

CABINET	AGENDA ITEM No. 8
25 February 2019	PUBLIC REPORT

Report of:	Amanda Askham – Director of Business Improvement and Development	
Cabinet Member(s) responsible:	Cllr John Holdich – Leader	
Contact Officer(s):	Amanda Askham – Director of Business Improvement and Development	07919 166328

CORPORATE STRATEGY 2019 - 2021

R E C O M M E N D A T I O N S	
FROM: Director of Business Improvement and Development	Deadline date:
It is recommended that Cabinet comment on and endorse the proposed Corporate Strategy 2019 – 2021 for consideration by the Growth, Environment and Resources Scrutiny Committee.	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following a referral from CMT on 23 January 2019.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to:

- To provide an overview of the proposed Corporate Strategy 2019-21.
- To seek endorsement for the Strategy.
- To recommend that Cabinet recommends the Corporate Strategy for consideration by the Growth, Environment and Resources Scrutiny Committee.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.9, 'To commission reviews by and determine any changes of policy proposed by the Scrutiny Committees and Commissions making recommendations to Council about proposed changes to the Council's major policy and budget framework'.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	YES	If yes, date for Cabinet meeting	JUNE 2019
Date for relevant Council meeting	JULY 2019	Date for submission to Government Dept.	N/A

4. BACKGROUND AND KEY ISSUES

4.1 Over the last four months, the Cabinet has been working to develop Peterborough City Council's 2019-21 Corporate Strategy which focuses on:

- well managed finances so that we can invest in the areas that really matter;
- making improvements to the way we work and to the services we provide;
- putting community outcomes firmly at the centre of all that we do; and
- tackling the issues we face today alongside developing plans for the future.

The strategy builds on the progress we have made so far and sets out our response to new challenges and opportunities.

- 4.2 Peterborough City Council has put outcomes for citizens at the heart of its strategy and change programmes for several years. This outcomes based approach has focused the organisation on the difference that we make, not just what we do and how well we do it. It has also helped us to bring partners around common purpose and shared ambitions for the citizens of Peterborough.

For the past three years, the Council has been working to seven strategic priorities and Cabinet now wishes to refresh these to really focus on three priority outcomes for this period, which are more fully described in the strategy document:

- **Pride in our communities and environment**
- **First rate futures for our children, young people - and quality support for our adults and elderly**
- **Better jobs and quality homes**

- 4.3 The Council's current plans and strategies will be brought together into one framework to drive a shared vision for Peterborough. The strategic framework will focus on achieving positive outcomes for individuals and communities through the following elements:

- The **Corporate Strategy**, describing the Council's long term vision for Peterborough, the outcomes we strive for and our priorities for change;
- A set of ambitious **performance measures** which will be used to hold us to account for improvement across Peterborough;
- The Council's **Medium Term Financial Strategy**, which describes how we will commission services to deliver these outcomes within the resources we have;
- A suite of key strategies describing a detailed corporate approach to the management of core activities such as finances, workforce, digital services and assets;
- A set of **partnership agreements and action plans** which describe multi-agency approaches to deliver improved outcomes across Peterborough;
- **Service plans**, which describe how each of our directorates work to deliver our business plan objectives, including priorities for delivery as well as transformation and service improvement initiatives; and
- A Council wide **transformation programme** which brings together our ambitious programme of change to ensure that we have the resources and capacity to deliver at pace.

5. CONSULTATION

- 5.1 Cabinet have developed the Corporate Strategy, its themes and design principles for consultation with Scrutiny Committee and then Full Council. The strategy builds on the good practice and evidence base that has been developed across services.

- 5.2 To develop action plans against the priority themes and to ensure that the strategy becomes a dynamic, embedded part of the business, further consultation with leaders, our workforce, our partners and the citizens of Peterborough will be essential.

6. ANTICIPATED OUTCOMES OR IMPACT

- 6.1 The 2019-21 Corporate Strategy articulates the three priority outcomes for this period, which are more fully described in the strategy document and also describes a set of themes which, when taken together and consistently applied across all of our work, should build on each other and focus the energy and resource of the organisation on priority outcomes:

- Cultivate policy and practice so that citizens are systematically involved in the design, development and, where appropriate, delivery of our services
- Pursue and access the right investment and infrastructure from the Combined Authority and Government to support our economy

- Cultivate relationships and a system wide view to ensure joined up thinking, commissioning and action.
- Approach problems differently and target services more effectively, so that the right services reach the right residents.
- Develop a Local Authority Trading Company to work in ways and in places that matter to citizens
- Develop strength and depth in our commercial activity to ensure we are maximising revenue and minimising the cost to the tax payer

6.2 Through the new Corporate Strategy, the Council's leaders, employees, partners and stakeholders are making a commitment to work together to improve our performance and impact, knowing that the services we provide are making a real difference to the lives of the people living in our communities.

7. REASON FOR THE RECOMMENDATION

7.1 As well as articulating a framework to guide Council action, the Corporate Strategy communicates the Council's objectives and priorities to the community and to partners. It provides clarity about how the Council will be focusing its resource and effort and allows us to measure performance and progress.

7.2 In developing the new Corporate Strategy it was important to have a strategy which:

- clearly articulates our ambition;
- honestly acknowledges the challenges we face;
- helps us to make choices;
- allows us both the freedom to innovate and the rigour to evaluate;
- flows through the business.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 The Council has managed well with individual service and functional strategies to date but, as the context in which the Council operates has become both more challenging and more complex, the option to continue without an overarching Corporate Strategy and Strategic Framework was dismissed.

To evaluate the options in the Corporate Strategy, four elements were considered:

- the degree to which the proposed priority outcomes support delivery of the Council's statutory functions;
- the degree to which the proposed priority outcomes meet the needs of the citizens of Peterborough;
- the degree to which the proposed priority outcomes are financially viable and sustainable; and
- the degree to which the proposed priority outcomes are deliverable.

9. IMPLICATIONS

Financial Implications

9.1 There are no significant implications within this category directly involved with the approval of the Corporate Strategy. However, the strategy does guide the focus of the Council's resource and activity over the next two years.

Legal Implications

9.2 There are no significant implications within this category directly involved with the approval of the Corporate Strategy.

Equalities Implications

9.3 There is a particular focus in the Corporate Strategy on reducing inequality and designing services with citizens, mandating inclusion of a diverse range of views and voices.

10. BACKGROUND DOCUMENTS

10.1 None.

11. APPENDICES

11.1 Draft Corporate Strategy 2019-2021