



Sustainable Future City Council Strategy 2022-25

Investing in our Future –
Delivering on our Priorities



Investing in our Future – Delivering on our Priorities

What the future holds for our City and what our response will need to look like

Over the last 10 years Peterborough City has become one of the fastest growing and changing cities in Britain. Change is everywhere and the City Council remains committed to ensuring equality of opportunity for all and establishing a 'OneCity – OnePartnership' approach to inclusive, sustainable growth and wellbeing.

Growing at more than twice the national average for England and Wales over the last 10 years (2011-2021), our population has grown by 17.5% to 215,700 (an increase of 32,100) while the total number of households has increased by 14.2% to 84,500 (an increase of 10,500). Over the same period of time, Peterborough has seen a 24% increase in children aged under 15, a 14% increase in adults aged 15 to 64 and a 23% increase in those aged 65 and over.

Between 2015 and 2019, the city's population grew by 4.28% whilst the local economy grew by 27.44%, evidence that our City has the ability to attract high productivity growth and do so in an inclusive and sustainable way.

Today, we are the 3rd fastest growing urban economy in the country and among the top 15 cities with the highest number of business start-ups and patents in the UK. We have also grown to become the top 4 employer in the UK's 'Golden Logistics Triangle', providing for thousands of additional jobs within the warehouse and transport sector in and around the city - these are good foundations for further growth opportunities.

Peterborough has some fantastic aspects to its environment and as a place to be. We have a new university, ambitious plans for re-imagining our City centre and the embankment, well maintained parks and we are surrounded by an abundance of nature, local markets, a wide range of retail offerings and many tourist attractions – our City has a lot to show! All this, supported by our proud heritage and World class digital infrastructure, is making Peterborough an attractive place to live, invest, work, visit and play.

Yet while our City continues to grow and prosper, there are still too many people who feel left behind and who do not directly benefit from the opportunities our City presents to us.

Austerity & Money

The money is gone and is unlikely to come back. A decade into **austerity**, local government finances have been eroded to tipping point, and so we face many more years of fiscal restraint as we move into a new era of permanent austerity. Meanwhile demand for our services is rising, partly as a result of the impact of austerity on some of our communities and partly because of the macro-economic reality we find ourselves in. All this is happening in the context of increasing demand and pressures on our National Health Service (NHS) and the implications this has on our communities and the services we provide as a Council.

Now more than ever, our City is facing significant on-going financial challenges and risks – doing nothing or to continue doing what we have done in the past is not an option, nor is doing less. We need to find our own ways to plan and then gear up for a future in which we can operate effectively, independently and do so within a reduced financial envelope - this requires us to have a response and a more positive vision for our City. We need to act now and then move at pace.

The **pandemic** has had a negative impact upon our own finances and those of our partner organisations, creating a significant hole in the Council's medium-term financial plan. We anticipate needing to close a budget gap in excess of £20m to £30m over the coming years because of this and other demand led, inflationary or COVID related pressures. Adopting a business as usual, 'salami slicing' approach to managing this gap, is unlikely to deliver the savings we need - nor will it enable us to address future challenges.

Furthermore, increased **climate targets** are driving up investment requirements for our businesses, infrastructure, Council owned assets and the City's housing stock.

A **cost-of-living crisis**, partly driven by inflationary pressures from the cost of energy and foods, supply chain disruption and the inescapable truth of excessive monetary quantitative easing (printing money), have led to exponential price increases across all sectors and which are most felt by our communities. We anticipate inflationary pressures and decreasing purchasing power to continue for the unforeseeable future, effectively eroding residents' disposable income further.

2022 also sees the start of the **end of cheap money**, with inflation and monetary policies driving up interest rates and with it the cost of borrowing (debt), creating uncertainty around economic growth and certainty of the UK economy moving into recession, alongside our trading partners. The impact on our City and communities have yet to be evaluated as economic prosperity and growth will falter over the coming months and years.

The decisions we take today will determine how well prepared the City will be for what is still to come over the coming years.

Rising Demand

Funding pressures are only part of our problem. Nobody believes that ‘salami slicing’ will work - politicians, businesses, nor our residents. We have a 4-point plan to achieve financial sustainability as an administration:

1. As part of the Council’s improvement journey we have and continue to look for ways to reduce spend and get a better deal from those organisations we rely on to provide services including our **supply chain** - pushing too far will have a direct, negative impact on our local suppliers and local employment.
2. We continue to **transform** the way we deliver services, doing things differently in a way that improves outcomes and doing more for less or have somebody else doing it cheaper - this has worked for some of our services, but we are bringing back in-house service delivery where this has fallen short of our expectations.
3. Our **capital receipts** programme has reduced the risk of future interest rates exposures and our cost of borrowing by selling some of our assets. While these savings have been vital to achieve financial sustainability, selling assets only yield one off savings to our bottom line and once those assets are sold off diminish our opportunity to benefit from future returns.
4. We can continue to **stop** ‘non vital’ services or **charge** more - this can only be done within the limits of consultation and our statutory obligations to those who need our help & support the most.

But at its heart, this is not only about money - our long-term financial resilience rests on our ability to **manage demand** and help & support people before they reach crisis point while finding ways to improve outcomes and to tackle inequality in our communities by maximising sustainable economic growth that benefits everyone.

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.

To break this circle, we will need to find new ways of re-arranging ourselves and seize the opportunities before us - then we will need to invest in our capacity and leadership and have a plan to implement those changes.

Expectations & Trust

COVID lock downs and policies have highlighted the importance of local government in building trust with our communities – but the pandemic has also highlighted the challenges government faces in building trust amongst our younger population and our (in)ability to influence information and decisions. The next financial crisis is likely to see a shift of power from institutional stakeholders to individuals facilitated by the shift to digital currencies and new regulations geared towards protecting individuals and their data.

We will need to find new ways of **connecting** and **build trust** with our younger residents and create an environment of healthy democratic participation through effective community engagement,

enabling a stronger sense of belonging and purpose - and then a conversation about the role of the state. Making better use of data & insight to identify needs in our neighbourhoods and tap into their sentiment to continuously sense check why and what we do and whether we do it right will facilitate this change. This includes re-connecting and reaching out to our younger residents and using alternative methods of communication and new ways of bringing people closer to us – this is about Trust!

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.

National Policy Changes

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. They include reform of the housing and planning systems; welfare reform, including a reduction in the cap in household benefits and a freeze on working age benefits; reform of adult social care; children’s care and health and social care integration; promoting ‘devolution deals’ at regional levels; plans for schools to become academies; and changes to the way children with special education needs and disabilities (SEND) are identified and supported.

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.

Preparing for the Future

Future shocks will test our ability to respond with an already fragile social infrastructure and support system. The World has changed and so must we - People will change and organisations will change, regardless of whether it is planned or not.

‘Place’ has a new meaning, for our staff it is more hybrid, more integrated and for young people it has a different sentiment (online communities). While our structures have been resilient during crisis (because we had to), the old structures are no longer fit for purpose to service future needs.

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.

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.

THE ECONOMY & INCLUSIVE GROWTH

Jobs

Our Peterborough has a dynamic and vibrant economy, particularly when measured on headline metrics such as GDP and employment. However, these measures are not necessarily very good indicators to describe income distribution amongst those who live and work here. The same applies to measures of deprivation, the narrative which often describes Peterborough as a deprived place when compared to other local authorities nationally.

In reality, neither picture is true at face value. Our City is quite an unequal place - some of our residents are in professional occupations, living in affluent neighbourhoods and whose children achieve highly at school and who start and run successful businesses. Yet too many of our residents work in low skills, low wage jobs, with poor or worsening health and disability, live with low job security and experience in-work poverty. These individuals and families are particularly vulnerable to the cost-of-living crisis and shocks to our economy.

The make-up of the majority of our City workforce broadly falls into 3 categories:

- i. Manufacturing jobs which make up about 7% of our total City workforce
- ii. Low skilled service jobs which make up >50% of our total City workforce
- iii. High skilled service jobs which make up about 24% of our City workforce

The future of **manufacturing jobs** (7%) in and around Peterborough and the UK as a whole will be going through some significant change over the next 10 years and beyond. We expect demand for high productivity service jobs to increase exponentially over the coming years as Artificial Intelligence (AI), Robotics and Innovation will trickle down into our local economy.

At the same time demand for goods already starts to decrease, partly because of a consumer induced recession. The 4th Industrial Revolution (Robotics, AI and climate related innovations) will put further pressure on our City's manufacturing sector. Oxford University research and modelling estimate that this trend will displace up to 10% of our existing City workforce by 2030 and 47% of our manufacturing jobs by 2040 – making sure we build and lead on this trend and not fighting it will better prepare us for the future.

Smaller proportions of people in higher skilled, higher paying employment means that residents on average earn less in our region. Local, **low skilled service jobs** (>50%) can be further split into those located in our inner City (mainly in retail) and those located outside the City (mainly in logistics) and

about 10% of our City workforce work in the construction industry - at £474, the average weekly workplace earning for our City workforce scores lower than the national average at £530/week.

Another indicator of low-income employment is the number of people accessing Universal Credit whilst in work (in-work poverty). Only 6% of Peterborough residents claim Universal Credit but nearly half (48%) of Universal Credit claimants in our City are in employment (the highest number in the country). Today more than a third of our children in the City grow up in poverty, with 18,000 households living on less than £284/week – a circle we will need to find ways to break.

While income inequality is on the rise, a decade long boom in our local warehouse and logistics industry and our professional, scientific & technical sector has seen improvements to living standards, especially those in **high skilled service jobs** (24%). While demand for high skills in the area outstrips supply, this is putting pressure on an already tight local labour market, holding back growth. Furthermore, the minority of high skilled jobs now drive the majority of our economic growth, making these the sectors for our biggest growth opportunity - and one we should find ways to capitalise on.

As to our own Council workforce of carers and those who enable independent living for people with disabilities, mental health needs and those who benefit from active participation in the local community, we will need to improve the ways in which we recruit and retain qualified staff.

We can stand by and watch things happen, seeing inequalities increase and the weakest driven out of the City - or we can help shape the future so that the whole City benefits and prospers.

Homes & Workplace

Housing in and around Peterborough City is more affordable than nationally, but this is changing. Generally, our residents find it easier to afford to buy a house than nationally. However, over the last years, our residents will have found it harder to afford to buy their own home - prices are increasing and affordability is decreasing while existing home owners will find it more difficult to service their mortgage debt as a result of increasing interest rates.

Our 'Local Plan' policy requires that on sites where there are more than 15 dwellings planned, 30% should be affordable and we are on track to meet our targets. However, in 2021, 24% of all dwellings built (not just those on sites of >15 dwellings) were affordable and over the past 5 years, only 18% have been affordable – partly a reflection of low-density housing plans.

Around 20% of our residents live in social rented housing and as a Council we support around 2500 of our residents living in care settings. Increasingly, more of our residents are evicted from private rented property (twice as many than other comparable areas and our numbers have doubled in 2021 compared to 2020). There are also almost twice as many households in temporary accommodation - for many, home ownership has become a distant dream and for some the risk of eviction has become reality.

We will need to find ways to accelerate high quality and energy efficient **affordable housing** provision in and around our City, then re-arrange ourselves so we can effectively support those ambitions and get out of the way where we cannot add value. This also must include suitable and secure homes for

the elderly and people with severe disabilities and who often feel isolated and struggle to connect with their local community.

The pandemic has redefined for us not only how we work but also where. **'Workplace'** has a new meaning, for most it has become more hybrid and for many home working has become the norm. We expect this trend to continue as more of our City workforce seek ways to increase their work-life balance and as businesses look to reduce physical spaces in an effort to offset some of their inflationary costs.

“Successful **high streets** are an outcome, not a driver, of successful city centre economies. There is a tangible link between high-skilled, well-paid jobs in city centres and the quality of high street amenities. To secure the long-term future of our high street, we require a rethink of our regeneration strategy and make our City centre more attractive places for knowledge-based businesses such as through providing quality facilities and office space.

Good jobs and a strong local economy are the key to saving high streets. Any interventions that seek to improve cities' amenities without boosting consumer spending power are doomed to fail from an economic perspective” (Centre for Cities).

Our inner City has a relatively low share of **office space** as the retail sector dominates Peterborough's City core. Whether we will continue to see a shift from retail to online shopping or not, in order to meet our future growth ambitions for the service sector, this is an area our City needs to invest in. Policies on creating more attractive places where high-skilled, high-wage businesses can be based should be part of our plans for re-imagining our City centre. Recent reforms to the 'Use Class Order' which sets the rules for how buildings can be used and the process for switching between uses should pave the way to a more dynamic high street and facilitate this transition by converting excess retail units, including our libraries, into high quality office and co-working spaces. This is particularly important to support our City's trend in attracting start-up companies who require smaller units and to retain future entrepreneurs graduating from our new university and colleges.

Environment

With the majority of commutes done by private vehicles, our Peterborough is a **car dominated city** and which can partly be explained by the low density build environment and with it the challenge to provide for a more widely available public transport system (50% of our local CO2 emissions are generated by transport alone). Only 1% of Peterborough's principle road network and 5% of our City's non-principle road network requires maintenance to be considered (2021) – we have well maintained streets.

In comparison, local businesses contribute 24% towards our CO2 emissions and the City's housing stock 26% respectively. Furthermore, half of our City's housing falls short of the 'C' EPC rating, below the >50% target set by 2025 and as mandated by government.

That said, a comparatively low share of commuting is done by bicycle, with up to 160,000 vehicle journeys per day compared to only hundreds of **bicycles** a day during the summer - this is an area where the Council can directly influence the behaviour of our residents while at the same time

contribute to the overall health and wellbeing of our residents and our environment. We expect bicycle usage to increase over the coming years as electric powered bikes become more affordable and with it the introduction of 'pay-as-you-go' bicycle rental schemes (this is particularly important for our newly arriving students to the City and those who visit).

Money & Debt

The negative implications of the pandemic and subsequent macro-economic challenges presented to us from excessive quantitative easing (printing money), coupled with significant inflationary pressures from supply chain disruptions and the price of energy and foods, have started to trickle down to our local communities. This is evidenced by the current **cost-of-living crises** in our City. We can expect this trend to continue into the unforeseeable future as the UK economy moves from stagnation to recession, followed by a deflationary period with higher unemployment and less liquidity as a result of monetary tapering.

For most of our residence this means further erosion of their disposable income, leading to higher **household debt levels**, eviction rates and debt owed to the Council. While current unemployment levels are at a historic low (nationally and locally), wages have not kept up with inflation. Unemployment is particularly stark amongst our young population (aged 18-24) and we expect this demographic group to struggle finding well paid employment as the economy falters and as their skill set and experience do not match future job opportunities. The risk for this group to fall into a life-long dependency spiral is now real.

OUR PLACES & COMMUNITIES

Places

Green open spaces are in abundance in and around our Peterborough. While fly tipping has increased during the pandemic, as the population has grown and more housing been built, the number of fly tipping incidents has stayed stable – and when looking at per person/dwelling, the picture is generally improving. It is important we continue to facilitate this trend and make sure we not only encourage recycling and waste disposal in and around our denser housing environments but reflect on our objectives to maintain clean and green spaces in our planning and then enforcement policies.

As we re-imagine our inner City Street scene and work places, maintaining and promoting our beautiful places should be a priority – this is particularly true for welcoming our new communities and visitors who will settle around our university and the embankment. The role of the state in shaping and supporting communities in those areas has never been more important – getting this right will make our City not only cleaner and greener but more self-sustainable and resilient, and more lively and active.

Our ambition should see our parks and open spaces as assets that help deliver our green growth and health & wellbeing ambitions. We should seek to become a destination of choice and it is vital that our public realm looks the best it possibly can - we should consider running a public competition to

generate the best ideas that will turn our parks into even more attractive destinations, together with the pool of creative minds from our university and colleges.

Creating a revitalised and community-based **enforcement** service to promote civic pride and to shift the behaviour of those who act irresponsibly or without due regard for others is equally important while we should retain a **culture and heritage service** with a vigorous mission to promote our City's past and its' connection to the present and future.

Lives & Work

More of our residents are working from home. Like other areas in Cambridgeshire, COVID has changed the patterns of how people move around Peterborough. As a result, there are around a fifth fewer visitors to retail and recreational sites and workplaces compared to pre-pandemic levels.

While the trend towards online shopping has yielded benefits for our transport and storage businesses, we anticipate retail driven footfall in our inner City to decrease over the next years. This will further impact mobility of people who historically would have come into the City centre for work, shopping and leisure – we should facilitate a mobile and healthy **work and life** through policies supported by our planning processes, together with our City partners.

Health & Wellbeing

In 2020, the rate of preventable deaths was 145 per 100,000 population (similar to the national average). This means that if we applied the national average statistical assumptions to our local population, we would expect 300 people to die of preventable causes before the age of 75.

At 59 years, average female healthy life expectancy significantly falls below the national average and that for our male population of 62 years. On many measures of health and well-being, residents have worse health outcomes than national averages – including higher rates of obesity and diabetes. The current cost-of-living crisis will only accelerate this trend as households are forced to substitute healthy foods and habits for cheaper options.

For our young population, the physical health impacts of the pandemic are most visible with national obesity data showing the largest single year increase in childhood obesity equivalent to a 10-year increase. The big change in obesity and overweight should cause considerable concern and is likely to lead to poorer health outcomes in later life. Furthermore, many children and young people experienced a considerable negative impact during the first lockdown of 2020, with increased loneliness and social isolation – this is reflected in the number of mental health referrals amongst our younger residents.

Safety

Residents in Peterborough experience higher crime levels than other residents in the East of England and England as a whole – violent and sexual offences are significantly above the national average.

Unfortunately, all too often children are caught up in adult violence. Whilst referrals to children's social care and the number of Children in Need (CIN) have fallen nationally and in our City, driven by restrictions affecting school attendance, there has been an increase in the number of children with a protection plan during the pandemic period, highlighting the impact of the move to more virtual engagement with families.

Child Sexual Exploitation (CSE) continues a trend of increase since before the pandemic, possibly coinciding with lockdown periods. Increased time online during lockdown (for both, perpetrators and potential victims) has been linked to an increased risk of CSE by national agencies.

Vulnerability to criminal exploitation tend to be higher where young people are experiencing economic difficulty or deprivation and as such the economic context for our young people since 2020 needs to be considered as a risk factor - our policies and plans should reflect this.

PREVENTION, INDEPENDENCE & RESILIENCE

Children

The success of our City depends on the success of our **future generation** – our children. We therefore have a once in a generation opportunity to make sure our children not only grow up in a safe and prosperous environment where parents work in meaningful and well-paid jobs but where our children are given the right skills and confidence and which will prepare them for life as they grow up and ready them then for placement in quality, local jobs of the future. For our most vulnerable children, this must include plans to prepare them for a more independent life as they reach adulthood as well as playing our part as a safeguarding 'corporate parent' where the Council is required to step in.

A trend of falling number of births between 2013 and 2020 in our City has led to a lower intake of 3-4 year olds in early years settings but the number of mothers giving birth is likely to be higher at the end of 2021/22 than in previous years. Population forecasts for Peterborough indicate that the number of 0-15 year olds will remain steady up to 2031, while the number of 15-24 year olds is forecast to increase – the generation that needs our support the most.

While improvements are being made, our children still lag behind the national average at every level of qualification, creating a possible wedge between supply and demand for those future higher skilled, higher income jobs – if not addressed, this trend is likely to create a productivity gap within our future City workforce, slowing down growth opportunities.

We must not only find ways to slow this trend but to break it. An education strategy for early and secondary years and a plan our parents and communities can get excited about are only one of the many ways to increase educational attainment in our City, together with our City partners.

Adults

As our Peterborough grows, our City population is also getting older and more dependent while our future workforce migrates away from future opportunities they are unable to see.

- The number of adults aged 65-75 years is estimated to increase from 16,960 (2021) to 18,030 (2026) or 6% and then to 20,630 (2031), an increase of 22% over the next 10 years.
- Over the same period, our 75-84 adult population is estimated to grow from 9,980 (2021) to 12,190 (2026) or 22% and then to 13,790 (2031), an increase of 38% over the next 10 years.
- Our oldest population, those aged 85 and above, will see an increase from 4,400 (2021) to 4,810 (2026) or 9% and then to 5,930 (2031), an increase of 35% over the next 10 years.

A trend of concern is the decrease in population growth of our 20-24 age group by almost 1000 in 2021 compared to 2011. This is a worrying trend and a sign that young people leave our City to pursue opportunities elsewhere. It will put further pressure on growth as our local economy struggles to retain a workforce which is required for our City's job market.

We must find ways to create job opportunities for the most productive generation, then create an environment of hope and a vision and plan that inspires the young to do more and do more locally.

Education & Skills for All

The OECD finds that “**higher inequality in skills is related to higher earnings inequality**. At a macro-level, greater wage dispersion (particularly in the lower half of the wage distribution) is likely to mean that a greater share of workers is low paid. Skills policy and the distribution of skills among workers are critical determinants of low wage employment. In general, higher skilled workers are less likely to be low paid and less likely to become trapped in low wage jobs. The evidence is very clear that one of the most effective supply-side policies for preventing low wage employment is through education and training. As technology advances and demands change, skills can become redundant over time and education and training policy needs to ensure that not only are labour market entrants appropriately skilled but older adults facing labour market disadvantage need access to retraining programmes.”

The picture in Peterborough correlates with this. The pandemic has further highlighted and widened learning losses in children from disadvantaged backgrounds (primarily those eligible for free school meals), compared to their more affluent peers.

We need to find better ways of upskilling our current and future workforce – this requires us to have an **Education & Skills Strategy for All** and a plan that responds and talks to our ambitions around our local Economy and local Growth.

OUR STRATEGIC CORPORATE CORE

The success of what we do and how we do it not only depends on our ability to create the right capacity and capability to develop high performing functions to support service delivery but a **strategic corporate core** which can lead, plan and enable, and then make sure service delivery is integrated and collaborative – this is as much about leadership and people as it is about getting the basics right.

Members gave the green light and with it a mandate to look at our core structures, to build a new type of organisation that is capable of leading on our priorities, ultimately realising the vision for our City. This requires us to re-arrange ourselves around what we have set out to deliver over the next 3 years – *a preventative system which helps & support people before they move into crisis while at the same time gearing ourselves up to maximise sustainable economic growth and which will benefit everyone who lives, invests, works and plays in our Peterborough.*

We start with our **support functions** which exist to provide excellent services to our internal and external customers – this means getting the basics right in terms of HR, technology, data & insight, finance, procurement, customer services and how we engage and communicate with our customers, partners and the City as a whole. We then embed capabilities and structures around governance, commissioning and a policy and performance & improvement framework that will periodically check in on the progress we make, and where we can improve to do better.

Our **improvement programme** will lay the foundations for the re-design of our core functions, led by our new strategic corporate core – this is about a new culture and ethos, with a clear purpose over the short, medium and long term. The aim of our improvements is to implement support functions that are relentlessly reliable, lean and agile, and have a razor-sharp focus on performance.

This development requires us to have a comprehensive **performance & improvement framework** which we will develop through an iterative process of bi-annual reviews and quarterly reporting on progress against targets and outcomes and to make sure that change sticks – and then enable us to hold each other to account.

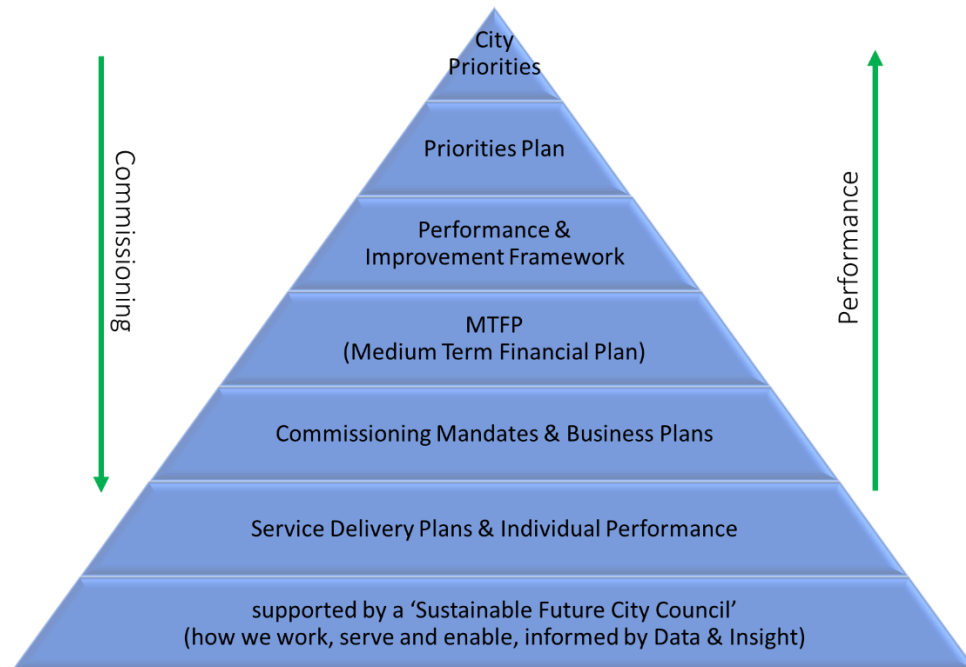
OUR STRATEGIC FRAMEWORK

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.



The **Performance & Improvement Framework** sets out, in detail, the activity we intend to undertake and the objectives we aim to meet over the next three years across the key strategic priorities that make up the Council’s agenda.

The Performance & Improvement Framework contains two types of data which allow us to analyse the progress we are making towards achieving our objectives:

- 1) specific actions to be delivered, with milestones and deadlines against them; and
- 2) quantifiable outcome measures and indicators, with definitions and targets where relevant.

The Priorities Plan and Performance & Improvement Framework shape and are shaped by the **Medium-Term Financial Strategy (MTFS)**.

The Priorities Plan, including the Performance & Improvement Framework, and our Medium-Term Financial Strategy (MTFS) in turn shape the **Commissioning Mandates, Business Plans** and other documents through which we plan the activity of each service and delivery block within the Council’s system. These then drive frontline **Service Delivery** and **Individual Performance Management**.

The final element of our Strategic Framework, which enables the key strategic priorities, is the activity we undertake in relation to our core support functions, captured under a **‘Sustainable Future City Council’**.

OUR PRIORITIES

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:

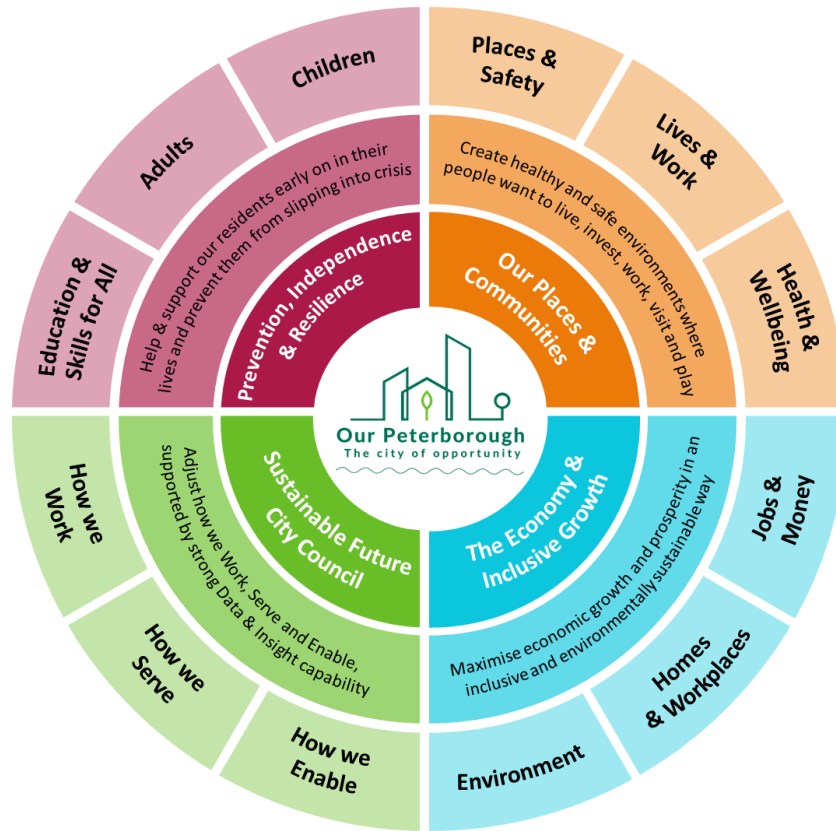
1. A panel of independent experts - the **Peterborough City Council Independent Improvement and Assurance Panel (PCCIAP)** – to provide external advice, challenge and expertise to Peterborough City Council in driving forward the development and delivery of our improvement plan and priorities;
2. We set 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.

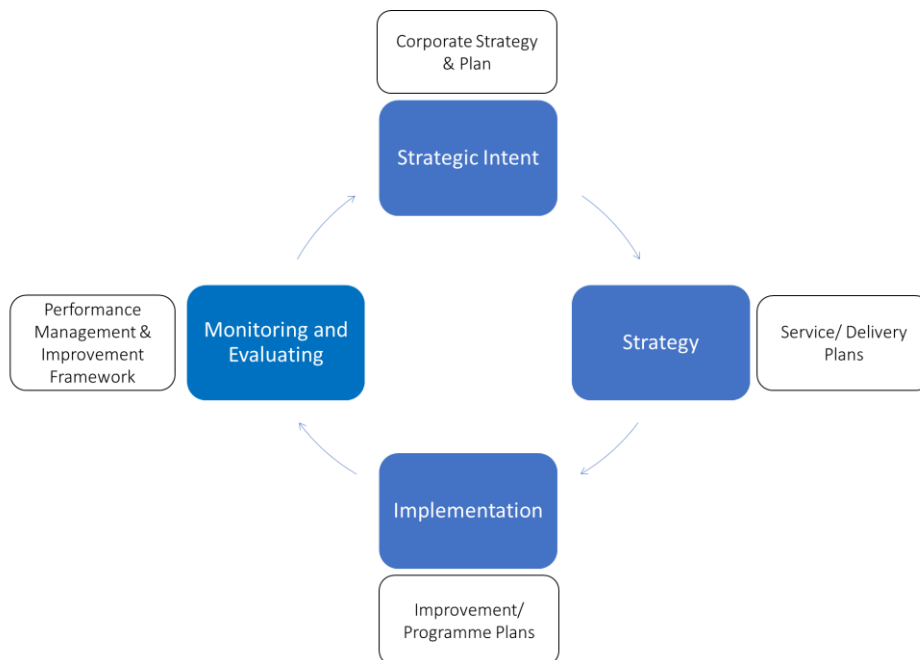
The starting point is the challenge of finding significant savings over the coming years and to provide for the required long term financial sustainability – only then we can invest into our City's future. We will do this by implementing a future operating model which will enable us to manage demand 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:

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.



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.





Our City Priorities



Our City Priorities



The Economy & Inclusive Growth



The Economy & Inclusive Growth: The Facts

Maximise economic growth and prosperity in an inclusive and environmentally sustainable way

The local economy grew by

24% between 2015 - 2019



We collected over

92,000 tonnes of waste last year



It is projected that the number of adult social care jobs will need to increase by

37% (2,500 jobs)



60% of residents

are of working age -

77% (93,300) of those are economically active



We are a

gigabit city



One of the first to benefit from super fast broadband

Peterborough

has a diverse and robust economy and is one of the

fastest growing cities in the UK



Peterborough is among

one of the top **15** cities

for the highest number of business start-ups



In **2021** there were over

9,400 businesses in Peterborough



Unemployment in Peterborough is at its

lowest since **1974** and the city has

the UK's **second highest** rate of job growth



Provisions have been made for a further

19,440 new homes by 2036



The average commute takes less than

22 minutes



1,200 homes have been built in the last 12 months



The Economy & Inclusive Growth: Our Promises

Maximise economic growth and prosperity in an inclusive and environmentally sustainable way

We will enable more affordable Homes for local people – by encouraging the building of new homes, ensuring the quality of existing homes, tackling and preventing homelessness, and making sure our most vulnerable residents have a home. We will meet housing need and provide for our growing population, with Peterborough remaining a place where people can afford to put down roots, raise their family, and grow old in dignity. People will live in decent, safe conditions, in communities where homelessness is prevented wherever possible, and where suitable accommodation is available for vulnerable groups of residents to enable as many as possible to live well independently, including optimising the use of technology to support people to live in their own homes.

We will attract well paid Jobs for our thriving and inclusive local economy - supporting residents to sustain existing work and access new opportunities in and around Peterborough. We will facilitate the process of providing new jobs in the City, as part of shaping a thriving and diverse local economy based around encouraging key growth sectors including social care as well as improving the overall quality of work in the economy. We will do everything we can to ensure that local business drives economic development and that local residents benefit from this, with opportunities to train and develop new skills and to take up new job opportunities in the City and the surrounding area, particularly those facing labour market disadvantages and needing extra help.

We will make sure our Places are attractive and vibrant – people will live in attractive and vibrant neighbourhoods. We will lead regeneration in and around our City with the aim of shaping fantastic new places with homes, jobs, infrastructure and community spirit that each become distinctive destinations.

We will treat our Environment with respect and as a valuable asset for inclusive growth – we will ensure a decarbonised, local energy system, energy efficient homes and buildings, and a green local environment. We will play our part in addressing the climate crisis by transitioning to net zero carbon, leading as a Council for our own assets and then our City as a whole. This transition will take time and not be painless, but we see huge opportunities to generate new sources of jobs and prosperity, alongside improvements in the quality of life of our residents.

The Economy & Inclusive Growth: Our Plans

Maximise economic growth and prosperity in an inclusive and environmentally sustainable way

Priority Outcomes

Jobs & Money

- Reduce poverty and inequality by attracting good paying jobs whilst working together with our City Partners to increase employability for those who need it most
- Support existing and new businesses to make it easy to invest and grow in our City in a way which ensures that everyone benefits
- Enabling our most vulnerable residents to live healthy and independent lives whilst upskilling and attracting more workers into the local care sector

Homes & Workplaces

- Enabling more new and more affordable homes for purchase or rent, and the improvement of existing properties
- Make suitable housing available to everyone, including quality standards in the private rented housing sector
- Enable safer and more independent living for our most vulnerable residents and those who require additional support. This includes finding permanent, safe and stable homes for our children and young people in care
- Prevent homelessness across the city whilst reducing the requirement for the use of temporary accommodation
- Enable more facilities and flexible office and co-working spaces to meet the needs of new and expanding businesses

Environment

- Deliver on our aspirations to become a net-zero Council and City
- Increase recycling and reduce fly tipping
- Provide safe and green spaces for residents to both socialise and exercise offering both health and social benefits
- Cut congestion and promote walking, cycling and the use of public transport and reduce the need to travel by car

The Economy & Inclusive Growth

Our Plans

Maximise economic growth and prosperity in an inclusive and environmentally sustainable way

How we measure progress

Jobs & Money

- The net number of new jobs created per year
- A range of poverty indicators
- Average weekly earnings
- Employment rate
- Proportion of people claiming 'in-work' benefits
- Numbers of businesses in the city
- Business start up's & survival rates

Homes & Workplaces

- The number of new homes and affordable homes built in each financial year
- Levels of homelessness, prevention, temporary accommodation
- Suitable accommodation for vulnerable residents
- Tracking progress against our Local Plan
- Supply of commercial and industrial space
- Quality of Private and Social rented sector accommodation
- Proportion of homes meeting energy efficiency rating D and above

Environment

- Reduction in CO2e of Council owned assets and activities
- Levels of car use and alternative / renewable travel options
- Maintaining quality of parks and open spaces
- Number of EV charging points
- Waste recycling and fly tipping rates
- Energy efficiency schemes of new and existing housing



Our Places & Communities



Our Places & Communities: The Facts

Create healthy and safe environments where people want to live, invest, work, visit and play

We're

GROWING



We have a population of over 215,000 -
that's an increase of over 30,000 people in the last

10 years



There are over

50

miles of cycleways,
bridleways and footpaths



Peterborough continues to have one of
the highest birth rates in the country



Peterborough has a diverse and multicultural
community



There are over

100 languages spoken across the city

In 2020, the population of those
not born in the UK was

45,000 (22.3%)



Less than



1%

of our principle road network
requires maintenance

Our Places & Communities: **Our Promises**

Create healthy and safe environments where people want to live, invest, work, visit and play

Together we will create a healthier future – we will ensure our children are ready to enter education and exit, preparing them for the next phase of their lives while creating an environment that gives everyone the opportunity to be as healthy as they can be. We will reduce poverty through better employment and better housing and promoting early intervention and prevention measures to improve mental health and wellbeing and be part of the integrated care system work with primary care, the NHS and the voluntary sector to develop an integrated neighbourhoods approach.

We will make sure our communities are safe and that vulnerable people are protected from harm – by working alongside our public, private, voluntary, community and faith sector partners, we will play our part in reducing and preventing crime and anti-social behaviour, protect and prevent further victims of harm caused by, for example, domestic abuse, and support communities to be self-reliant and supportive.

We will make sure our Places are safe and resilient – people will live in safe and resilient neighbourhoods. We will invest in physical and social infrastructure to shape green and clean places and enable resilient communities. In the short-term, as these plans emerge, our top priority remains the condition of local neighbourhoods and the experience of living there, in particular things like clean street scenes and perceptions of safety.

We will ensure residents and visitors have access to culture, heritage and leisure facilities – working closely alongside our partners to ensure a vibrant mix of diverse opportunity for leisure and recreation, celebrating Peterborough's rich history and heritage, and focused on continuing to shape our identity and enhance community integration.

Our Places & Communities:

Our Plans

Create healthy and safe environments where people want to live, invest, work, visit and play

Priority Outcomes

Places & Safety

- Strong Partnerships to help co-ordinate communities rethink local delivery whilst using the third sector, volunteers and community groups to make our places safe, green and healthy. This includes maintaining our focus on supporting people with care and support needs locally
- A Culture, Heritage and Leisure offering that meets the expectations of our residents, visitors and business and with a vigorous mission to promote our City's past and its' connection to the present and future
- Re-imagine our inner-City street scene and workplaces, and maintaining and promoting our public places including our transport network
- Treat our parks and open spaces as assets where people want to work, visit and play
- A community-based enforcement and safety service to promote civic pride and to shift the behaviour of those who act irresponsibly or without due regard for others

Lives & Work

- Seamless working between us as a Council, our residents, city developers and businesses to ensure we all work towards joined up priorities
- Ensure workplaces are safe from harm to ensure business can thrive, workers feel safe, and residents can enjoy
- Improve the living conditions for residents in our most deprived neighbourhoods
- Enable a more mobile and healthy work and life through digital inclusion and our planning processes for getting in and around the City
- Create a dynamic and diverse night-time economy that offers safe and vibrant opportunities for social interactions

Health & Wellbeing

- Achieve better outcomes for our Children
- Reduce inequalities in preventable deaths before the age of 75
- Increase the number of years that people live in good health
- Build and invest in rewarding careers for people in social care

Our Places & Communities: Our Plans

Create healthy and safe environments where people want to live, invest, work, visit and play

How we measure progress

Places & Safety

- Levels of Anti-Social Behaviour, Domestic Abuse and Violence
- Perceptions of crime and feelings of safety
- Footfall levels in the City Centre
- Culture & Leisure and visitor numbers

Lives & Work

- Business regulatory compliance rates
- Occupancy of city centre and market
- Gigabit broadband coverage and take up
- City centre events and footfall

Health & Wellbeing

- Year 6 children who are at a healthy weight
- Percentage of children 'ready for school'
- Percentage of adults living independently for longer in their communities
- Adults accessing and successfully completing drug and alcohol treatment services
- Eligible population taking up NHS Health Checks (cardiovascular)
- Hospital admissions for alcohol-related conditions
- Smoking Prevalence in adults




Prevention, Independence & Resilience



Prevention, Independence & Resilience: The Facts


Help & support our residents early on in their lives and prevent them from slipping into crisis

In the last financial year there has been a  **14%** increase in the number of people of working age supported by the Council with long term care and support needs

35% of pupils speak a language other than English 

There are currently over **2,000** people with long term care and support needs supported by the Council, with the ONS  estimating that **the same amount again** are funding their own care and support in the city

There are currently **60** primary schools  and **12** secondary schools in Peterborough

Over the last **10** years there has been a **24%** increase in children under 15 years 

Peterborough ARU will be open its door to over  **2,000** undergraduates in September 2022

Prevention, Independence & Resilience: Our Promises

Help & support our residents early on in their lives and prevent them from slipping into crisis

We will ensure every Child gets the best start in life – with more children and young people in care finding permanent, safe and stable homes and where all care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs.

We will provide Education & Skills for All – with a plan our parents, employers and communities can get excited about and where all children and adults can attend and achieve in inclusive, good quality local schools and education. More young people will be supported to achieve success in adulthood through higher, further education and access to employment. Families with children who have Special Education Needs or Disabilities (SEND) will have access to a good local offer in their communities that enable them to live independently and to live their lives to the full.

We will support and care for our older residents and our residents with long-term care and support needs – personalised and where people stay connected to their local communities. We will make sure that transitioning between health and social care services is seamless and works well. We will enable a range of options for support and maximise the choice and control people have in their day to day lives. We will work with our expert users to make information and advice accessible to all.

We see Safeguarding of our most vulnerable residents as a priority – the young and adults at risk are safeguarded in the context of their families, peers, schools and communities. Our children, young people, and their communities benefit from a whole system approach to tackling the impact of crime. We have zero tolerance to domestic abuse and will drive local action that tackles underlying causes, challenges perpetrators, and empowers survivors.

We will support individuals and families during the cost-of-living crisis – by providing them with the required breathing space, so they can plan their finances without the pressures of overdue debt. We will reduce levels of debt and associated money issues in our communities through the adoption of an ethical, joined up and data driven approach to the collection, management and prevention of debt. This means making better use of data and insight to support proactive outreach and working more closely in partnership with civil society.

Prevention, Independence & Resilience: Our Plans

Help & support our residents early on in their lives and prevent them from slipping into crisis

Priority Outcomes

Children

- Children and young people are safe from harm and lead healthy lives
- Children and young people are confident, resilient, thrive in their learning and engage positively and actively in their communities
- All young care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs

Adults

- React to pressing social challenges and emergencies (i.e. cost of living crisis), providing imminent help & support to those who are most at risk of slipping into crisis
- Long-term care and support when needed is personalised and keeps people connected to their communities
- Ensuring transitions between health and social care services work well
- Find ways to create job opportunities for our most productive generation, then create an environment of hope and a vision and plan that inspires the young to do more and do more locally

Education & Skills for All

- Narrow the productivity gap within our future City workforce through an education strategy and plan for early and secondary years and a plan our parents and communities can get excited about
- An adult skills offering that meets the needs of our residents and existing and future employers. This includes our residents that are most at risk of exclusion from society

Prevention, Independence & Resilience: **Our Plans**

Help & support our residents early on in their lives and prevent them from slipping into crisis

How we measure progress

Children

- Educational attainment & available school places
- Participation of young residents in programmes provided by the third sector
- Number of care leavers who are in education, employment or training
- Number of Children in care
- Number of Children subject of a Child Protection Plan
- Children in Care and increased proportion of those who are in safe, local in-house foster care
- Care Leavers in Education, Employment or Training
- Number of Children on education health and care plans

Adults

- Proportion of older people and adults with care and support needs who are supported to live independently for longer in the community
- Percentage of people accessing early help or preventative services
- Percentage of people who find that Information and advice is easily accessible
- Percentage of those able to express desired outcomes who fully or partially achieved their desired outcomes
- Percentage of safeguarding enquiries where risk has been reduced or removed
- Percentage of people receiving reablement services, who successfully prevent, reduce or delay the need for long term care and support

Education & Skills for All

- Educational standards across the city compared to national levels
- Number of ARU graduates securing local employment
- Percentage of adults in Peterborough who are at graduate level or above
- Percentage children achieving a good level of development at the end of the early-years foundation stage
- Percentage of younger people going into higher education
- Number of apprenticeships and placements students securing employment
- Uptake of vocational learning across all age groups



Sustainable Future City Council



Sustainable Future City Council: The Facts

Adjust how we work, serve and enable, informed by strong data and insight capability

The Council has **60** Councillors
representing **22** Electoral Wards



As a Unitary Authority
we have nearly **1,900** statutory duties
and over

130 service areas
spread across the council



Peterborough City Council
has a £434m expenditure budget
which funds over

130 services to
215,000 residents



Did you know? 
We've issued the **£150** energy rebate to

76,641 households

There are over
1,300 members of staff
delivering services across the county



Over the pandemic
the Council administered

£123m of grants to
support businesses



Our management is informed -
Each night

452 datasets are refreshed
providing **165** users
with management information




Last year
the Council's net borrowing
reduced by **£34m** to **£417m**



The council has committed
to being a net zero
carbon organisation by

2030 

We responded to over 
1,100 Freedom of Information requests
in the last 12 months

Over the past 12 months
there were in excess of

4m views to our website



The council maintains
2,619 assets which range
in size and function



We operationally occupy **19** of these

Sustainable Future City Council:

Our Promises

Adjust how we work, serve and enable, informed by strong data and insight capability

We will deliver value for money for the taxpayer - is the role of all staff particularly those who manage resources, budgets and our people. For our Finance service this means we will set the environment in which timely financial decisions are made and managed and shaping the associated tools and processes the organisation requires to operate within a reduced financial envelope.

We will employ capable and values-driven staff - demonstrating excellent people management, attracting best talent and then support our workforce to be even better. It is the role of us all to manage, develop and deliver and create an environment where leaders create more leaders. For our HR service this means we will provide the organisation with the right plan, tools and processes that enable us to shape a high-performing workforce and one which reflects the make-up of our local community. Our employees are engaged, empowered and supported to deliver their best for residents.

We will enable participation, work co-operatively and be transparent - designing co-operative practices into the Council's activities and enabling participation is core to our approach of engaging and communicating with our residents and staff. We will hold dialogues with our City partners, residents and staff, listen and respond and bring our residents closer to us and to what we do. Working with our social sector and communities, we will create a new sense of public pride and participation.

We will put the customer at the heart of what we do – providing all our staff with the tools and the ability to deliver excellent customer services. Where we fall short, we have in place mechanisms to gain feedback and then the ability to change our internal processes to create the most effective user experience.

We will equip our staff with the tools, information and capability to deliver on our priorities – enabling a more agile and efficient workforce, to effectively deliver services across the entire breath of the organisation. We will adopt a data-driven, evidence-based approach to public service including policy design, strategy development and service delivery. For our IT service and our Data & Insight team this means we will provide the right tools and technology for more integrated service delivery.

Sustainable Future City Council: Our Plans

Adjust how we work, serve and enable, informed by strong data and insight capability

Priority Outcomes

How we Work

- Use new ways of working that will deliver value for money for the taxpayer
- Provide robust and transparent governance and assurance across all our work
- Optimise performance around our people, processes, technology and finance in support of those who depend on how we work

How we Serve

- Create the right structures to support the delivery of our priorities
- A new culture and values amongst our workforce that is co-operative and breaks down departmental silos
- Put our customers at the heart of everything we do whilst providing excellent services based on their needs rather than our structures
- Provide secure, accessible, usable, and inclusive digital services

How we Enable

- Embed strong Data & Insight capabilities to enable service delivery around the needs of our residents and to make informed decisions
- A relentless focus on performance with key capabilities in data & insight to enable highly performing services including HR, IT, Finance, Procurement, and Customer Services
- Maximise our assets, resources and capability to enable our priorities and plans
- Invest in and empower our value driven workforce

Sustainable Future City Council: Our Plans

Help & support our residents early on in their lives and prevent them from slipping into crisis

How we measure progress

How we Work

- Achieving financial sustainability through a 3-year financial strategy and a balanced annual budget
- Review of fees and charges each year, making sure service users pay for discretionary services
- Paying suppliers in a timely manner
- Well informed and timely decision-making
- Promoting and buying local and incorporate sustainability into our supply chain contracts
- Staff engagement and sentiment
- Gender and ethnicity pay gap

How we Serve

- Monitor performance against our priorities and outcomes
- Aim for “one and done” and reduced customer query hand offs
- Digital by default
- Percentage Services available through digital channels
- Residents' survey & sentiment

How we Enable

- Make our performance and other data & insight available publicly
- Proportion of services with automated management dashboards
- Measure our performance & improvement against outcomes and service delivery
- Staff recruitment and retention



In the last 12 months, the Council has...

Registered **4,293** births



Looked after **380** children in care and supported a further **162** children through adoption and residency placements, providing them with more stability and permanency



Supported **2,631** adults to remain independent in their own home, **2,076** adults with long term care packages, and **537** adults with shorter term reablement care



Seen **84.1%** of schools in the city rated good or outstanding by Ofsted



Cleared up **9,330** fly-tips



Supported **553** new households in temporary accommodation, and booked a further **180** rough sleepers into temporary accommodation



Collected **17,625** tonnes of recycling



Repaired **2,681** potholes, and resurfaced **23** miles of roads



Maintained **565** miles of roads and **723** miles of footways



281 miles of cycle ways



366 structures



24,000 streetlights, and



114 sets of traffic signals

