced budget for 2023/24, with a Medium-Term Financial Strategy outlining gaps of £0.5m in 2024/25 and £1m in 2025/26. Additionally, the Council's final revenue outturn position for 2022/23 was a £0.6m underspend, demonstrating that the actions taken by officers and members have been effective.

Although the Council is progressing in the right direction, a number of risks still remain, which require close monitoring and mitigation. Some risks are externally driven and beyond the Council's control, for example the high rates of Inflation, impacting the cost of delivering services and driving national pay award negotiations. There is also a strong requirement for the Council to continue to manage expenditure levels within its funding envelope, deliver preventive and early intervention measures to contain demand and successfully deliver the programme of savings and transformation plans.

The Corporate Leadership Team and officers will continue to build on the momentum gained, working closely with Cabinet and the Financial Sustainability Working Group to develop savings and transformation plans and explore ways to support the Council to achieve financial sustainability. The Independent Improvement and Assurance Panel, will also continue to provide additional challenge, scrutiny and advise on our plans to ensure they are robust and provide best value.

Four officer-led Priority Boards have now been established to deliver transformation on key works streams enabling the Council to meet its aims outlined in [Our City Priorities](#). The Four City Priorities include:

- **The Economy & Inclusive Growth** - maximising economic growth and prosperity for Peterborough as a city of opportunity in an inclusive and environmentally sustainable way, together with our partners and communities.

- **Our Places & Communities** – creating healthy and safe environments where people want to live, work, visit and play, enabled by effective community engagement and strong partnerships.
- **Prevention, Independence & Resilience** - help and support our residents early on in their lives and prevent them from slipping into crisis.
- **Supported by a Sustainable Future City Council** - adjust how we work, serve and enable, informed by strong data and insight capability and led by a culture of strong leadership.

Further details of the programmes being progressed by these boards are included within section 2 of Appendix A.

This quarter 1 MTFS 2024-2027 report, provides an update on the projected financial position taking account of the latest funding updates and the strategic direction of the Council. It is important to note that these are assumptions and provide an indication of our budget gap based on the current economic climate and local assumptions. As part of the MTFS and budget process these will be refined.

Table 1: Revised Budget Position	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Funding	202,634	217,262	224,972	230,791
NRE	202,634	222,363	231,071	241,299
Aggregated Budget Gap	0	5,101	6,100	10,508
Incremental Budget Gap		5,101	999	4,408
Aggregated Budget Gap breakdown		2023/24	2024/25	2025/26
2023/24		5,101	5,101	5,101
2024/25			999	999
2025/26				4,408
		5,101	6,100	10,508

Appendix A outlines the full MTFS quarter one update which includes details on the following:

- Revised expenditure and funding assumptions
- Sensitivity analysis
- Strategic Direction and Key Transformation Programmes for 2023/24- 2026/27
- Budget Risks

3.0 TIMETABLE

Table 2 outlines the key meeting dates in relation to the MTFS and the Budget for 2024/25:

Table 2: Timetable

Date	Meeting	Report/ meeting notes
10/07/2023	Cabinet	MTFS Q1 update
18/09/2023	Cabinet	MTFS Q2 update- including the launch of a budget simulator tool
18/09/2023	Consultation	Launch Budget Simulator
30/10/2023	Consultation	Close Budget Simulator
13/11/2023	Cabinet	MTFS Q3 update- including feedback from the Budget Simulator
04/12/2023	Cabinet	Launch Budget Consultation
04/12/2023	Consultation	Launch Budget Consultation
18/12/2023	Cabinet	Council Taxbase and Collection Fund Position
07/01/2024	Consultation	Close Budget Consultation
22/01/2024	Joint Scrutiny	Draft MTFS (Q4 update) & Budget Report and recommend any changes to Cabinet

12/02/2024	Cabinet	To approve the Final MTFS (Q4 update) & Budget Report and recommend to Council
21/02/2024	Council	To approve the Final MTFS & Budget Report including: MTFS Q4 update Treasury Management Capital Strategy Reserves Strategy Asset Management Plan Budget Setting Report, including: * Council Tax Resolution * Any Final amendments as a result of the Final settlement * Revenue and Capital Budgets for 2024/25 * Section 25 (Robustness)Statement

In addition to the timetable above, all budget proposals including savings, investment and revised financial assumptions and consultation feedback are considered within the following groups:

- **Budget- Corporate Leadership Team (CLT)**- made up of the Council’s corporate directors and finance officers as support.
- **Cabinet Policy Forum (CPF)**- informal meeting of Cabinet.
- **Financial Sustainability Working Group (FSWG)**- Cross-party working group focussed on supporting the delivery of financial sustainability for the Council. During the year, this group has convened on a monthly basis to consider the Councils financial position and develop proposals to support the Councils budget position.
- **Independent Improvement and Assurance Panel (IIAP)**- who are experts in specific fields of local government to challenge, scrutinise and advise on our budget proposals to ensure they are robust and provide best value.

4.0 CORPORATE PRIORITIES

The Budget and MTFS forms a key part of the Council’s Performance and Improvement Framework and aims to demonstrate that the Council's finances over the medium term are secured to deliver the Council's priorities over the next three years.

This therefore supports all the Council’s priorities, but forms a key element of the Council’s budget setting process, therefore it is strongly geared towards enabling the Council to deliver on the following priority:

- *‘Supported by a Sustainable Future City Council - adjust how we work, serve, and enable, informed by strong data and insight capability, and led by a culture of strong leadership.’*

5.0 TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
Date for relevant Council meeting	N/A	Date for submission to Government Dept.	N/A

6.0 CONSULTATION

6.1 This report seeks to provide Cabinet with an update on the Councils MTFS, and no formal recommendations are being made which require consultation.

7.0 ANTICIPATED OUTCOMES OR IMPACT

7.1 For Cabinet to note the revised Medium Term Financial Strategy assumptions outlined within the report.

8.0 REASON FOR THE RECOMMENDATION

8.1 This report provides an update on the Council's Medium Term Financial Strategy and will support the delivery of the Council setting a lawful and balanced budget for 2024/25.

The Disposal Plan outlined in Appendix B is an updated version of the [plan](#) presented to Cabinet in September 2022, and is in line with the Council's outline Asset Management Plan, approved by Council on 22 February 2023.

9.0 ALTERNATIVE OPTIONS CONSIDERED

9.1 No alternative option has been considered.

10.0 IMPLICATIONS

10.1 Legal Implications

This is a finance report updating on the current financial position. There are no specific legal implications.

10.2 Human Resources implications

No specific implications in this report.

10.3 Equality Impact Assessments

No specific implications in this report.

10.4 Carbon Impact Assessments

No specific implications in this report.

11.0 BACKGROUND DOCUMENTS

No specific background documents used.

12.0 APPENDICES

12.1 Appendix A – Medium Term Financial Strategy 2024 – 2027 (Q1 update)
Appendix B - Disposal Plan

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Appendix A – Final Medium Term Financial Strategy 2024 – 2027 (Q1 update)

1. Executive Summary

The updated MTFs position for quarter one is summarised in Table 1 below, outlining a breakdown of how the gap changes each financial year, followed by a summary of the key assumptions. It should be noted that as the Council identifies ongoing proposals to address the budget gap, the future years will reduce accordingly.

Table 1: Budget Gap	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Funding	202,634	217,262	224,972	230,791
NRE	202,634	222,363	231,071	241,299
Aggregated Budget Gap	0	5,101	6,100	10,508
Incremental Budget Gap		5,101	999	4,408
Aggregated Budget Gap breakdown		2023/24	2024/25	2025/26
2023/24		5,101	5,101	5,101
2024/25			999	999
2025/26				4,408
		5,101	6,100	10,508

Key assumptions

- Pay award 3% pa in years 2024/25 – 2026/27.
- Inflation on expenditure and Sales Fees and Charges income: 7% - 2024/25, 2.9% - 2025/26, 1% - 2026/27, as per the latest Bank of England forecast.
- Adult Social Care demand at 3% across the 3 years.
- Childrens Social Care demand at 10% in 2024/25, 5% in 2025/26 and 3% in 2026/27.
- NNDR – increases based on business growth and CPI as per legislation
- Revenue Support Grant & new Adult Social Care (ASC) Grant, including Discharge Support Grant increasing in line with CPI
- Council Tax increases – 4.99% in 2024/25 and 2.99% from 2025/26 onwards (until ASC Precept is confirmed as continuing beyond 2024/25)
- Council Tax base - estimated growth of 1,000 homes pa from 2024/25 onwards
- Business Rates (NNDR) Pool – based on performance of the Local Authorities within the Cambridgeshire Business Rates Pool and increasing in line with CPI.
- New Homes Bonus – A new scheme still to be confirmed by the Government. In the absence of this the government has continued to pay a grant based on the most recent years housing performance therefore 1 years of grant is assumed.

Detailed assumptions

The key financial assumptions over the life of the MTFs have been reviewed and revised where appropriate. Stress testing these is increasingly important in present times given the speed of the economic changes over the last 18 months. As part of this sensitivity analysis three scenarios have been considered, with the following graph summarising the outcome of these. The range of budget gap in 2024/25 spans from £2m to £10.4m, a £8.4m difference. This report is based on the midpoint

assumption (represented by the amber line below). This identifies **gaps of £5.1m in 2024/25, £6.1m in 2025/26 and £10.5m in 2026/27:**

Net Revenue Expenditure Sensitivity Analysis- £000

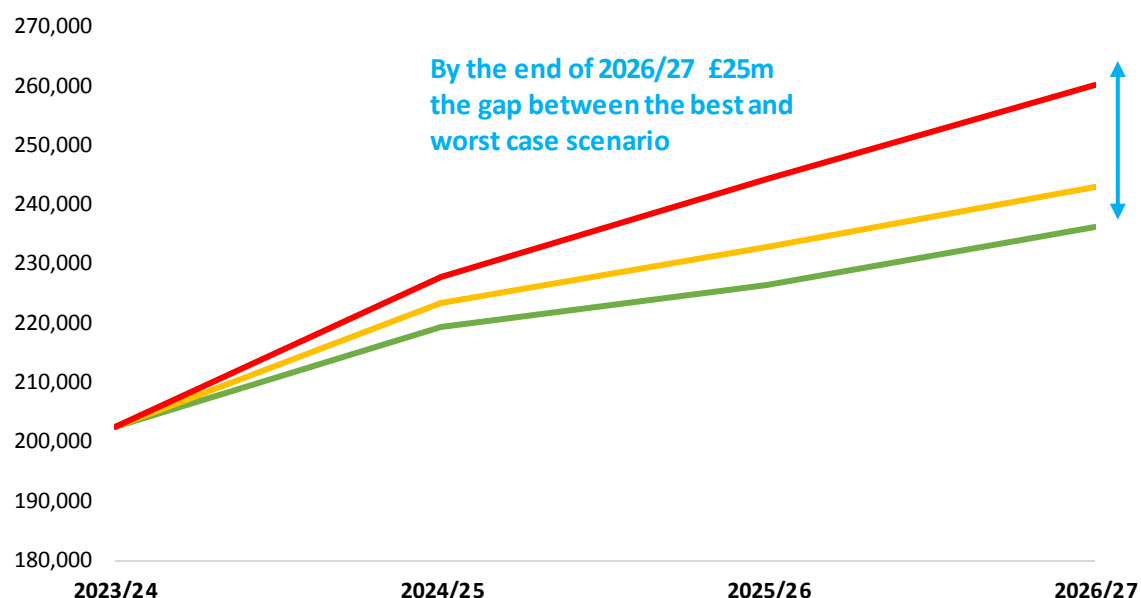


Table 2 summarises the forecast Net Revenue Expenditure budget, the assumptions included:

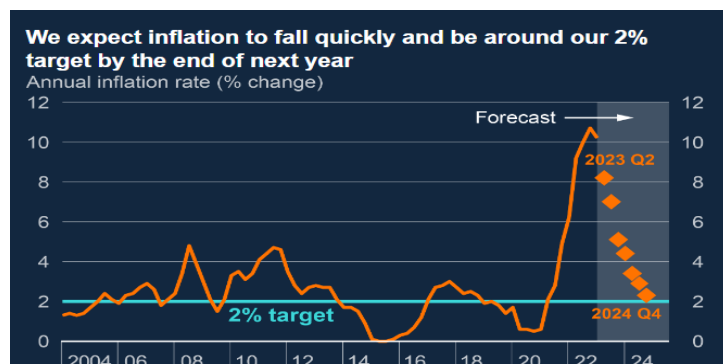
Table 2: Expenditure Assumptions	2024/25	2025/26	2026/27
Pay Award	Set amount as per offer c4.5% in 2023/24 then 3% thereafter		
Inflation on Expenditure and Sales Fees and Charges- based on Q3 CPI forecast (BoE May 23 monetary report)	7.00%	2.90%	1.00%
Adult Social Care Demand	3.00%	3.00%	3.00%
Childrens Social Care Demand	10.00%	5.00%	3.00%
Energy Costs	20.00%	10.00%	3.00%

Pay: The employer’s offer for the 2023/24 pay award, outlines a £1,925 increase to all NJC salary SCP's up to 43 and an increase of 3.88% on all pay points above this up to deputy chief officers. This has been rejected by the national unions and negotiations will continue. However, the Chief Officer pay offer has recently been agreed at 3.5%.

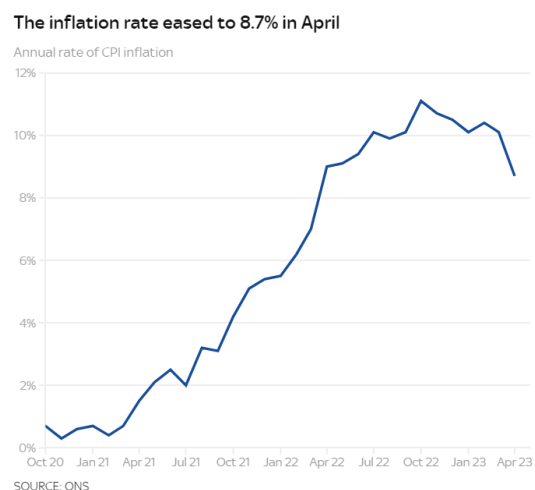
The ongoing cost of this offer has been built into the MTFs assumptions, creating a £900k additional cost from 2023/24 onward. An annual pay award of 3% has been assumed for the years 2024/25-2026/27.

Inflation: The Bank of England [monetary report](#) (May 2023) has been used to inform the revised MTFs assumptions for our expenditure and income. The report and the following graphs highlights that CPI inflation remains well above the 2% target with Inflation currently standing at 8.7%, higher than previously projected. The current projections are that inflation is expected to fall quickly to around 5% by the end of 2023, with the target 2% being met by late 2024.

Graph 1: Inflation Projection



Graph 2: Actual Inflation trend



Higher energy prices have been contributing to the high rate of inflation. Inflation for gas and electricity remained stable between April and May 2023, with prices rising 36.2% and 17.3% respectively, in the 12 months to May 2023. However, the cost of energy is now expected to fall, with the price cap reducing by 37% from 1 July 2023. There has been a conservative prediction built into the MTFs assumptions of a 20% increase in cost in comparison to current budgeted levels. But this will be refined in the coming months alongside the new energy contracts which will be in place from 1 October 2023.

The Council has put in place actions as part of an inflation strategy to mitigate the impact of inflationary increases. Some of these actions include:

- Insourcing the procurement team and securing an external procurement specialist.
- Reviewing all contracts to ensure they reflect best value and meet established needs.
- Reviewing all expenditure budgets, whilst at the same time maintaining a tight grip and control on expenditure.
- Establishing an inflation reserve to mitigate and smooth any immediate pressures.

Inflation Reserve and the ERF income: This reserve was created to mitigate the financial risk resulting from rising rates of inflation. During 2022/23, £3.4m from this reserve was utilised to fund the in-year inflationary pressure from higher-than-expected pay awards and rising energy costs. The Council operates an Energy Recovery Facility (ERF) which generates income from selling the electricity it generates. As a result of the energy market, £9.9m of ERF income in excess of the budget, was also transferred to the inflation reserve during 2022/23. We know that the energy market is volatile, so this additional income from ERF will be used as a smoothing mechanism to mitigate any future fluctuations in energy pricing, as well as alleviating any inflationary pressures which would create an adverse variance to the level of inflation incorporated within the budget. At the end of 2022/23 the Council had £11.5m within this reserve.

Inflationary risks have already been identified in 2023/24 including the pay award and some key contracts such as those that provide social care. To be prudent we have assumed £7.3m from the inflation reserve may be required to mitigate the financial impact of these risks during the year, but we will be monitoring this closely and all scenarios are being reviewed as part of the budget and MTFs process.

Adults and Childrens Social Care Demand

Adults Social Care: Pressure on ASC care packages continues to grow from the 2022/23 pressure reported in the outturn report ([item 12](#)). Pressure are due to rising demand in a number of areas including homecare and residential care for all age and client groups. A small cohort of complex cases costing in excess of £5k each per week continue to add to the more generic pressure. Operational and Commissioning activity continues to review and find solutions that meet need whilst trying to avoid additional costs and applying relevant funding tools to share costs fairly with health partners. The 3% increasing demand assumption provides budget within the service to meet the additional cost the rising demand, but in the coming months detailed demand forecasts for the next 3 years will be reviewed and budget assumptions firmed up.

Children’s Social Care: The majority of the expenditure from within children’s is spent on supporting children in care otherwise referred to as Looked after Children (LAC). The 2023/24 budget was based on 380 internal and external placements, and at present the Council has 420 (with 14 of these being unaccompanied asylum seeking children which are grant funded). This represents roughly a 10% increase in children’s care placements, with some of these increasing costs further due to the complexity of their needs. The revised assumptions within this report take account of this increase on the basis that in the later years the demand begins to stabilise due to the transformation of other services such as Fostering, This is outlined as one of our key programmes in section 2.

Capital Financing & Capital Programme: The [Capital and Investment Strategy 2023/24 - 2025/26](#) sets out a strategy based on the Council’s financial position and guides the development of the Capital Programme. The Council will only borrow where absolutely necessary due to health and safety issues, a statutory duty or where there is a sound business case. The Council will look to fund the Capital Programme from grants, third-party contributions or capital receipts, and is pursuing an accelerated Asset Disposal programme to generate these receipts.

Council recently approved the proposal to borrow £50m to fund the acquisition of the freehold interest of Sand Martin House. This additional capital requirement will increase the Council’s Capital Financing Requirement (CFR). It is important to note however that the cost of capital (borrowing + Minimum Revenue Provision (MRP)) is significantly lower than the cost of the current rent over the remaining life of the lease so the option to purchase provides a considerable saving to the Council.

Taking account of the Capital programme agreed at Council on 22 February 2023, of the additional borrowing outlined above and slippage in the Capital Programme from 2022/23 the Capital Programme for 2023/24 currently stands at:

Capital Programme 2023/24	£000
Original Budget approved at Full Council 22 February 2023	82,541
Slippage from 2022/23	14,057
Purchase of Sand Martin House (approved by Council on 22 May 2023)	50,000
Revised Capital Programme 2023/24	146,598
Funded by:	
Third Party (Grant) Funding	74,460
Corporate Resources*	72,138
Revised Funding 2023/24	146,598

* Capital Receipts, Transformation Reserve or Borrowing

The process for approval of capital projects over the MTFS period is linked to the Corporate Strategy and Priorities. Bids with outline business cases are presented to and assessed by the Operational Capital Board and recommendations made on which projects can be taken forward for full business case preparation to the Strategic Capital Board. Once approved by the Strategic Capital Board, recommendations are made for inclusion in the Capital Programme.

Asset Disposal Programme: The Council's Property team are undertaking a detailed review of all assets, and at this time hope to achieve receipts of £12.4m in 2023/24 as a result of asset disposals. As part of the review process properties which are deemed surplus, not value for money, or not meeting current regulations are being considered for sale. However, due to the Council's current financial position, there is a requirement to achieve significant sales in the short to medium term. Therefore, further sales have been identified across the portfolio to support this, including part of the rural estate, locality assets, possible development land options etc. However, it should be noted that the priority is to ensure the Council achieves best value under Section 123 of the Local Government Act 1972.

The Asset Disposal Plan was approved by Cabinet in September 2022, an update to this has been included at Appendix B.

Borrowing: The Council has £92m (excluding LOBO's) of outstanding loans due to mature in this financial year and will be exposed to the interest rate risk associated with refinancing this maturing debt. The Bank of England increased interest rates to 5% on 22nd June 2023 in an attempt to bring down stubbornly high inflation. The Treasury Management team will continue to work with its treasury advisors Link Group to secure replacement loans at the most opportune time to reduce the cost of borrowing. The Council will utilise cash balances for internal borrowing as well as investing any surplus balances to generate a return with the aim of achieving the optimum return (yield) on its investments, commensurate with proper levels of security and liquidity and with regard to the council's risk appetite.

Pensions Contribution Rates: The outcome of the latest tri-annual valuation carried out during 2022, covering the period 1 April 2023 to March 2026 is included within MTFS. The assumptions are based on a 17.5% contribution rate and an annual lump sum contribution of £1.955m in each of the years 2023/24- 2025/26. The same rates have been assumed for 2026/27 as it is difficult to predict the outcome of the next tri-annual valuation.

2. Future Sustainable Council - Strategic Direction

In October 2022, members approved a [Sustainable Future City Council](#) strategy which sets out how the Council will deliver long-term improvements and meet the changing needs of residents. [Our City Priorities](#) document set out the proposed direction of travel for the Council to deliver this vision which includes building a Sustainable Future City Council which requires us to have an organisational structure that is built around needs, fixes the basics and delivers excellent customer services using a 'OneCity – OnePartnership' approach. This means looking at all aspects of not only what we do but how we do it, together with our City partners.

Officer led Portfolio Boards have been established covering the four key themes from our Corporate Strategy. These boards will identify and drive the opportunities for improvement, particularly where there are cross-cutting opportunities and will focus on the following programmes:

Sustainable Future City Council board

'Adjust how we work, serve and enable, informed by strong data and insight capability'

Programme	Overview
MTFS	Develop and Embed a fit for purpose Budget Setting Process that ensures Value for money and a sustainable budget
Locality review	To review Assets held, to rationalise those assets to ensure a fit for purpose estate where the services are delivered from appropriate buildings that are properly funded and maintained. To release surplus assets for disposal.
Governance & Companies	Embedding improved governance into the Council, ensuring that decision-making is lawful, informed by objective advice, transparent and consultative.
People & Culture Programme	Redefining our approach to people and culture to improve how we identify, attract, retain, develop and grow the workforce that we need in order to improve the delivery of high value, high quality services and deliver against our priorities
Digital, Data & Analytics	Actively using data and digital solutions to inform and develop the delivery of services to meet the needs of residents today and help plan for tomorrow

The Economy & Inclusive Growth

'Maximise economic growth and prosperity in an inclusive and environmentally sustainable way'

Programme	Overview
City Council & Citywide net zero plan	Achieve net zero carbon as an organisation by 2030 and support the city to become net zero, through a reduction of emissions produced, local energy generation and an increase in carbon capture
City Centre Transformation	Create a clean, safe and vibrant city centre environment that is accessible and easy to navigate for pedestrians and cyclists, as well as a great place to work and visit
New Local Plan & Housing Strategy	To prepare and adopt a new Local Plan and Housing Strategy for Peterborough that is up-to-date and will deliver inclusive growth and sustainable development across the city
Major Growth and Regeneration projects	Provide new homes and jobs from incoming private sector investment. Secure grant funding for public sector interventions to stimulate growth and break cycles of deprivation
Skills and Employment Partnership programme	To be relentless in our approach to deliver an extraordinary learning experience, producing a high quality and productive local workforce, through our motivated residents, that have been inspired by our city, our employers and our providers.

Our Places & Communities

'Create healthy and safe environments where people want to live, invest, work, visit and play'

Programme	Overview
People in Peterborough are happier and feel part of a community	Active early intervention with our communities to improve our city centre so that individuals will feel part of communities and can contribute city centre plans in an inclusive manner.

Improve physical activity, culture & leisure	Significantly increase the number of residents participating in regular physical activity.
Early years support and school readiness	Through working in partnership, we will ensure our children will be confident, resilient and have an aptitude and enthusiasm for learning.
Safer Workplaces	Use early intervention to improve engagement, co-production and compliancy across businesses and workspaces so that user of these spaces have high degrees of confidence, trust and feel safe.
Partnership prevention hubs	We aim to develop new support mechanisms to engage with our most vulnerable in society, providing more timely intervention to improve lives, reduce future demand on acute services.

Prevention, Independence & Resilience

'Help and support our residents early on in their lives and prevent them from slipping into crisis'

Programme	Overview
Develop a shared, co-produced vision for residents with health or social care needs	An ambitious vision developed in partnership with our residents and key stakeholders. A clear focus on understanding the needs of our residents and staff with protected characteristics and a clear plan to improve their experience.
Further develop prevention focussed Integrated Neighbourhoods	Intervene early to support our residents to prevent them from slipping into crisis. Ensuring a community-based early intervention and prevention offer will ensure effective resident conversations to help them define their idea of a better life (support to reduce debt, income maximisation, better housing, and employment, reduced social isolation and independent living.
Education and Skills for all, including people with a learning disability or mental health issues	Developing higher education opportunities that are then linked to securing employment and ensuring that apprenticeships and placements are inclusive and capable of supporting all. To work more collaboratively and focus on co-design with key partners to ensure there are no barriers to education, lifelong learning and employment, including for people with a learning disability or mental health issues.
Integrated Front Door & Multi Agency Safeguarding Hub	Creating a co-located multi agency front door which will improve timeliness and quality of interventions and manage demand more appropriately
Fostering and Adoption Delivery Model	Create compelling and responsive solutions to recruitment and retention of Fostering & Adoption which increases the number of local family homes for children.
Improve our use of Digital and Assistive Technology	Further developing our digital response to improve resident experience in a cost-effective way including self-assessment/financial assessment, resident and provider portals, shared care record, electronic provider record, and a brokerage management system. Also, to further the development of our Assistive Technology care offer to improve independence and reduce the need for more traditional care.

3. Risks

The Council assesses financial risks as part of its budget setting process and regular Budgetary Control Review. The Council also invested in a dedicated Risk Manager who oversees this and chairs a Risk Management Board, which is set up to challenge and support risk management across the Council and partner organisations. The output from this Board is considered regularly at Audit Committee. Some of the key risks identified will inevitably have an impact on the Council's financial position. These include:

- **Inflation** – risk that inflation does not come down as quickly as anticipated. The Council is mitigating these by maintaining control of expenditure, reviewing all contracts and establishing an inflation reserve to deal with any immediate financial pressures.
- The impact of the Economy on the **Council's income streams** - Council Tax & NNDR, of which now equates to 81% of the Council's core funding.
- **Increased service demand** - which could increase as a result of ASC reform, the cost-of-living crisis and rising complexity of need. The current drive from the Government to work with the NHS to speed up and increase the levels of hospital discharges will also have a long-term impact on our social care services.
- **NHS integration**- Integrated Care System (ICS) - and the risk resulting from health also looking to make savings.
- **Climate Change**- balancing the need to reduce the Councils carbon footprint and deliver financial sustainability.
- **Energy generator levy**- Proposed legislation for an Electricity Generator Levy is still in draft but could result in a Levy charge for the Council from January 2023.
- **Interest Rate risk**- the risk of the Councils budget being affected by changes in interest rates when refinancing maturing debt.

4. Detailed Funding Assumptions

Table 3 outlines the Council's estimated core funding levels in the current year and over the life of the MTFS:

Table 3: Funding	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
NNDR	67,823	69,514	71,818	72,697
Revenue Support Grant	12,117	13,014	13,391	13,525
Council Tax	95,440	103,707	108,125	112,714
New Homes Bonus	811	811	811	811
Business Rate Pool	2,070	2,215	2,279	2,302
Services Grant	1,699	1,699	1,699	1,699
Improved Better Care Fund	7,480	7,480	7,480	7,480
Social Care Grant	12,287	14,280	14,694	14,841
Adult Social Care Market Sustainability and Improvement Fund	1,858	2,794	2,875	2,904
Discharge Support Grant (ringfenced)	1,049	1,748	1,799	1,817
Core Funding	202,634	217,262	224,972	230,791

Council Tax:

- Assumed annual Council Tax increase of 4.99% in 2024/25 and 2.99% from 2025/26 onwards.
- **Band D rate will increase from £1,587.08 in 2023/24, to £1,666.27 in 2024/25, £1,716.09 in 2025/26 and finally to £1,767.40 in 2026/27**
- The Council Tax base for 2023/24 was set at 61,023.62, as outlined within a report to [Cabinet](#) on 19 December 2022 and forecast to increase by 1,000 homes each year from 2024/25, which equates to 780 Band D equivalents. This is based on historical local housing growth.

NNDR (Business Rates):

- Business Rates Pool: Assumed based on the performance Cambridgeshire Local Authorities
- Business Growth: This includes specific growth in business rates based on planning and economic development information, including Fletton Quays, Great Haddon (Roxhill) and Flagship Park (Fengate).
- Business Rates income: Assumed this will increase in line with CPI. If the Government freeze the multiplier for businesses, local authorities will be compensated via section 31 grant based on an increase equivalent to the rate of CPI (September), as per legislation.
- Bad debt: A loss on non-collection equivalent to 1.2% of gross rates.
- Appeals: The appeals provision is forecast to equate to roughly 1.5% of the Councils total RV as per an assessment commissioned from advisors Wilks Head and Eve.

Grants:

Overall, it is difficult to foresee how Local Government Funding Reforms will change the distribution of funding across local government. There has been no further consultation and it is now highly likely to be postponed until at least 2025/26. At this stage it assumes that most core grants in 2025/26 and 2026/27 will increase in line with CPI.

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Appendix B: Disposal Plan

Sites	Asset Type	2023/24	2024/25	2025/26
POSH Ground	Football Ground	✓	✓	
Peterscourt	Office	✓		
Land at Fletchers Farm	Land/GP Shed	✓		
Rural Estate 1 - Avenue Farm	Rural	✓		
Rural Estate 2 - Eardley Grange Farm - Wrights Drove	Rural	✓		
Rural Estate 3 - Steam House Farm	Rural	✓		
Rural Estate 4 - Olympia Farm	Rural	✓		
Rural Estate 5 - Lodge Farm Thorney	Rural		✓	
Rural Estate 6 - Turves Farm	Rural	✓		
Herewards Cross	Ground Lease	✓		
Hallfields Lane	Open Space	✓		
16 Royce Road	Land	✓		
441 Lincoln Road	Day Centre/Office/ Support Hub		✓	
Thorney CC	Community Centre		✓	
Thorney Library	Library		✓	
Northminster House	Land	✓		
Wellington Street Car Park - PART	Car Park	✓		
100 High Street Eye	Covenant	✓		
Punch Tavern, Herlington	Land		✓	
Eye Youth Centre & Library	Community Centre & Library		✓	
Thorpe Road	Registry Office		✓	
Land at Angus Court	Land		✓	
49 Lincoln Road	Office		✓	
Chauffeurs Cottage	Office		✓	✓
Various	Ground Leases		✓	✓
Locality Review Assets	Buildings		✓	✓
Domestic disposals	Land		✓	✓
Self build plots	Land		✓	✓
Residential Development Plots	Land		✓	✓
Electricity Sub Stations	Land		✓	✓
Garage Sites	Land		✓	✓
Middleholme	Land			✓
North Westgate	Land and Buildings			
TK Maxx	Building	✓		
New England Complex	Community Asset		✓	
Herlington Centre	Retail, ground rent, car park, etc			✓
Wellington Street car park - WHOLE	Development site			

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