

CORPORATE STRATEGY

2025 - 2028

Creating a city of opportunity



INTRODUCTION

In 2022 we identified the key priorities for our council and for Peterborough, setting out what we wanted to achieve for residents over the next three years to create a city of opportunity for all.

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

This updated strategy, which follows consultation with residents, businesses and other stakeholders, builds on our successes to date and details the next steps we will take to deliver on our ambitions to create a city of opportunity for all.

Our core priorities for the next three years are:



The Economy and Inclusive Growth

We will increase the wealth of our residents by creating more and better paid jobs and opportunities for skills development, whilst delivering major growth and additional new homes in a planned way, and a focus on continuously improving our city centre. Our net zero ambitions will underpin everything that we do.

Prevention, Independence and Resilience

We will support residents to be healthy and independent, focusing on every aspect of their lives from debt management to housing crisis, support for young people entering adulthood to care for the elderly and vulnerable, and from loneliness to raising levels of good health. We will use technology to modernise all our services.

Children and young people

We will provide the best support possible for vulnerable children and young people, including those in our care, which will include keeping them safe from harm and providing school places for everyone who needs one including those with special education needs (SEND). We'll 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 and we'll reduce reoffending by supporting children to make positive changes.

Sustainable Future City Council

A strong focus on financial sustainability, which will include maximising use of our land and buildings and reintegrating services back into the council where appropriate. We will invest in our staff so that we have the best people and the right skills to provide services, with a focus on improving our use of digital, data and analytics.

Our Values

At the same time as working hard to deliver these priorities, we will stay true to our values:



“

There is lots to be excited about in our city and we are working hard to improve and enhance it in a way which provides opportunities for all.

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.

We are 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 are taking steps towards becoming a Child Friendly City, which puts children at the heart of everything that we do.

We have an established university with phase three of ARU Peterborough now open. This provider, together with University Centre Peterborough, Peterborough College, and City College Peterborough, is now driving forward the upskilling of our residents with a strong focus on higher paid careers.

At the same time, 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 is significantly higher, which means there is a constant challenge to deliver services within budget.

We cannot deliver everything we always have and that is why this updated Corporate Strategy makes it clear where we will focus our time and money. First and foremost, this is protecting and supporting the most vulnerable

in our city. We must also continue to strive to make Peterborough even more attractive as a place to invest in for businesses and developers, to create more and better opportunities for all our residents.

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 we will continue to work hard to make sure we are attracting and retaining good quality staff who represent our communities. We remain committed to developing and growing a workforce which is representative of the communities that we serve.

We must also remain attuned to and prepared for those scenarios which may be on the horizon and over which we have little control, for example, flooding, cyber incidents and large-scale health issues such as a pandemic.

We know the value of having good relationships with our partners, to provide the best services possible for residents. Strengthening these relationships will remain a priority across all of our services.

We will continue to work closely with the Government, to support its priorities set out in the Devolution White Paper and to move towards a fairer funding model for local government.

As reflected in our values, we are committed to being bold and innovative, we respect our people and communities, and we keep our promises.

We will continue to work hard to develop our services and create a city of opportunity for all. These plans set out how we will do that.

”



Matthew Gladstone

Matthew Gladstone
Chief Executive
Peterborough City Council

D. Jones

Dennis Jones
Leader
Peterborough City Council



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, University Centre Peterborough 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. We will aim to meet the Government's new targets for house building in Peterborough.

4 Continue to work towards achieving a net-zero council and city

Implement initiatives to reduce our carbon footprint and support the city to do the same. Kickstart projects identified in the Local Area Energy Plan (LAEP) including: the PANZ project (Peterborough Accelerated Net Zero); infrastructure projects (such as the PIRI project that can transport heat and electricity generated by our Energy Recovery Facility to businesses); support the transition to active and sustainable travel including the switch to EVs; and increasing recycling rates and tree canopy cover across the council's estate.





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 a number of key sites including 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

Our city centre is a destination for shoppers, visitors wanting to enjoy our many cultural and historical gems, people running businesses and those they employ, and people coming into the centre to socialise.

We will work hard to make sure our city centre is safe, inviting, and has an offer that suits everyone. Although for many people our city centre achieves this, we know that for some it doesn't.

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.

PREVENTION, INDEPENDENCE AND RESILIENCE

1 **Keep residents healthy and independent for longer by working with them at the earliest opportunity**

This will include support to reduce debt, maximise income and to access better housing and employment support. It will also include support for unpaid carers, a focus on reducing loneliness and isolation, and ensuring there is access to community health and social care services that work hand in hand. We will invest in new technology such as talking devices, mats with sensors and smart speakers.

2 **Use technology to modernise our services**

We will make the best use of technology to modernise our services for our staff and those who need social care. We will:

- Provide the right digital tools for our workforce to improve job satisfaction and efficiency to aid staff recruitment and retention, with less time taken up with administrative tasks.
- Provide technology to people to access information and advice across health and care services, such as chat bots and AI enabled tools.

3 **Tackling homelessness**

We want to prevent homelessness in the city and reduce the number of people in temporary housing. We will do this by focussing on preventative support for people at risk of homelessness, at an early stage. This will include supporting people to maintain their tenancies. We will also use data and analytics to forecast and better plan for housing needs and demands.





4 Reducing poverty

We want to lift people out of poverty by working with partners and communities to address the root causes, such as health, early life experiences, education opportunities and employment. We will use data from a variety of sources to target our interventions. In the shorter term, we will support people at the earliest opportunity to reduce the impact of poverty on their lives. We will support those who are out of work for health reasons to get back into employment.

5 Preparing for adulthood

Moving into adulthood is a big change for everyone but we know that young people with learning disabilities and mental health issues reaching the age of 18 will face greater challenges than most. We want these young people to have the same opportunities for education and employment as everyone else. We will work with the local colleges and our universities to increase the

opportunities including apprenticeships and internships. We will also increase the range of options for young people who require more support to be able to live in their own homes as they move into adulthood. For those with the most complex needs we will work with health partners to provide seamless health and care support.

6 Supporting people to live well for longer

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 improve access to preventive care, support Family Hubs and reduce damp and mould in homes.

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 **Open new schools and increase the number of school places locally to 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 **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.

4 **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. We will



open a centre for care leavers where they can access a range of support including access to the House Project which gives children and young people practical support with things like CV writing and budgeting. As they move towards adulthood, we will support them to become independent at a pace which is right for them.

5 **Reduce reoffending by supporting children and young people known to Youth Justice**

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.

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.





CORPORATE STRATEGY

2025 - 2028



01733 747474



ask@peterborough.gov.uk



www.peterborough.gov.uk



Sand Martin House, Bittern Way, Peterborough PE2 8TY