

# Corporate Strategy

## 2019 - 2022



# Contents

This Corporate Strategy sets out the key **priorities, activities and campaigns** that the Council will pursue over the next three years.

The audience for this strategy is primarily the Council - its Members, its staff and its partners. Our commitment and aspirations for the next three years will be communicated to the public through a variety of channels and conversations so they know what to expect from us and can hold us to account.

## Page 3

Introduction to the Corporate Strategy and the Council's Strategic Framework

## Pages 4 - 6

Context

## Page 7

Budget

## Page 8

The Council's priorities and campaigns

## Page 9

Themes and Design Principles

## Back cover

Contact details

# Our Vision

**To create a Peterborough residents are proud to live, work and grow up in and where services give value for money and deliver what local people need.**

This strategy signals a strong commitment to:

- **our communities**, seeking engagement and contribution and ensuring everyone can play a part in improving the lives of people living in Peterborough;
- **our environment**, which is central to how we think and act. Green spaces, a circular economy, clean air and green businesses. We only have one 'Earth'.

Peterborough City Council has been developing an ambitious programme of change, with a determination to improve lives for local people despite an increasingly challenging financial context.

This work has prepared the Council well for the next period of significant challenge and

change when the demand for our services is expected to continue to grow, in line with the rapidly increasing Peterborough population, and the available funding for our services is set to decrease.

We recognise that we are one organisation in a hugely complicated system, where everyone has a role to play. Building a whole system approach around shared priorities, community outcomes and cost efficiencies is a crucial part of the Council's response to this context and requires a greater degree of collaboration between local public services, providers and partners than has ever previously been experienced in Local Government.

## The Council's Strategic Framework

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:

- ◆ A **Corporate Strategy**, describing the 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;
- ◆ The Council's **Medium Term Financial Strategy**, which describes how we will commission services to deliver outcomes within the resources we have;
- ◆ A suite of **key strategies** describing the management of core activities e.g. 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 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.

# Context - Our City



**Peterborough** has a population of **196,735** residents

**5th** fastest growing city...



Open for business with **10,200sq/m** of planning permissions available for new enterprises

**5,032** homes have been built in the past 5 years



Ready to roll out **5G to everyone**



**Historic Peterborough.** Our Cathedral is the burial place of two Queens. Katharine of Aragon and Mary Queen of Scots

**1.4%** Low unemployment **AT JUST 1.4%**



One of the first cities to become **Gigabit superfast**

There are **118,850 jobs** and **6,840 Businesses** across the City



**£24m** invested in roads and travel... opening up the city for new developments and job



**40%** **40% rise in overnight stays** by visitors in last two years



# Context - Our Communities



We're growing... with **planning permission** for **8,500 new homes**

A city of families... with **more children and working adults** than many other cities



Just **22 minutes** commute to work far lower than many other cities



Over **50 miles** of **cycleways, footpaths and bridleways**

**Good value houses...**

with average homes worth **£201k** - well below the national average, but with prices rising...



**100**  
Over 100 **languages** spoken



**9000 hrs of social action** taken by 300 young people as part of our National Citizen Service Programme

Grow your own with **1,097 allotment plots** available



**£179.5m** of Capital investment in to schools over the past 5 years



**93%** of schools have been rated 'good' or 'outstanding' by Ofsted



# Context - Your Council

44

**Fletton Quays**  
Anchoring the Fletton Quays development and drawing **£120m investment to the city**

**We have 10 libraries** and we've **extended their opening times by 50%...**

In 2017/18 the council received **1,018 Planning Applications**

The Council maintains **930km of roads**

The Council supports **2,037 Adults remain independent** in their own homes

Ofsted rated **Peterborough's Children's Social Care Services as 'good' in 2018**, with significant improvements noted since the last inspection

The Council looks after **368 Children in care**

We've **completed 4300 health checks**

The **8th Lowest Band D Council Tax** out of Unitary Authorities at **£1,344.37**

Becoming more commercial as a council. We already generate **£72m in income to invest in the City**

In 2017/2018 we **cleared up over 8,000 fly-tips** across the city

Last year our maintenance teams **repaired 4,785 pot holes**

# Budget

The current financial conditions faced by every Local Authority are very challenging. The funding for our services comes from Government grants and funding raised by the Council through the collection of Council Tax, Business rates and commercial activity. Since 2010, successive governments have reduced funding for Local Government meaning that councils rely more on local taxation.



The diagram on the left gives an overview of the Council’s funding for the 2018/19 budget and shows that the revenue support grant only equates to 10% of the Council’s total funding. This will reduce to 7% in 2019/20. Since 2010 this grant has reduced by 80%.

The diagram below outlines the Council’s current expenditure and shows how spending is increasingly focused on social care.

In Peterborough we have a robust approach to financial planning - with a rolling programme of budget monitoring and budget setting - that allows us to identify where savings and investment need to be made. Based on our current plans, we estimate that the Council will need to make another £30m of savings over the next three years - and we are proactively planning to meet the financial pressures in the years ahead.



# Priority Outcomes for Peterborough Citizens

## Pride in our communities and environment

**We want safe, friendly and healthy neighbourhoods with open spaces, roads, pavements and cycle paths that are well maintained and free from litter and mess:**

- ◆ Clean up Peterborough by making it easier to reduce, reuse, recycle and dispose of waste and by better prevention and enforcement to tackle anti-social behaviour, littering and fly tipping
- ◆ Open spaces to be well maintained for enjoyment by all.
- ◆ Invest in electric charging points, road, pavement and cycle path repairs.
- ◆ Maintain libraries, cultural, arts and leisure places for use by all.
- ◆ Practically help communities to work together to make a difference to their neighbourhood, encouraging neighbourhood watch groups, resident associations and community speed watch groups and releasing assets to the community to enable groups to thrive.
- ◆ Value and support the life and contribution of our rural areas and villages.

## First rate futures for our children, young people - and quality support for our adults and elderly

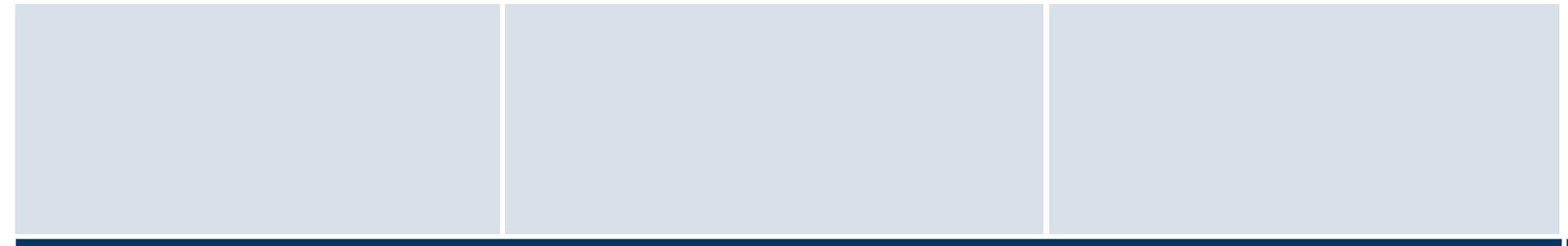
**We want to improve opportunities for education and training and to help people to do more for themselves, for each other and for their communities:**

- ◆ Keep vulnerable people safe in a way that draws on their own strengths and those of their communities.
- ◆ Help people make the best choices to keep themselves and their families healthy.
- ◆ Improve attainment in our schools and provide opportunities to gain skills for life, apprenticeships and degrees from our own university.
- ◆ Build new schools to ensure sufficient places are always available.
- ◆ Provide children in care and leaving care with good foster carers and supported accommodation; making sure their health and education needs are met.
- ◆ Explore new technologies and ideas that increase the chances of people living fulfilled, independent lives in their own homes.
- ◆ Work with partners to get people out of hospital and home quickly.
- ◆ Work with partners to tackle domestic violence, alcohol and substance misuse and mental health issues.

## Better jobs, good homes and better opportunities for all

**We will grow our city in a sustainable and fair way to create job opportunities and address poverty. As we grow, we will invest in the quality and availability of housing:**

- ◆ Deliver infrastructure to support our area as it grows.
- ◆ Make better use of our assets and encourage businesses to the city, providing a choice of jobs and careers.
- ◆ Meet the needs of all residents and prevent homelessness by supporting good landlords and increasing the quantity, quality and range of houses and accommodation.
- ◆ Collaborate with partners and businesses on innovative ideas to improve service, increase revenue and lower costs
- ◆ Work with Businesses through a City Business Improvement District (BID) to develop a vibrant city center economy, encouraging tourism and making Peterborough a city people want to live in, work in and visit.
- ◆ Ensure everyone in our communities can share the benefits of better jobs and a thriving economy.
- ◆ Maintain our recognised status as an inclusive, cohesive city where there are opportunities for all.



# Themes and Design Principles

To support our priorities and campaigns a set of themes and design principles have been developed to be applied across the whole council, its directorates and services. In addition, we will look again at the values and behaviours we expect from each other as we work together. When taken together and consistently these themes, principles and values will drive innovation and change across the Council.

47

## Council-wide themes to deliver change

Systematically involve our citizens 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

Building strong relationships with our partners to ensure we work together effectively in our commissioning and delivery of services

Approach problems differently and target services more effectively, so that the right services reach the right residents.

Ensure our new Local Authority Trading Company works in ways and in places that matter to citizens

Increase our commercial activity to ensure we are maximising revenue and minimising the cost to the tax payer

## Council-wide design principles

Meet need in a way that improves the quality of life and reduces inequalities	Focus on communities and places	Support citizen self-service wherever possible	Be business-like and commercial	Get better at collaboration - across the Council and across the System.	Develop more forward looking information which guides actions and decision making.	Be committed to continuous learning and improvement	Focus on modern, automated and lean delivery.
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This Corporate Strategy, its themes and design principles have been developed in consultation with Members, lead officers and our partners. The strategy builds on good practice and strong leadership and is intended to foster an innovative culture where continuous improvement is everyone's responsibility.

We hope the ambition and themes are inclusive and engaging and this strategy encourages leaders, employees, partners, stakeholders and customers across our area to participate in the important work of public service.

We welcome any feedback, offers of collaboration or ideas for improvement to [Business.improvement@peterborough.gov.uk](mailto:Business.improvement@peterborough.gov.uk) Thank you.

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