

# Corporate Strategy 2024 - 2027

**DRAFT**





## **Draft Corporate Strategy – 2024 to 2027**

Peterborough is a city of opportunity with a bright future.

We are one of the fastest-growing cities in the UK, and our role in the continued development of the university coupled with our ambitious growth and regeneration programme will keep us there.

Although our city centre has its challenges, it has bounced back from recession and the pandemic much faster than most, and we anticipate continued improvement as some major retailers and operators open in the coming months.

Investment in our city is at a high. The Station Quarter redevelopment is due to begin next year, Fletton Quays and our riverside is much transformed, with more set to come. And we have had so much interest from potential investors, we launched an Investment Prospectus setting out key regeneration and development sites.

We are also youthful, multi-cultural, connected and vibrant – the average age of our residents is just 35. We are diverse and have a high number of families living here - with children who are set to flourish in the next 10-20 years.

We now have an established university with phase three of ARU Peterborough now open. This provider, together with Peterborough College and City College Peterborough, is now driving forward the upskilling of our residents with a strong focus on higher paid careers, including those in science, technology, engineering, mathematics and green technology.

Like any organisation, we must continually modernise and adapt how we deliver services to meet current demands – this is why we are now revisiting our Corporate Strategy.

Our core priorities for the next three years are:

1. Economy and Inclusive Growth
2. Creating a Sustainable Future
3. Prevention, Independence and Resilience
4. Children and Young People

Like all local authorities, we continue to face ongoing financial pressures, and it is essential that we reach and maintain a position of financial sustainability.

Our net revenue budget is in the region of £220m per annum, but the demand for services in the current year and over the life of the Medium Term Financial Strategy are significantly higher, which means there is a constant challenge to deliver services within budget.

It is therefore essential that we continue to find ways to transform our services and deliver savings wherever possible. Our workforce is integral in this transformation process, and it is important that all our stakeholders understand and accept that we cannot continue to provide everything we have provided in the past.

As reflected in our values, we are committed to being bold and innovative, we respect our people and communities, and we keep our promises. In fact, we will be as bold to say that due to our funding pressures, we cannot deliver everything we used to.

This is why we need your help in making sure our Corporate Strategy priorities are chosen wisely. The consultation will take place between 18 September and 27 October.

### Economy and Inclusive Growth

- 1. Create more and better paid permanent jobs across a broad range of sectors**  
Give residents access to stable employment in sectors such as green technology, that pay well. This will give residents more money in their pockets and ensure there is more money in the local economy.
- 2. Provide better opportunities for people to gain new skills.**  
Support to either enter the workplace or progress into more highly skilled/paid work. This could be through City College, or our new ARU Peterborough. As well as reducing the number of residents out of work and claiming benefits, this will attract new businesses to invest here as they will have access to a skilled local workforce.
- 3. Enable more homes of all sizes and across all tenures to be built, including genuinely affordable housing.**  
If more of our residents can find suitable homes, whether for purchase or rental, it will reduce the number who are homeless or in temporary accommodation.
- 4. Continue to work towards achieving a net-zero council and city.**  
Implement initiatives to reduce our carbon footprint. Kickstart infrastructure projects (such as the PIRI project) that can transport converted lost heat/energy generated by our Energy Recovery Facility to businesses - and potentially homes.
- 5. Drive forward major growth and regeneration projects to create more jobs, boost the local economy and make our city a better place to live, work and visit**  
We will deliver the Peterborough Station Quarter, the continued expansion of our university, ARU Peterborough, and the regeneration of the former TK Maxx building. We will kickstart the long-awaited North Westgate development and the

redevelopment of the river frontage to create a destination for the day and night-time economy.

**6. Create a safer, cleaner, more vibrant city centre.**

We want to transform our city centre, working closely with local residents, stakeholders and businesses. This will include revitalising our Cathedral Square, our tourism offering and promoting our city centre both regionally and nationally as a place of choice for day trips, weekend breaks, nights out and as a place to live.

**7. Adopt a new Local Plan, ensuring growth - including jobs and homes – are planned and our services respond well**

Growth needs to happen in a managed way, providing homes, employment land, a built environment that encourages healthy behaviours, and community services (such as schools and health care) where it is needed, as is happening at Great Haddon. Our new Local Plan will also help deliver the other objectives in this Corporate Strategy, including providing more homes of all sizes and tenures and more and better paid permanent jobs.

Sustainable Future City Council

**1. Financial sustainability.**

We will continue to ensure we can deliver services within the budget we have available, making tough decisions when needed. This includes reducing debt and strengthening reserves levels to achieve and maintain financial sustainability. We will maximise our collection rates (council tax and business rates) and deliver the services our residents tell us they need within the funds we have available.

**2. Maximising the use of our land and buildings.**

We will manage our land, buildings and facilities, ensuring that taxpayers' money is being spent in the most efficient way and that buildings are fit for purpose. We will do this by investing in those assets that support our corporate priorities and dispose of those that don't.

**3. Investing in our people and developing our culture.**

We need good people to deliver our priorities. We will invest in developing and retaining staff to better respond to the demands of our service by implementing a new Leadership and Management programme. By doing this we will become a more attractive employer enabling us to pick the best people to serve our residents.

**4. Reintegrating services back into the council.**

By bringing services (such as Opportunity Peterborough and Serco services) back in house we improve value for money and efficiency with services that are more closely aligned to our priorities.

**5. Improving our use of digital, data and analytics.**

We commit to streamlining our systems and ensure the right digital support is in place – including AI where appropriate - to make services as accessible and efficient as possible. We will also review the way we collect data and how we use this to improve the services that we offer.

Prevention, Independence and Resilience

**1. Modernise our services**

We will focus our efforts on working with residents at an early stage to prevent ill health and make our services easier to access. This will help keep residents well and in their own homes for longer. We will do this by embracing new and emerging technology including talking devices, mats with sensors and smart speakers.

**2. Helping our residents stay healthy, independent and active**

We will focus on improving the quality of services we provide to keep people healthy, independent and active, including enhanced support for carers, young people transitioning to adulthood and our reablement offer. We will seek advice from people with real life experience on how we deliver our services. For example, our Carer's Strategy has been co-produced and will be rolled out with advice from carers in our city. We will also team up with students from ARU Peterborough to carry out research we can use to pinpoint those in need. Artificial intelligence will be used to better predict residents at risk and in need of intervention.

**3. Embed Public Health in every service of the council**

We will focus on tackling health inequalities, so everyone in our city has the chance to live well for longer. This will be done alongside the Local Plan, so our built environment enables healthy options to be easy choices, such as walking and cycling. We will work with local communities and partners to deliver increased take-up of health checks, support Family Hubs and reduce damp and mould in homes.

#### **4. Developing an inclusive and diverse workforce.**

In order for us to best serve our community, we need to have a workforce that is truly reflective of our city.

#### Children and Young People

##### **1. Provide the best support possible for vulnerable children and young people.**

We will respond quickly and effectively to consistently safeguard from harm. We will establish an academy to support newly qualified social workers. Where possible, services for children with disabilities/complex needs will be individually tailored. Children and young people will be supported to live with their family when safe to do so, and high-quality care will be given to those who cannot. This could include more children's homes and more foster care. We will support children and young people to enjoy life to their full potential.

##### **2. Provide the best education possible for all our children and young people, including those with special education needs (SEND).**

We want to ensure every child and young person reaches their full potential. We will do this by building four new schools in areas of need (eg Great Haddon), working with schools, academy trusts and the DfE to increase the number of schools rated good or better by Ofsted and offering improved outcomes for children and young people with SEND.

##### **3. Work closely with our partners to ensure the best support for children and young people**

We will work closely with our partners, such as health services, to focus on the social, emotional, mental health and wellbeing of our children and young people. We will continue to provide a universal public health nursing service for all children and young people, targeting those most in need.

##### **4. Establish a multi-agency safeguarding hub in the city**

We want to ensure that children in need of help and protection in the city receive timely and informed multi-agency decision making and responses, in keeping with legislative and statutory requirements. A Peterborough focused hub will ensure children in need get the best support possible.

##### **5. Provide the best opportunities for young people in care and leaving care**

We will ensure every child in our care receives the same high-quality support and opportunities that we would all strive to achieve for our own children. As they move

towards adulthood, we will support them to become independent at a pace which is right for them. We will develop, in partnership with the National House Project Charity, a scheme to support children when they leave the care system, including opening a day facility at Chauffeurs Cottage in the city centre.

6. **Support children and young people known to Youth Justice to reduce re-offending and be supported within their community.**

We will support children involved with the Youth Justice Service to make positive changes, so that they can go on to lead positive adult lives. We will work with children and young people to reduce reoffending and support those who have been harmed by crime. We will engage children in education, training, and employment opportunities, seek to remove barriers to their involvement, and consider diversity and disproportionality in all aspects of our work.