

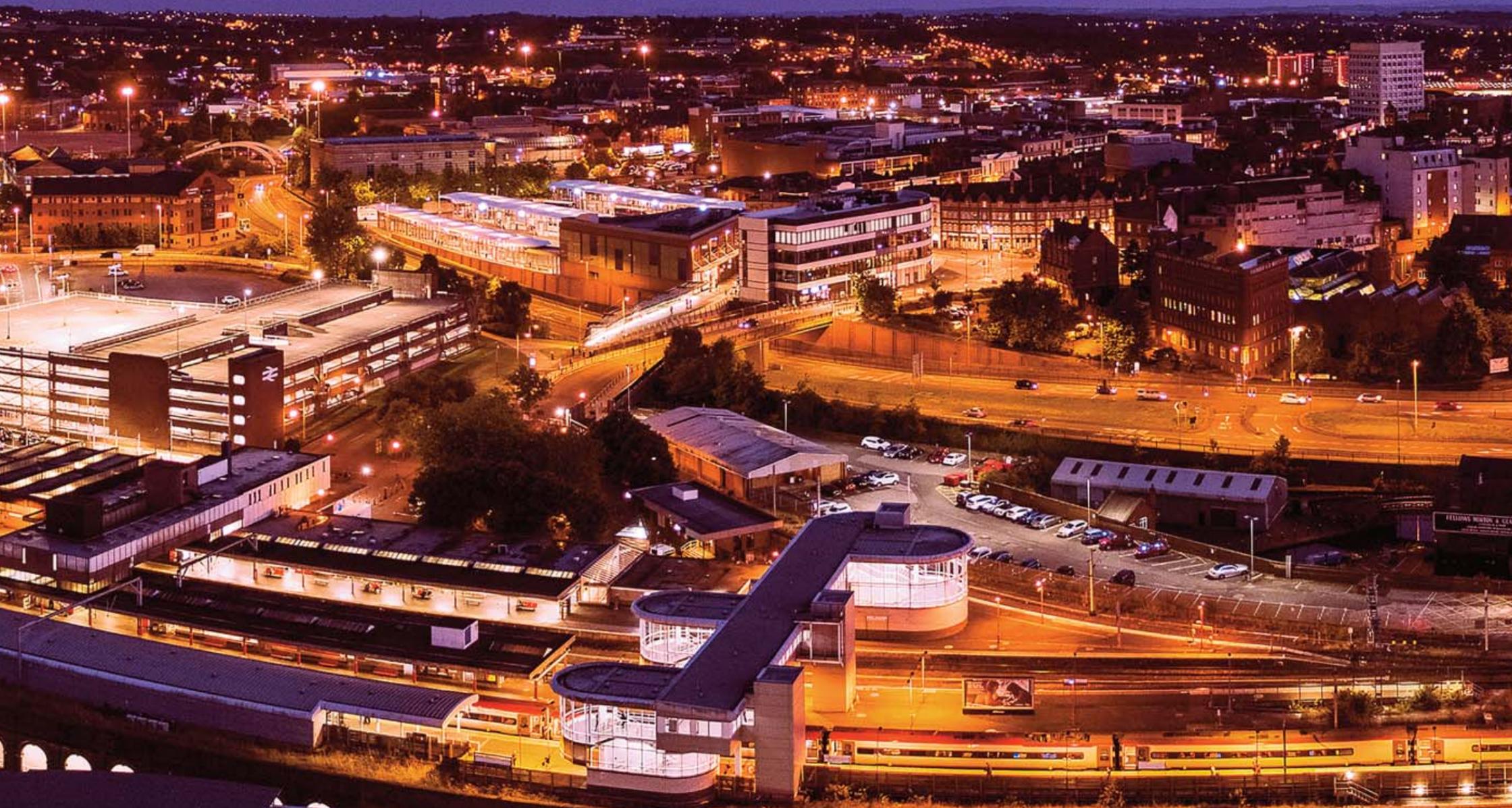
Our Council Plan 2019 – 2024

Working together to be a city of opportunity



wolverhampton.gov.uk

CITY OF
WOLVERHAMPTON
COUNCIL



Our city

The City of Wolverhampton is a place which is proud of its history, celebrates its diversity and is ambitious for the future.

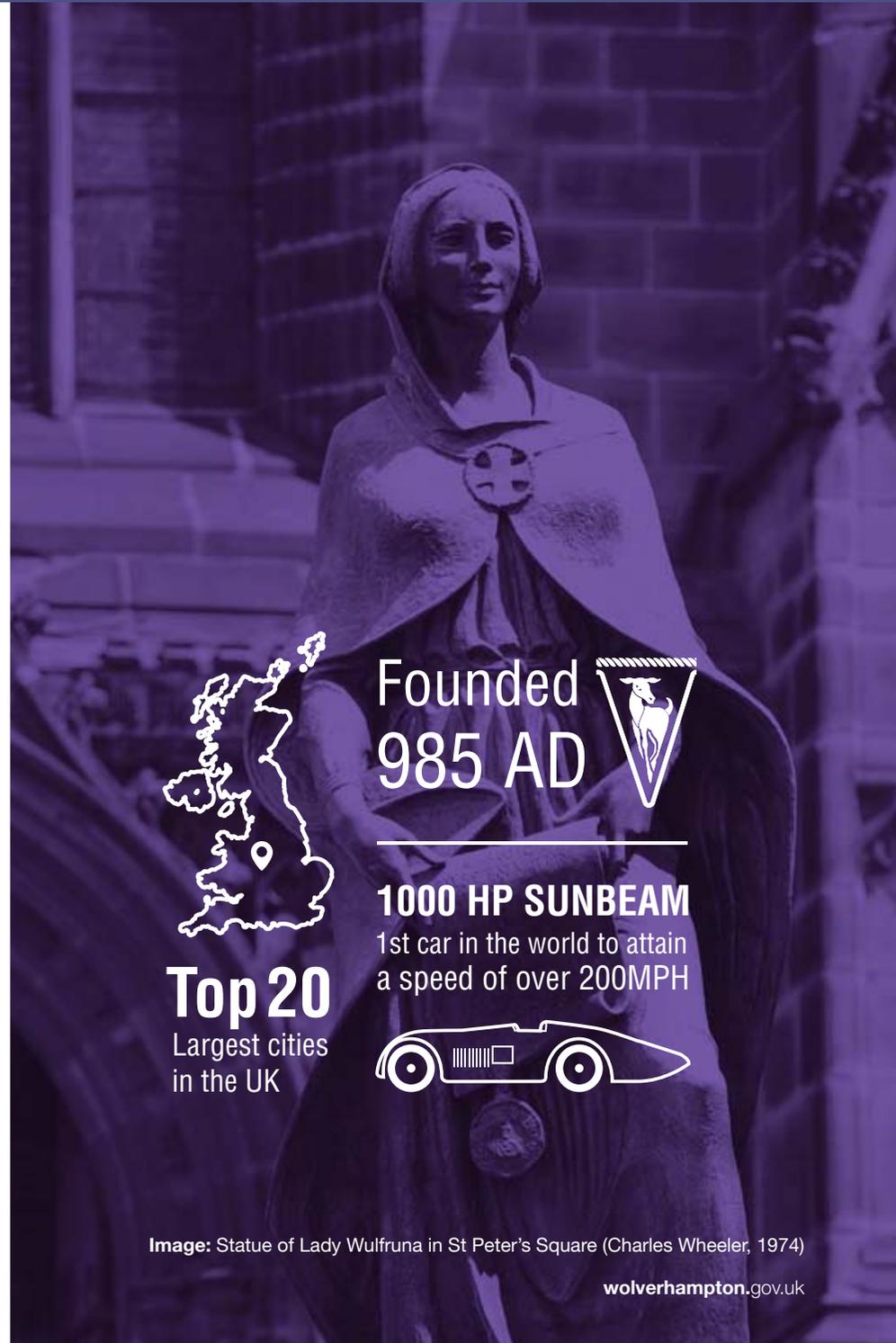
Our Vision for 2030 is that Wolverhampton will be a place where people come from far and wide to work, shop, study and enjoy our vibrant city. It will be transformed while still retaining all of those attributes that give our city its unique identity. A healthy, thriving and sustainable international 'smart city' - renowned for its booming economy and skilled workforce, rich diversity and a commitment to fairness and equality that ensures everyone has the chance to benefit from success.



Proud of our history

Our city has a long and proud history which reflects its strategic importance over the past millennium. It was founded in 985 by a Saxon noblewoman named Lady Wulfruna and the rest, as they say, is history.

Over 1,000 years later there are now nearly 260,000 Wulfrunians living in Wolverhampton, making us one of the top 20 largest cities in the United Kingdom. During this period, we've always been at the forefront of manufacturing, innovation and industry. We were one of the birthplaces of the Industrial Revolution and were home to the world's fastest land vehicle in the 1920s. That automotive manufacturing history continues to this day with the state-of-the-art £1 billion Jaguar Land Rover engine plant based at the i54 Business Park, spearheading our city's advanced manufacturing sector. The sector also includes a world-class aerospace hub, accommodating UTC Aerospace and Moog. i54 is also home to multi-national companies ISP, Eurofins, ERA and Tentec.



**Founded
985 AD**



Top 20
Largest cities
in the UK

1000 HP SUNBEAM
1st car in the world to attain
a speed of over 200MPH



Image: Statue of Lady Wulfruna in St Peter's Square (Charles Wheeler, 1974)

Proud of our people

Our city is diverse and cohesive. One third of our population is from Black and Minority Ethnic (BAME) groups and 19% of our residents were born outside the UK. There are around 90 languages spoken within the city. Wolverhampton's diversity is the fabric which holds our city together and our people are proud of our friendly and supportive communities. Already home to over a quarter of a million people, we expect our population to rise as more people and new communities choose to live in the City of Wolverhampton.

Our city is home to a thriving voluntary and community sector with individuals and groups dedicating their time to improve their communities. We value the contribution of the sector and recognise the critical role it plays in delivering the city's priorities. The sector generates over £140 million with over 12,000 volunteers.

Moving forward, the council and our residents will work closer together to ensure that all forms of discrimination are eliminated, that none of our communities are left behind or unable to access the opportunities that our city has to offer. We aspire that everyone has the same life chances irrespective of their diversity. Our targeted approach will enable us to support communities to thrive and improve our understanding of the needs of our diverse and culturally rich city.



260,000
WULFRUNIANS



90+
Languages
spoken

19%
Born
outside
the UK

Proud of our place

The City of Wolverhampton is one of the top ten growing economies in the UK and is currently experiencing record levels of private and public investment, with £4.3 billion being injected into regeneration projects citywide.

The city has seen strong economic growth over the past few years and was named the top city in Western Europe for job creation in manufacturing. This builds on our already strong automotive and aerospace sectors. Whilst the city continues to build on these existing strengths, it is also developing clusters in other key sectors whilst retaining a strong focus on investing in skills and matching local people to local jobs.

We are ideally placed at the centre of the UK's rail and road network offering unrivalled connectivity to national and international markets. The investment of £150 million to redevelop our Interchange transport hub, incorporating a brand-new railway station, will further cement the City of Wolverhampton as a place open and connected for business.

We also have a thriving digital sector, with creative industries, offering huge opportunities for our businesses. Our work with the university and schools will ensure that local people are

provided with the support, skills and opportunities that our growing economy offers.

The University of Wolverhampton's £100 million investment in a new Centre for Architecture and the Built Environment, alongside the National Brownfield Institute, will create an international centre of excellence for urban innovation and advanced methods of construction.

Wolverhampton is also home to a great cultural offer including a Premier League football team in Wolverhampton Wanderers, a unique live music and comedy venue in the Civic Halls, an excellent art gallery and our beautiful, Victorian Grand Theatre. Green and open spaces make up just under one fifth of the city; with attractions including two large Victorian parks, Smestow Valley Local Nature Reserve and two prime National Trust properties; Wightwick Manor and Moseley Old Hall.

Proud of our role in the region

The City of Wolverhampton played a pivotal role in setting up the West Midlands Combined Authority (WMCA), which was established through a Parliamentary Order in June 2016. Following the first devolution deal agreed between the Government and the region, the creation of a mayoral combined authority was a key requirement, and the City of Wolverhampton Council played a leading role within the region to move powers from central government to locally elected politicians in the West Midlands, who know the region best. Through devolution we are now able to decide how best to spend that money for the overall benefit of the region.

The WMCA is made up of 18 local authorities and four Local Enterprise Partnerships (LEPs). It was formed in response to the context of international, national and regional challenges including; skills deficits, unemployment, austerity, increasing demand for public services and the need to improve connectivity in the West Midlands. Its purpose is to drive inclusive economic growth and support healthier, happier, better connected and more prosperous communities in the West Midlands, by working together in partnership.

The City of Wolverhampton Council is one of the seven constituent members of the WMCA and plays a fundamental role alongside our regional partners in driving forward shared interests and priorities. The council works collaboratively with the WMCA working on major,

regional strategic projects to drive economic growth and prosperity in the City of Wolverhampton and across the region. These projects include transport, housing, land and regeneration.

Devolution offers significant opportunities for our city and we share the ambition of the WMCA to unlock this potential to deliver faster and better change for the region.

The WMCA's Strategic Economic Plan (SEP) sets out a vision for improving the quality of life for everyone who lives and works in the West Midlands. The SEP's ambition, which informed our Council Plan 2019-2024, recognises that the West Midlands' economy can be strengthened to benefit not only local residents and businesses, but also the UK.

To propel economic growth in the region, the WMCA is focused on the following key areas:

- economic growth
- health and wellbeing
- productivity and skills
- transport
- environment
- housing and land
- public service reform

In the City of Wolverhampton, we are working closely with our regional partners to maximise those opportunities so they deliver our own vision to be a thriving city of opportunity.

West Midlands Combined Authority by Local Enterprise Partnership Area

MAP KEY

Black Country LEP

■ Constituent members

Coventry & Warwickshire LEP

■ Constituent members

■ Non-constituent members

■ Part of the LEP but not the WMCA

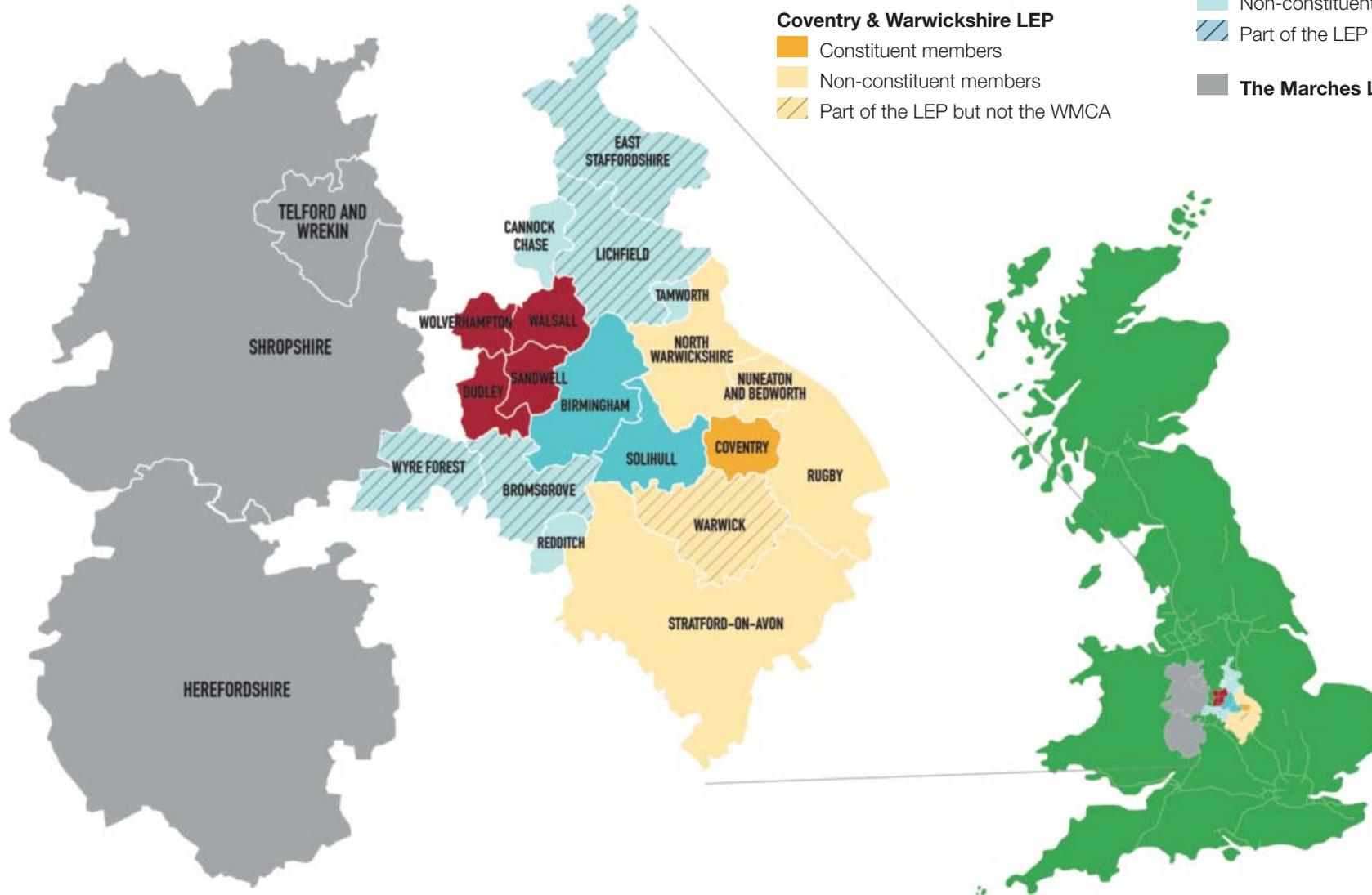
Greater Birmingham & Solihull LEP

■ Constituent members

■ Non-constituent members

■ Part of the LEP but not the WMCA

The Marches LEP



Working together to be a city of opportunity

The City of Wolverhampton is changing. This ambitious plan sets out how, by working together, we will deliver on the priorities of the people of our city over the next five years.

It is not a top-down document detailing how we think things should be done. Rather, it is a collaboration between the council and more than 3,000 local people who have contributed to its development. This approach reflects the way we want to work with our inclusive communities going forward.

We are realistic and know that continuing financial pressures on local authorities means that we can't keep on delivering services in the same way as we have before. Realising our ambitions for this great city means working much more collaboratively than in the past and developing new relationships with residents, businesses, the voluntary and community sector and other partners to pool the resources and creativity of everyone with a stake in the City of Wolverhampton.

Our six new strategic priorities are your priorities. You told us you want children and young people to get the best start in life, that we need to attract more good jobs and investment, people must have the skills they need for work, that everyone should live in secure, quality housing in communities that are resilient and healthy and in a city, which is vibrant, green and of which we are all proud.

The council has transformed itself internally in recent years and now truly operates as 'one council' to serve local people – something that was recognised when we won Council of the Year at the Municipal Journal Awards in 2017. The challenge for us now, which we will realise through this new Council Plan, is to harness our collective energy to continue to deliver the best possible outcomes for local people.



Councillor
Roger Lawrence
Leader of the Council



Tim Johnson
Managing Director

Our Plan

Our Council Plan 2019-2024 sets out how we will work with our communities to deliver improved outcomes for the people of our city, over the next five years. The council is now beginning the next phase of its journey, building upon years of internal transformation.

We have made many great strides to improve our services and outcomes for local people, whilst at the same time managing continued financial pressures. Since 2010 we have reduced our spend by £220 million as a result of funding reductions from Government, whilst balancing increased demand on our services. These challenges will continue. Moving forward, we must review how we operate and work more closely with our communities to ensure we are sustainable financially and still able to provide the services our local people most need.

Our services have seen rapid transformation resulting in a more efficient and confident council, a 'Good' Ofsted rating for our children's services, improving educational attainment across the city and over £4.3 billion of investment already taking place or planned. However, we recognise that not all of our communities have benefitted equally from this transformation.

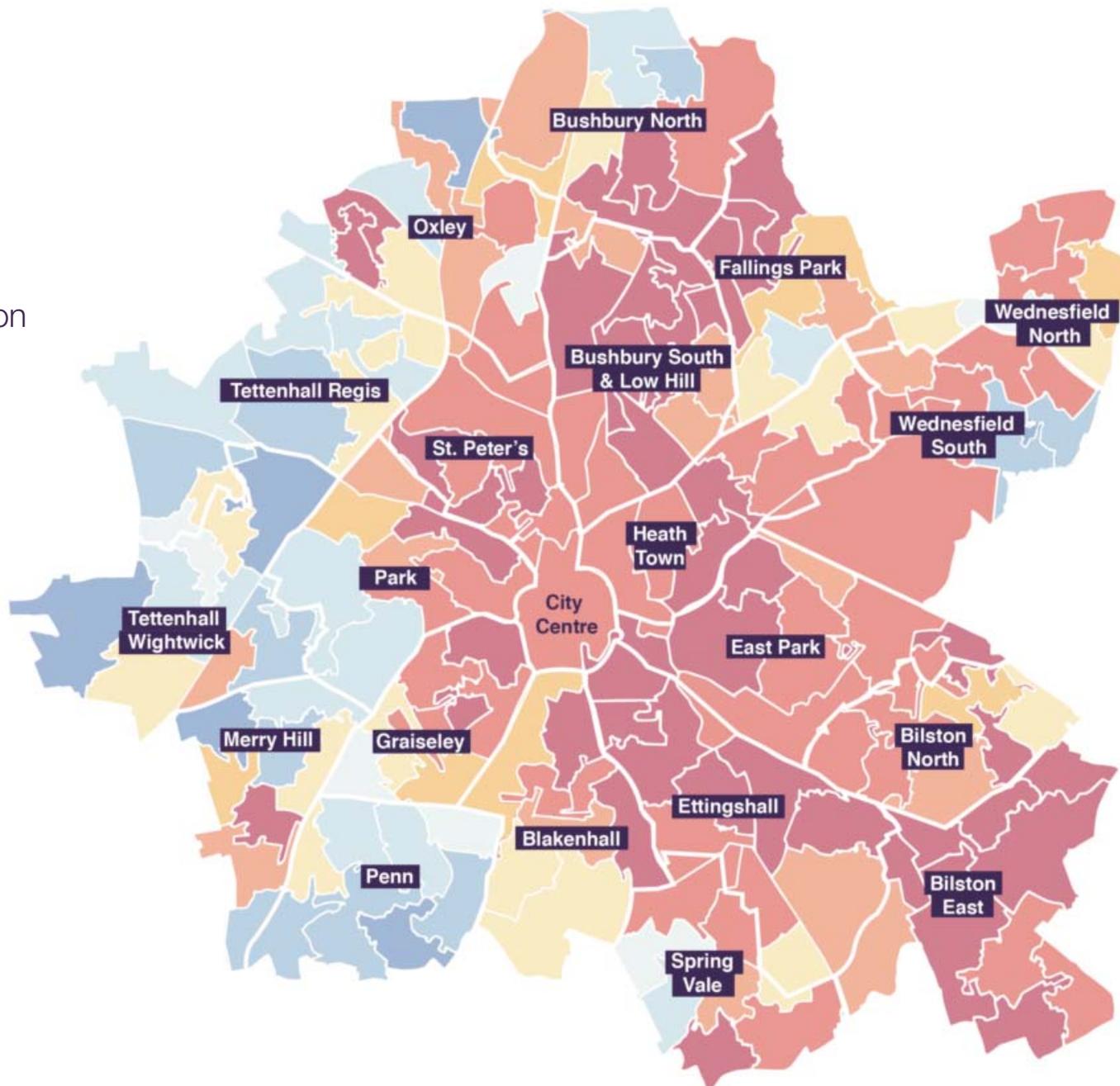
The City of Wolverhampton still faces significant challenges, with higher levels of unemployment (7.6% in 2017) than the national average (4.4%) and 17.8% lower wages. To deliver better outcomes for our people, we must sustain the progress we are making whilst ensuring that additional focus is applied to particular areas which negatively impact on the potential of communities. This includes tackling poverty and inequality, improving health and wellbeing, attracting and retaining a skilled workforce and enhancing the resilience and prosperity of our communities. The map over the page shows where some of these challenges are felt the keenest and where the city needs to work together to make a difference to people's lives.

Ward-level deprivation in our city

KEY

1 = most deprived
10 = least deprived

- 1 (41)
- 2 (40)
- 3 (17)
- 4 (9)
- 5 (16)
- 6 (6)
- 7 (13)
- 8 (11)
- 9 (4)
- 10 (1)



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To make progress against these entrenched challenges, we must work together to maximise resources and ensure that people are provided with opportunities to reach their potential and support their community. We can only do this by working together with residents and partner organisations to understand their priorities and embed those outcomes in all that we do.

The community brings its passion, knowledge, networks, understanding and skills, through the individuality and diversity of its people. We recognise that communities are best placed to understand the issues that they face, the priorities for their area and to lead the development of solutions to these issues, but at times may require support from the council and other agencies.

The City of Wolverhampton Council is proud to be one of 11 local authorities to be accredited at ‘Excellence Status’ by the Local Government Association for our equality and diversity outcomes. We want to ensure that everyone in the city has the same life chances, irrespective of their diversity, with the aim to create a city where everyone can make a positive contribution.

Wolverhampton for Everyone is a way of working in partnership, which supports local people to unlock potential within their communities and create positive change within

the city. The approach was developed by Wolverhampton’s voluntary and community sector and key partners in the city, including the council. Its core belief is that **‘our city will be more vibrant and inclusive if it is powered by people who live and work here, working together inclusively’**.

The approach will provide opportunities to co-design and co-produce, developing the long-term resilience and capacity of our communities. This signifies how our council will operate moving forward as we develop a new community relationship, helping to eliminate barriers and develop networks between local people and key partner organisations in the city. Wolverhampton for Everyone is a partnership approach and its core beliefs are embedded throughout this Council Plan. They are key to delivering many of the outcomes set out here.

Our Council Plan 2019-2024 was developed with the people of the City of Wolverhampton at its heart. We have engaged to understand their key priorities and the outcomes they want to see. Over 3,000 people have contributed to the creation of the plan, as part of ongoing conversations, including residents, the voluntary and community sector and other partners, employees, councillors and businesses across the city. Our plan reflects their views and is the blueprint by which your council will operate. We will focus on delivering what matters most to local people and businesses.

The result of this is that our plan is very much your plan and by working together we will achieve the six strategic outcomes that you have decided our city most needs:

- **Children and young people get the best possible start in life**
- **Well skilled people working in an inclusive economy**
- **More good jobs and investment in our city**
- **Better homes for all**
- **Strong, resilient and healthy communities**
- **A vibrant, green city we can all be proud of**

All that we do as an organisation will support these strategic outcomes. Whilst they are presented as six separate priorities they are interlinked and support one another. We cannot do this in isolation, as such it is vital to continue to act as one council and one city to ensure that these strategic outcomes are met. We will focus on strengthening and developing the council's links with the people of our city and developing their capacity to self-serve, with the council acting as a conduit to enable communities to develop greater resilience and self-sufficiency.

Our Council Plan sets out how we intend to target these key areas and the ongoing challenge which many of our people face. It is outcome led, and all activity we engage in will be to achieve the outcomes that matter most to them. Improvement against these will be our organisation's priority and form the basis for our performance framework which all of our services will work towards. Only through focusing on our performance in these areas will we be able to deliver the outcomes agreed by the people of our city and deliver the inclusive economy we need so that our communities thrive and prosper.

We will ensure that no community is left behind, and that positive outcomes are shared by all as we transform our city together. It is vital, in such a diverse and culturally rich city, that we engage with residents and enable them to shape our priorities. Our 'Excellent' rated equalities framework underpins all of our transformational plans to ensure that they reflect the communities we serve.

All of this will be supported by the **‘Our Council’ programme**. This is our internal change programme which will help us drive organisational improvement and development. It provides the foundation on which we will deliver our services, in partnership with our communities and stakeholders, to achieve the city’s ambitious Vision 2030. The ‘Our Council’ programme aligns our internal activity and operating model to our strategic outcomes, by delivering:



Our Assets

We will rationalise our buildings, vehicles and equipment to provide better use for ourselves, our communities and our partners. Our assets will be used to unlock investment in the city, by providing space for new homes and developments that bring wider economic benefits.



Our Data

We will use data and insight to lead policy development and decision making. Data will be open and available, enabling people to engage with us more freely and to ensure decision making is closely aligned with communities’ needs. We use data confidentially to be effective and efficient.



Our Technology

We will embrace digital technology throughout our organisation to enhance customer access and will continue to improve the efficiency and joined-up nature of our services. Our communities and partners will be able to self-serve and access information when they want it, how they want it.



Our Money

We will have a sustainable, agile organisation able to work with partners and communities to unlock the potential of our city. We will operate as efficiently as possible whilst embedding a commercial culture throughout the organisation to meet our financial challenge.



Our People

We will continue to develop a highly talented and empowered workforce with the skills, drive and innovation to meet ever changing demands, and to work collaboratively and confidently to tackle our city’s priorities.

We will deliver this plan in line with our **PRIDE values**. These values define what is important to us and how we will work to deliver the city's priorities. We will:



P

Put people first

R

Raise the city's profile and reputation

I

Inspire trust and confidence

D

Deliver together

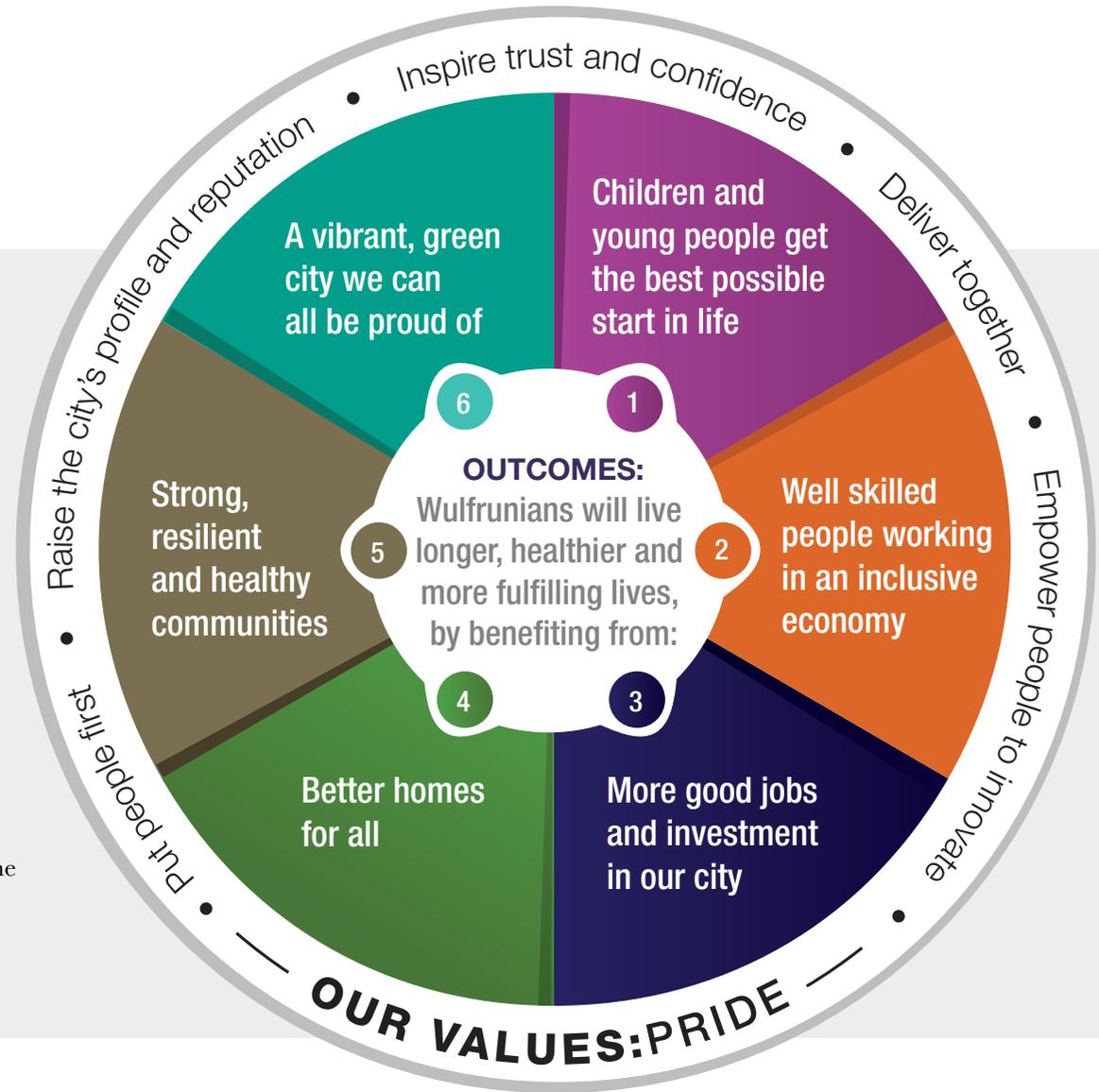
E

Empower people to innovate

Image: The Takeover Challenge 2018

Council Plan

Working together to be a city of opportunity and to deliver our contribution to Vision 2030



Wolverhampton for Everyone

a people powered city

'Connecting people, places and communities to unlock potential and create change'

CITY OF
WOLVERHAMPTON
COUNCIL

Delivery We will deliver our vision and better outcomes through:

Our City's Priorities

- 1 Children and young people get the best possible start in life**
 - Opportunity for a great start in life
 - Education that fulfils potential
 - Strengthening families where children and young people are at risk
- 2 Well skilled people working in an inclusive economy**
 - Improve skills to access work now and in the future
 - Lifelong opportunities to learn
- 3 More good jobs and investment in our city**
 - Grow the number of jobs and businesses
 - Support local businesses to thrive and grow
 - Attract new investment and quality jobs
 - Improve employment and participation
- 4 Better homes for all**
 - Safe and healthy homes
 - More and better homes
 - Access to a secure home
- 5 Strong, resilient and healthy communities**
 - Communities that support each other
 - Active healthy life
 - A safer, more cohesive city community
 - Maintain independence for adults with care and support needs
 - Protecting the most vulnerable with the right care and support
- 6 A vibrant, green city we can all be proud of**
 - Great culture, entertainment and pride in the city
 - Continually strengthen our relationships with our residents
 - A clean, welcoming and confident city
 - A great transport system and sustainable, digitally inclusive city

Our Council Programme



Our Assets



Our Data



Our Technology



Our Money



Our People

Measuring Success

Our Corporate Performance Framework

Children and young people get the best possible start in life

As a city we must ensure that our children and young people get the best possible start in life, so that they have the opportunities to fulfil their potential. Developing a strong foundation by which children and young people can succeed, is fundamental to us delivering our Council Plan 2019-2024. Our plan seeks to build this aspiration and resilience early, by supporting families, children and young people to be ready for school and to grow up in a safe and secure home in a thriving community. We will work with all partners, including education providers across the city, to ensure children and young people have the opportunity to learn and realise their ambitions as well as supporting disadvantaged or vulnerable learners to grow their skills and aspirations.

As a council we will lead work across the city to develop and embed a ‘culture of belonging’ where all children and young people feel a part of their school and local community. We see belonging as the link that runs through and across our support for disadvantaged and vulnerable children and which places child centred educational and social inclusion at the heart of all our strategies.

At different times in their lives, children, young people and their families may need additional support and help. We will strive to help families as early as possible and provide targeted and/or specialist support at the right time to reduce the likelihood of problems escalating, to ensure children and young people are safeguarded and improve long term outcomes.

Image: Rocket Pool Strengthening Families Hub

Children and young people get the best possible start in life

City priorities

How we will measure

Opportunity for a great start in life

A resilient family, together with high quality education, is vital to improving outcomes for children and young people, to reduce the number of children growing up in poverty by reducing the number of low-income families. We will engage parents through universal, targeted and specialist support to develop good parenting skills and to help their children reach their full potential. It is also essential we promote outstanding early years standards to ensure all children arrive at school ready and prepared to learn. This is crucial for development and determines a child's future outcomes. Promoting these skills as early as possible is the best way to ensure every child gets the support they need to succeed.

% of children who attain a 'Good' level of development at foundation stage

% of children in low-income families

Education that fulfils potential

Wolverhampton has made fantastic progress on improving school performance, with 80% being rated as Good or Outstanding by Ofsted. We will continue to work closely with our schools and other partners to prioritise investment in our children and young people, particularly those who may be vulnerable or have special educational needs and/or disabilities. We will support the emotional wellbeing of all learners, to ensure they have the opportunity to fulfil their potential and that no child in the city is left behind. We also want to develop greater collaboration between our schools and businesses to improve the transition from education to work.

Key stage 2 attainment gap for reading, writing, and maths between disadvantaged and non-disadvantaged pupils

Key stage 4 attainment gap at 'attainment 8' between disadvantaged and non-disadvantaged pupils

Key stage 4 average 'attainment 8' score per pupil

Gatsby benchmark of 8 indicators about school/business liaison

Children and young people get the best possible start in life

City priorities

How we will measure

Strengthen families where children and young people are at risk

We will continue to work closely with families to ensure that children live in safe and supportive homes. Targeting effective early help and support will strengthen families, keep children and young people safe and improve their life chances. Moving forward, our relationship-based approach to all children's services will empower families to remain together and achieve positive and sustained change.

Children and young people rate per 10,000 population

- Early help
- Children in need
- Child protection
- Children in care



Well skilled people working in an inclusive economy

Our ambition is to develop inclusive growth across the city to enable all people and places to realise their full potential in contributing to the successes of our city. The people of Wolverhampton will be at the heart of this. We want everyone to be able to benefit from the opportunities we create and to enable in-work progression through new skills and learning. We will work closely with further education providers, as well as businesses, to upskill our workforce and enable our people to access new opportunities as our economy continues to grow. Developing our city's skills is vital in attracting new businesses, increasing productivity and enabling all communities to benefit from economic growth. We must also encourage greater collaboration across business and education partners to ensure our workforce receives the investment and support required to fulfil their potential. Whilst our unemployment rate has decreased since the height of the 2008 recession, we know certain communities and people have not benefited fully from the growth in our city and we need to do more with partners to ensure no-one is left behind.

Image: Apprentice Chanelle Vernon joined Jessup Brothers in 2018 via the Black Country Impact project

Well skilled people working in an inclusive economy

City priorities

How we will measure

Improve skills to access work now and in the future

Having the right skills and experience is vital to being able to fully participate in the economy. Too many of our residents have poor levels of qualifications which limits their ability to participate in our growing economy. We need to improve the skills of our working age population to ensure that they benefit from the new jobs and investment coming into our city. We will build on our relationship with voluntary sector partners to implement the learning communities initiatives to upskill residents and provide learning opportunities for all.

Alongside this we will improve digital inclusion to empower local people to access further opportunities through digital means, whilst also developing their digital skills to be able to meet the needs of businesses expanding in our city. Working closely with businesses and partners is key to unlocking this potential and ensuring people are in the right place, with the right skills, to benefit from growth now and in the future.

% of working-age adults with no qualifications

% of working-age adults with level 4+ qualifications

% of businesses reporting they have skills-shortage vacancies

Lifelong opportunities to learn

We aspire to be a city of learning where an ethos of quality underpins the provision of continuous learning opportunities for all. We will support our young people who are not in education, employment or training (NEETs) through Black Country Impact project and Connexions. We must build on our already strong relationships with our partners, including businesses and education providers, to develop our approach to apprenticeships to ensure that the City of Wolverhampton is able to provide local people with the opportunities to thrive in the labour market. We will identify the key skill areas the city needs to develop and maximise productivity and competitiveness in the future, ensuring that residents are able to access these opportunities to progress their careers.

Key stage 5 attainment

Apprenticeship starts

Number of residents accessing adult education courses and services

% of young people who are not in education, employment or training (NEET) (16-17s)

More good jobs and investment in our city

To develop and strengthen our city's economy in the longer-term, the City of Wolverhampton needs to continue to attract good-quality jobs and investment.

We have strong foundations to build on, with £4.3 billion of investment already underway or planned in our city. Our ambition is to enable our local businesses to flourish and grow whilst continuing to attract new companies to the city. Historically, the City of Wolverhampton has been a centre of excellence for manufacturing. We need to build on these strengths whilst ensuring that we diversify our economy further by attracting high-skilled, value-added industries including advanced manufacturing, information and communications technologies and digital industries.

Attracting a greater breadth of businesses, particularly in high-growth industries, is vital to enhance the economy of the city and provide greater employment opportunities for our people. We are committed to local purchasing and work with our suppliers and partners to create employment and training opportunities for local people to secure the 'Wolverhampton pound'. We will continue to encourage businesses in the city to demonstrate corporate social responsibility and maximise social value opportunities to deliver benefits for our people, our market and our city environment. We are committed to supporting businesses to develop local resilience in energy generation and distribution, to maximise the economic opportunities offered by the growth of a low carbon economy. We must also ensure that the city plays an active role in the West Midlands Industrial Strategy and benefits from the wider economic growth of the region.

Image: i54 - a billion pound investment bringing thousands of jobs

More good jobs and investment in our city

City priorities

How we will measure

Grow the number of jobs and businesses

The City of Wolverhampton is already home to 113,000 jobs and we have seen a significant expansion of Jaguar Land Rover and the arrival of Wiggle to our city. Wolverhampton is the fourth best place to start a business and we are determined to build on this and continue to attract major new investment to our city including growing our knowledge economy. We will continue to shape our city centre and make it an attractive place for investment and jobs, whilst ensuring our residents benefit from the new opportunities being created. With over £1 billion investment happening, we will see business growth and more opportunities.

Number of jobs

Support local businesses to thrive and grow

The council will continue to support our local businesses to expand and ensure that the city is open and ready for business. We will continue to provide the support needed to enable independent businesses to thrive and will work strategically with partners to maximise opportunities in the city, through the delivery of digital infrastructure to unlock further growth.

Our Wolverhampton Independent Retail Excellence (WIRE) awards recognise the fantastic contribution our independent businesses make to the city, while our city's Business Improvement Districts (BIDs) continue to work closely with local businesses. Developing our strategic growth corridors will help connect businesses with people and enable them to grow.

Active business enterprises
per 1,000 population

More good jobs and investment in our city

City priorities

Attract new investment and quality jobs

We need to continue to diversify our economy and attract good-quality jobs to our city. We have internationally recognised strengths within the manufacturing and aerospace sectors but need to ensure our city welcomes a wide array of other sectors to ensure continued economic growth. The council has supported the £35 million investment in the Mander Centre and will continue to develop the city-centre to make it a destination of choice. Already we have around 1 million square feet of office space planned in a new Commercial District, supported by Invest Wolverhampton. Our Business Programme has developed a sense of confidence in our city amongst business leaders nationally and we will continue to promote Wolverhampton as the ‘Premier City’ to invest in.

How we will measure

Proportion of jobs in professional and technical occupations

Gross Value Added (GVA) per head

New office floor space in strategic centres

Resident earnings

Improve employment and participation

Although we have been successful in bringing jobs to the city, we recognise we need to do more to support our residents to access them. Unemployment remains a challenge and we need to reduce the number of children growing up in poverty by reducing the number of low-income families. We will improve access to information, advice and jobs through Workbox as the virtual front door to skills support in the city. We will build on our success with the Wolves@Work programme which has provided jobs for 3,800 people, as at February 2019, and work with businesses across the city to ensure opportunities are promoted for local people, and that new companies invest in Wulfrunians.

Employment rate



Better homes for all

Home to more than 110,400 households, our city's housing market is rapidly changing and forecast to grow in the future. It is vital we continue to provide enough good quality homes, including affordable homes, in our city whilst ensuring we provide greater housing choice and encourage high-quality housing design and property management standards. We will continue to invest in our existing homes to ensure they are safe, secure and well managed for the future.

We have secured Housing Growth funding to accelerate the development of new homes and our local housing company, WV Living, is building over 1,000 new homes over the next five years. We have ambitious plans already delivering and shaping a new housing offer for our city.

We will continue to work with our communities, partners and investors to bring forward new housing opportunities to enable better homes and housing choices for all.

Better homes for all

City priorities

How we will measure

Safe and healthy homes

A safe home is essential for everyone living in our city. Our work to challenge poor practice by residential landlords will continue to protect our residents from unacceptable living conditions and overcrowding. We will continue to ensure that all our housing management agents looking after council-owned homes continue to deliver high quality and safe landlord services that meet the needs of our tenants and leaseholders. We will continue to make best use of our housing assets and improve the thermal efficiency of our homes by continuing to work in partnership to ensure healthy homes and reduce fuel poverty across our city.

Number of properties managed by approved 'Rent with Confidence' private landlords in our city

Fuel poverty rate

More and better homes

Our housing offer must meet the needs of our communities and the growing number of households looking to work, study and settle in our city. We will continue to enable greater housing choice to meet our current and future needs, using new technology to enable lower carbon homes. This will include accommodation to promote independent living, new private renting options and home ownership opportunities. Our aspiration is to increase city centre living to improve the vibrancy of our city centre and reduce the number of empty properties, in partnership with investors, developers and residential landlords.

Net additional homes

Net additional affordable homes

Number of empty properties across the city

Better homes for all

City priorities

How we will measure

Access to a secure home

We continue to tackle rough sleeping in partnership in the city. We will continue work to prevent homelessness and provide support and advice to people who need sustainable accommodation options to meet their housing needs. We will do this through our Homelessness Prevention Strategy 2018 - 2022 and supporting action plan. We will continue to work closely with our partners to provide the necessary support for some of our most vulnerable people and new communities settling in our city.

Households in priority need per 1,000 households

Number of households in temporary accommodation

Average number of people rough sleeping in our city



Strong, resilient and healthy communities

Building community and family resilience is a key priority for the City of Wolverhampton to enable the people of our city to live independent, prosperous and fulfilling lives.

Our communities are vibrant, with hugely diverse cultures and beliefs living alongside each other in a truly multi-cultural and cohesive city. The City of Wolverhampton proudly celebrates its rich history as a welcoming place for all people and we need to build on these strengths to maximise the potential of our residents and city.

The council will work collaboratively with local community leadership in communities to grow the resilience and capacity areas and enable local people to make the changes they feel would be most suitable to their local area. Rather than prescribing solutions, the council will act as the conduit by which need and resource are brought together to allow greater independence. We will also enable our residents to thrive through the use of adaptive technology to enable independence and improve connectivity for people across our city. By allowing our communities to determine their own solutions through collaborative partnership, City of Wolverhampton residents will benefit from improved health, social and financial outcomes.

Image: Outdoor and active at Bantock Park

Strong, resilient and healthy communities

City priorities

How we will measure

Communities that support each other

We will engage and collaborate much more closely with our communities to meet their needs and empower them to thrive. Local leadership will be key in shaping our approach moving forward and developing links across communities is vital in developing community resilience to reduce dependency on public services. Central to our strategy in this area is developing a place-based delivery model which maximises the potential of communities through their assets and people.

% of residents who agree
'people in this local area pull
together to improve the local area'

Active healthy life

Through our public health vision, we will integrate health outcomes across all services as these are strongly linked to people's inclusion in their local economy and community, in doing so, tackling inequality - which is a top priority for the council. We will improve our infrastructure and how we plan our city, to encourage active travel, promote the use of our city's world-class sporting facilities, as well as our beautiful parks and open spaces. We will continue to ensure these facilities are accessible for residents and cater for the needs of our diverse communities, to enable residents to live longer, healthier and more active lives.

Healthy life expectancy for residents

Strong, resilient and healthy communities

City priorities

How we will measure

A safer, more cohesive city community

We want everyone in the City of Wolverhampton to feel safe in the city and in their own community. We are working closely with our partners to tackle gang activity and actively promoting our early intervention through schools and community groups to support young people and direct them to appropriate provision. Through our strength-based transformation programme, we will work with communities and partners to re-connect people with their communities and foster better relations and improved outcomes for Wulfrunians. In line with this approach, a Serious Violence and Exploitation Strategy will run from April 2019-2022, bringing together workstreams to tackle violence, gangs, modern slavery, child sexual exploitation and organised crime. This will forge a strengthened partnership response, focused on early interventions and preventative measures alongside enforcement action to address root causes of violence and keep the city safe.

Total recorded crime rate per 1,000 population

Maintain independence for adults with care and support needs

Enabling people with learning disabilities, physical disabilities, mental health conditions and age related frailty to live healthy and fulfilling lives is key to developing an inclusive, understanding society. Supporting residents to develop, regain or retain independence skills brings the best outcomes for our people and communities. Through digital inclusion, adaptive technology and a focus on the strengths of individuals, we will support residents to live independently and realise their full potential.

% of people receiving care and support in their own home

Number of adults over the age of 65 living in residential or nursing care

% of people with learning disabilities, physical disabilities or mental health conditions living in their own homes

% of people with learning disabilities, physical disabilities or mental health conditions in employment

Strong, resilient and healthy communities

City priorities

How we will measure

Protecting the most vulnerable with the right care and support

The city's performance on 'care-related quality of life' is higher than the England average and most importantly the people we support feel safe and secure due to the care they receive. We will continue to work with our partners to improve challenges around 'delayed transfers of care' and innovate to help people live independently in their homes. We will also continue to provide information and advice to help ensure that financially vulnerable people are supported to maximise their income.

Care-related quality of life score

Delayed transfers of care per
100,000 adult population

A vibrant, green city we can all be proud of

Wolverhampton is the city of the Black Country and we want to grow our already vibrant cultural offer to reflect being one of the 20 largest cities in the UK. We're home to a Premier League football team and are regarded as a thriving centre for arts and live entertainment, with the Civic Halls a key venue on the touring schedules of major bands and comedy acts. We want to work more closely with our communities to ensure the people of our city have access to these fantastic opportunities, whilst also empowering them to host their own events and develop pride in their city. We are investing heavily in improving sustainability and connectivity within our city through transport and digital infrastructure, whilst promoting the use of our natural open spaces, to better engage with our local people and ensure all our communities feel at home in their city. Our infrastructure investment will embed smart technology to bring added value including the provision of electric vehicle charging points, LED lighting and smart parking.

Image: Wolverhampton Festival of Food and Drink, Wulfruna Street, July 2018

A vibrant, green city we can all be proud of

City priorities

How we will measure

Great culture, entertainment and pride in the city

The City of Wolverhampton is already home to the nationally renowned Civic Halls and also boasts an impressive theatre, museum and art gallery in the city centre. The Wolverhampton Wanderers promotion parade in 2018 saw over 80,000 people celebrate our football team's success. We will continue to promote new outdoor events, and our green open spaces, to attract more visitors and tourists to the city. We want to develop a real sense of pride in the City of Wolverhampton, with local people proud of their city's successes.

Number of tourists visiting the city

Continually strengthen our relationships with our residents

As a council we have successfully transformed many of our internal services over the previous few years to become a confident, capable council. Moving forward we will work much more closely with our communities and partners in the city to foster relationships and ensure that we design services with Wulfrunians so that together we deliver the outcomes our city needs. Developing our links with our residents is key to this and our ambition is to maintain constant engagement with them to lead to continuous service improvement.

% of residents satisfied with council services

A vibrant, green city we can all be proud of

City priorities

How we will measure

A clean, welcoming and confident city

Like many growing cities, Wolverhampton recognises the need to improve its air quality and reduce its carbon consumption. The City of Wolverhampton is a member of the UK100 network of local government leaders who have pledged to shift their towns and cities to 100% clean energy by 2050. This will be delivered by working with partners to develop low carbon measures, including encouraging more sustainable modes of transport and the use of renewable low carbon energy.

We will continue to take a zero tolerance policy on fly-tipping and littering and will enable our communities to report any issues through digital means. The rollout of smart infrastructure will enhance the sustainability of our city whilst enabling us to tackle fly-tipping more effectively.

% of people who agree the city is clean and tidy

Kilotons of CO₂ emitted per head of population

A great transport system and sustainable, digitally inclusive city

Our central location, at the heart of the UK's rail and motorway network, provides us with excellent connectivity to key cities and industries. The £150 million investment in our Interchange programme, incorporating a new bus, tram and rail hub, will provide a fantastic gateway into the heart of the city and will improve access for residents and businesses via sustainable modes of travel. We will also use the rollout of 5G and improvements to our fibre network to improve digital connectivity for local people and businesses. Our connected places strategy will deliver smart technology into our city to improve connectivity and accessibility for all, supporting electric vehicle growth, improved digital infrastructure and promote more sustainable transport options, through our active travel strategy.

% of journeys to work made using sustainable transport

Our Council Programme

To realise our ambition of being a city of opportunity the council must continue its transformational journey to become even more efficient, enterprising and collaborative. Our success being named Local Authority of the Year 2017 and excellent Corporate Peer Review feedback during a review from the Local Government Association has reaffirmed that we are 'One Council'. Our Council Programme is the ongoing driver by which we reshape our organisation and culture to ensure the organisation is best placed to deliver the outcomes sought by our residents. It will help us to influence and foster relations with our partners and to champion the City of Wolverhampton at a regional and national level. We have responded to the continued financial challenge by making savings in excess of £220 million since 2010, whilst becoming more commercial and efficient in the way we operate. These challenges will continue. Moving forward, we must review how we operate to ensure we are sustainable financially and still able to provide those services people most need.

Our Council Programme will be the enabler, by which we have the right culture and skills, to achieve our city's priorities.

Image: i9 bringing quality office space and jobs



Our Council Programme

Priorities



Our Assets

The programme will change how the council uses its assets (including vehicles, highways and street furniture) to enable transformation in our communities. It will oversee the review of our estate, to improve effectiveness and efficiency. Co-location of public sector service delivery will be encouraged and we will reduce ongoing running and maintenance costs by working more closely with the people of our city.

The vision of the programme is to:

- Run an efficient and cost-effective asset portfolio
- Use our assets to leverage regeneration and investment in our city together with our public sector partners
- Empower communities and businesses by managing our asset potential across partners
- Use our assets to enable connectivity and digitally inclusive communities
- Reduce energy consumption and identify renewable and low carbon energy opportunities.

Deliverables

- Efficiencies in service delivery
- Improved regeneration and investment in the city
- Improved broadband speed and 4G/5G coverage
- Generation of income
- Reduced depot and vehicle maintenance costs
- Reduced running costs through shared services
- Increase in capital receipts
- Improved cost of estate
- Improved size of estate
- Maximise land freed up for housing
- Maximise land freed up for investment

Our Council Programme	
Priorities	Deliverables
 <h3>Our Data</h3> <p>This programme will embed the importance of using data and insight to shape our organisation through evidence-based decision making, intelligence-led policy and robust performance management. A crucial part of this is the development of a council-wide planning and performance framework and a data and insight strategy focusing on:</p> <ul style="list-style-type: none"> • Data collection, management and quality • Data analytics and insight - to drive strategic decision making, predict demand and shape preventative services and improve outcomes • Performance management - to support service improvement and delivery of outcomes • Management information - to support day-to-day service delivery through performance dashboards and reporting • Open data: making data available on the WV Insight website for all to use 	<ul style="list-style-type: none"> • Enabling financial savings • Demand management • Improve customer insight and service planning • More effective decision making • Better outcomes • More data available on WV Insight

Our Council Programme	
Priorities	Deliverables
 <h3>Our Technology</h3> <p>This programme seeks to digitise customer access to be more efficient and to provide better service to our customers when and how they want it. We will also improve digital inclusion through the provision of internet facilities at libraries and other buildings. The overarching framework will:</p> <ul style="list-style-type: none"> • Promote opportunities to access online digital services • Promote the introduction and wider adoption of emerging ‘bot’ technology to improve the quality and speed of repetitive administrative activities • Promote the introduction of ‘chatbot’ technology to manage and respond to simple telephone enquiries from the public, where the information is readily available for self-service on the council’s website • Promote opportunities for the introduction of emerging artificial intelligence and machine learning technologies to ease the burden and automate more complex administrative council activities • Promote opportunities to further develop a single ‘My Account’ for members of the public • Promote the use of smart infrastructure to generate efficiencies, savings and income in delivery of wider council services 	<ul style="list-style-type: none"> • Savings to be generated from channel-shift and management review • Stabilisation of contact centre technology platforms • Effectiveness and managing demand through business processes • Financial benefit

Our Council Programme	
Priorities	Deliverables
 <h3>Our Money</h3> <p>We will shape how we operate to ensure a financially sustainable organisation. Since 2010 we have reduced our spend by £220 million as a result of a reduction in government funding but with increased demand for services. Moving forward, we will need to operate differently to ensure we can deliver the outcomes our local people most need. To ensure the council operates efficiently as an organisation, we will work to these core principles:</p> <p>Focusing on core business</p> <ul style="list-style-type: none"> • Focus on those activities that deliver the outcomes local people need. We will target and tailor services to meet needs, working in collaboration with our public sector partners <p>Promoting independence and well-being</p> <ul style="list-style-type: none"> • We will enable local people to live independently by unlocking capacity within communities to provide an effective and supportive environment <p>Delivering inclusive economic growth</p> <ul style="list-style-type: none"> • We will continue to drive investment in the city to create future economic and employment opportunities for people and businesses in our city 	<ul style="list-style-type: none"> • Improved access to digital services to empower local people to self-serve at a time and place that suits them whilst reducing traditional operating costs • Reduced demand through early intervention and closer collaboration with local people to support greater independence and resilience • Targeted service delivery by focusing on the areas and places that need us the most and where we can deliver the best possible outcomes within the resources available • Sustainable business models that deliver the most efficient and effective services possible within the significant financial constraints we face, to meet the needs of local people • Prioritised capital investment focused on the priorities that deliver the best possible returns and outcomes for local people

Our Council Programme	
Priorities	Deliverables
<p>Balancing risk</p> <ul style="list-style-type: none"> • We will ensure decisions are based on evidence, data and customer insight • We will embed a robust risk assessment process throughout programme activity based on clear evidence as to why activity should continue or stop <p>Commercialising our approach</p> <ul style="list-style-type: none"> • We will boost social value in our city by maximising local procurement spend with people and businesses • We will consider an even more commercial approach, seizing all appropriate opportunities including: <ul style="list-style-type: none"> • Exploring creative and alternative service models • Consider options to share services and collaborative procurement • Ensuring services are sustainable, efficient, effective and based on evidence • Robust contract management • Making a return on our investments • Looking for opportunities to reduce budgets and cut costs • Generating a surplus through trading services 	<ul style="list-style-type: none"> • Income generated by developing new and innovative opportunities with partners where appropriate • Efficiencies delivered by reviewing our resources, business processes and better using technology, will deliver services which meet local people's needs efficiently and cost effectively • Maximised partnerships and external income through identifying opportunities to collaborate, share resources, reduce costs and seize funding opportunities

Our Council Programme	
Priorities	Deliverables
 <h3>Our People</h3> <p>Our employees sit at the heart of our organisation. The aim of this programme is to support employee development, to ensure that employees are effective, productive, happy and healthy in their roles, so that together we will achieve the outcomes set out in this Council Plan. Our People programme has been developed by our employees, for our employees, through extensive engagement and employee working groups.</p> <p>The programme covers the entire lifecycle of employment – from an employee’s first encounter with the recruitment process, to when they leave the organisation. The programme supports our workforce to have the right skills whilst embedding a consistent organisational culture, where people feel empowered to:</p> <ul style="list-style-type: none"> • Think creatively • Support communities • Manage demand • Champion change • Develop new skills to improve service delivery 	<ul style="list-style-type: none"> • Empowered, productive workforce • Improved health and wellbeing • Improved efficiency and effectiveness • Improved employee satisfaction • Improve employee volunteering

Our Council Programme

Priorities

Adaptable by:

- Taking personal responsibility
- Having the right skills at the right time
- Applying skills flexibly
- Working together with partners
- Embracing smarter working practices

Valued through:

- Ongoing development
- Career opportunities
- Celebration of successes
- Support for health and wellbeing
- Effective communication
- Equality and diversity

Key to the delivery of this will be our adoption of a restorative approach, which is a relationship-based way of working together with people rather than doing things to them. This will generate a high challenge, high support environment where employees come together to work in a supportive and collaborative way, and in line with our PRIDE values.

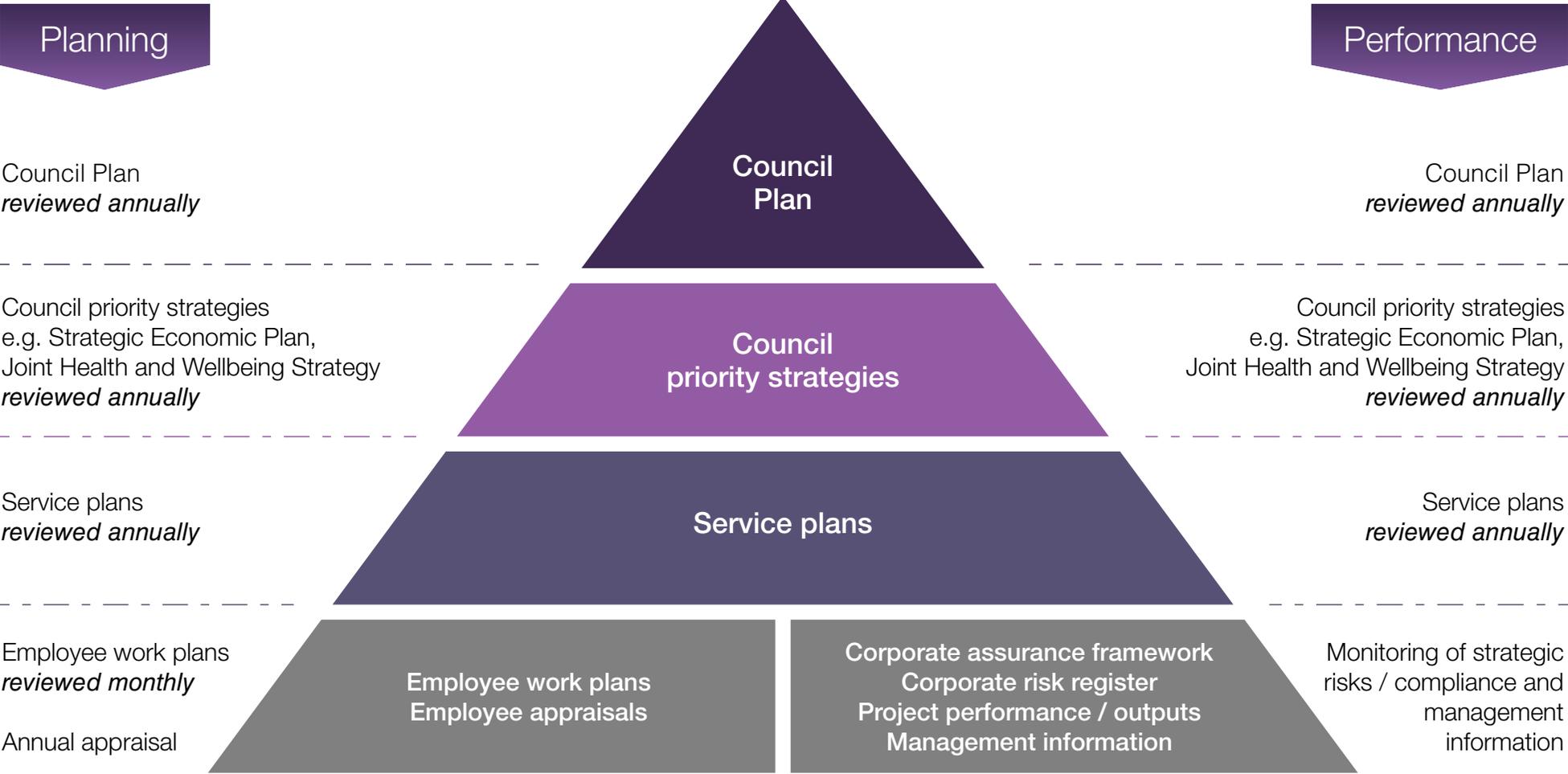
A City Conversation: Continuous engagement and monitoring

The Council Plan 2019 - 2024 has been developed in partnership with the people of our city, including residents and local businesses. We consulted with around 3,000 people through surveys and at over 20 events across the city to shape our activity for the next five years. It was clear that people in the city are passionate about Wolverhampton and about the things that need to be done to continue the city's ambitious transformation. However, this is only the start. We want to ensure that people are informed and engaged throughout the process of making this plan live and breathe, to provide challenge and to advise us should priorities change. We will embrace feedback on how we're doing as part of an ongoing 'City Conversation'.

Our corporate performance framework sets out the strategic indicators we will use to monitor progress, informed through data and strategies from national and regional sources, local insight as well as feedback from the people of our city. A lead director has been identified for each of the six council plan priorities. This framework will be reported to Cabinet (Performance Management) Panel on a quarterly basis.

All council services will produce service plans detailing the activity that will be undertaken to deliver this Council Plan and how their performance will be measured as part of a new corporate performance framework. These plans will be reviewed and updated throughout the five-year duration of the Council Plan, enabling progress against our five outcomes to be monitored effectively.

Our Corporate Performance Framework







You can get this information
in large print, Braille, audio or in another
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wolverhampton.gov.uk/customerservices

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