

EXTRAORDINARY CABINET	AGENDA ITEM No. 3
30 September 2022	PUBLIC REPORT

Report of:	Matt Gladstone, Chief Executive
Cabinet Member responsible:	Cllr Wayne Fitzgerald, Leader of the council
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SUSTAINABLE FUTURE CITY COUNCIL STRATEGY & PRIORITIES 2022 TO 2025

RECOMMENDATIONS	
FROM: Matt Gladstone – Chief Executive	Deadline date: September 2022
<p>It is recommended that Cabinet endorses the City Council’s “Sustainable Future City Council Strategy 2022-25” and its accompanying “City Priorities”, both artifacts which are attached as an appendix to this report.</p>	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following the 23/06/22 “All Party Policy Meeting” and subsequent request from Cllr Fitzgerald, Leader of the City Council.

2. PURPOSE AND REASON FOR REPORT

2.1 This paper sets out the proposed direction of travel for the leadership, design and organisation of Peterborough City Council so that it can deliver the administration’s long-term vision for the City and the four priority outcomes as set out in the **“Sustainable Future City Council Strategy 2022-25”** and the Council’s response to our City’s challenges as outlined in the accompanying **“City Priorities”**:

1. **The Economy & Inclusive Growth** - maximising economic growth and prosperity for Peterborough as a City of Opportunity, and do so in an inclusive and environmentally sustainable way, together with our City partners and communities.
2. **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.
3. **Prevention, Independence & Resilience** help & support our residents early on in their lives and prevent them from slipping into crisis.
4. supported by a **Sustainable Future City Council** - adjust how we Work, Serve and Enable, informed by strong Data & Insight capability and led by a culture of strong Leadership.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.14, ‘To ... determine any changes of policy proposed by ... making recommendations to Council about proposed changes to the Council’s major policy and budget framework.’

3. BACKGROUND AND KEY ISSUES

3.1 We are living in arguably, the most challenging times facing Peterborough since the Second World War. **Coronavirus** has caused untold tragedy and economic damage and with a decade into **austerity** the City faces many more years of fiscal restraint. Meanwhile, a **cost-of-living crisis**, mainly driven by inflation and exponential price increases across all sectors is putting further demand on an already fragile support system and which is most felt by our communities.

A different response, yet within the safety of a tried and tested model is required, one that builds on the huge opportunities presented to us by the City and do so in a way that empowers staff and partners to showcase their innovation and creativity.

3.2 Macro-economic circumstances and the pandemic have revealed characteristics of our place that have been hidden in plain sight and which now need to be tackled. These structural inequalities hold too many of our communities back and they drive the demand our services are struggling to afford to meet - understanding and then tackling the **root causes of service demand** is therefore absolutely key.

3.3 We also need to change because what the Council has done in the past is no longer good enough in meeting what our residents **need and expect** today. Our City residents are at the bottom of too many league tables - people in the City die earlier, have poorer health and lower levels of education and skills than in most other cities. Too many are insufficiently skilled, too many are in low paid work, too many struggle to find suitable accommodation to live in.

3.4 The Government has also been implementing **reforms in national policy and legislation** and which continue to have a major impact on council services, residents and local businesses.

The combined impacts of austerity, population change and government policy means that we can no longer afford to meet the needs of our residents by spending more money on the kinds of services the Council provides. Instead, we need to re-focus what we do so that we can identify the root cause of needs and tackle it - so that people have a better chance of living in their community more independently and with better outcomes.

3.5 We now need to adopt what has worked well during the pandemic and re-arrange ourselves, from **finance, processes, people and technology**, while funding pressures require us to have a strong Medium-Term Financial Strategy, replenished reserves and a plan.

3.6 A **Sustainable Future City Council** requires us to have an organisational structure that is build 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. Essentially this is about:

- *How we serve* – delivering excellent services to our customers and partners at all opportunities, based on their needs rather than our structures.
- *How we work* - maximizing flexibility and minimum constraints to optimise performance in support of those who depend on what we do.
- *How we enable* - creating highly performing services including HR, IT, Finance, Procurement, and key capability in data & insight.

4. SUSTAINABLE FUTURE CITY COUNCIL STRATEGY 2022-25

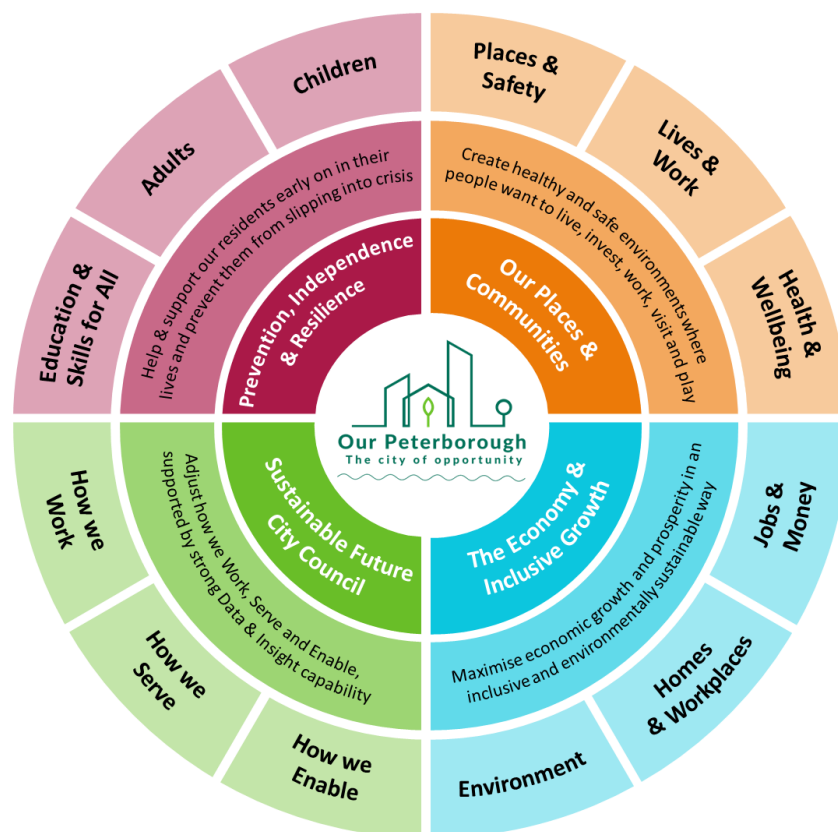
4.1 During the first half of 2022, the leadership of the Council launched two pieces of work and which will pave the way for our long term improvement journey and sustainability of the City's administration:

1. A panel of independent experts - the *Peterborough City Council Independent Improvement and Assurance Panel (PCCIIAP)* – to provide external advice, challenge and expertise to Peterborough City Council in driving forward the development and delivery of our improvement plan and priorities;
2. We set up our *Sustainable Future City Council Strategy and Improvement Plan* within the Council to re-examine every aspect of what the council does and how we are organised – and then capitalise on the opportunities presented to us by the City.

The recommendations and outcomes of this work now need to be taken forward to design in more detail, a sustainable organisation that can live within its means, tackle the challenges the City faces and respond to the Improvement Panel’s findings and deliver the City’s vision.

The starting point is the challenge of finding significant savings over the coming years and to provide for the required long term financial sustainability – only then we can invest into our City’s future. We will do this by implementing a future operating model which will enable us to manage demand and help & support people before they reach crisis point while finding ways to tackle inequality in our communities by maximising sustainable economic growth that benefits everyone.

During the second half of 2022, we will be working up detailed proposals and a plan around our 4 key priorities:



Detailed **Service Delivery Plans** backed up by outline business cases will be developed and which set out the milestones and desired outcomes we are trying to achieve over the coming years - with accountable officers linked to each service plan. We then monitor our performance and improvements against a set of agreed **Key Performance Indicators (KPIs)** – and then we can measure our outcomes and the social progress we make in our City.

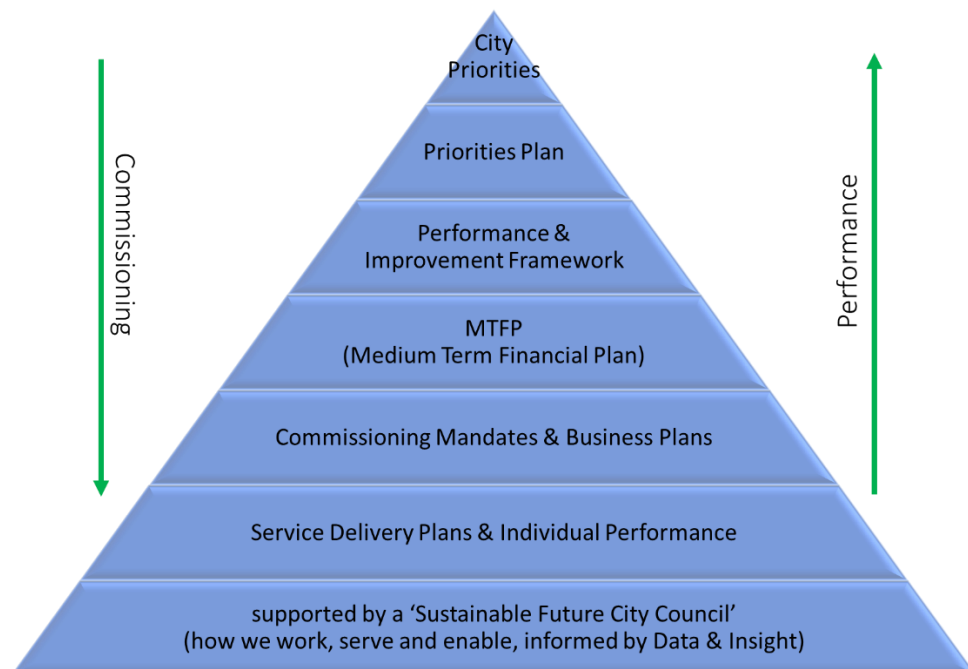
5. THE COUNCIL'S STRATEGIC FRAMEWORK & OUR CITY PRIORITIES

5.1 The **Council's Strategic Framework** helps us to make decisions, improvements and manage performance.

It includes the 'golden thread' of artifacts that describe our priorities in the long, medium and short term, and which are managed through our commissioning and performance processes. It provides a clear line of sight between the ultimate vision of the City Priorities to day-to-day service delivery and individual performance.

The top-line of the 'golden thread' are our **City Priorities**, providing a shared long-term vision for Peterborough. Our approach to realising this long-term vision will be translated into medium-term priorities and programmes of activity - our **Priorities Plan**.

Our Priorities are the Council's response to our City's challenges and explain our overall approach to public service and translates this approach into tangible activity through a single Performance & Improvement Framework.



6. REASONS FOR RECOMMENDATIONS

6.1 The recommendations and subsequent work following from this report will address the financial challenges of the City Council in the medium and long term and enable it to develop plans required to set a viable Medium Term Financial Strategy to become a Sustainable Future City Council.

7. ALTERNATIVE OPTIONS CONSIDERED

7.1 The alternative option is to continue to assign annual cash limits within a reduced financial envelope, without transforming the way the Council operates—we believe this to be an unsustainable position, financially and operationally.

8. IMPLICATIONS

Financial Implications

- 8.1 The Council’s financial strategy and Medium Term Financial Plan (MTFP) will naturally flow from this work and will be detailed in subsequent reports.
There are no immediate additional financial costs arising from the recommendations in this report at this stage and can be delivered via existing resources and capital receipts.

Legal Implications

- 8.2 There will be areas for consideration around decision making, governance, engagement and the constitution. Proposals will be brought back for consultation.

Equalities Implications

- 8.3 None

Carbon Impact Assessment

- 8.5 This report will actively support the Council’s ambitions to become carbon neutral

Communications and Engagement

- 8.6 The findings of this report were prepared with input from staff, partners and members

9. BACKGROUND DOCUMENTS

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

- 9.1 None

10. APPENDICES

- 10.1 Appendix A – Sustainable Future City Council Strategy 2022-25

- 10.2 Appendix B – City Priorities

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