Transforming Our City

Our Corporate Plan 2016 - 2019
Introduction

Our Corporate Plan sets out how we will deliver better outcomes for residents and businesses in the City of Wolverhampton. It is also the cornerstone of our transformational plans to build an ever more Confident, Capable Council.

At its heart is our desire to deal with the things that really matter to local people. We will do this by working together with city, regional and national partners to deliver our Vision 2030 and create an even stronger economy and more resilient communities, building on the solid foundations laid in recent years.

Partnership at every level is key to our success and this will require new and even more innovative ways of working with partners.

It prioritises economic development and regeneration to bring jobs, growth and opportunity to local people and businesses. It will also tackle some of the social challenges the city faces. Safeguarding the most vulnerable people in our communities continues to be a top priority for the council alongside transforming the aspirations of residents and valuing fairness and equality in everything we do.

This plan is consistent with, and complements, the City of Wolverhampton’s Vision 2030 – a strategic blueprint commissioned by the council and developed in close collaboration with key partners. You can see how our corporate plan outcomes support delivery of the City’s Vision 2030 priorities in each section with the icon and summarised in more detail in Appendix One. It’s about achieving real outcomes for the citizens of Wolverhampton and is underpinned by solid and sustainable plans, ensuring that the council can be held to account for what it has promised to deliver.

Performance will be monitored on a quarterly basis using a new digital performance management tool and reported to Scrutiny Board and Cabinet Performance Management Panel.
Our Corporate Plan
Working as one to serve our city

**Place**
- Stronger Economy
  - Delivering effective core services that people want
  - An environment where new and existing businesses thrive
  - People develop the skills to get and keep work
  - Keeping the city clean
  - Keeping the city moving
  - Improving the city housing offer

**People**
- Stronger Communities
  - People live longer, healthier lives
  - Adults and children are supported in times of need
  - People and communities achieve their full potential
  - Promoting and enabling healthy lifestyles
  - Safeguarding people in vulnerable situations
  - Challenging and supporting schools to provide the best education for children and young people

**Confident, Capable Council**
Future Council - stronger council ready and able to deliver change

**Stronger Organisation**

**Equality Objectives**
A stronger economy

The City of Wolverhampton is an ambitious city with big plans. We have strong foundations to build on. We are one of the top ten fastest growing areas in the UK for economic growth and billions of pounds of investment are either planned or being spent across the city.

However, we also have significant challenges that we are determined to tackle. We have the highest proportion of adults with no qualifications in the UK and are the tenth most deprived area based on employment levels. That’s why driving economic investment and growth, improving skills and creating jobs are central to the whole of our corporate plan.

Local residents and businesses must benefit from the growth that we will experience over the coming years. We will create an environment where new and existing businesses thrive and people can develop the skills they need to get and keep work and secure better-paid jobs. Keeping the city moving and improving our connectivity to the wider UK economy through free-flowing roads and easily accessible public transport are key to our growth strategy. We will also create a cleaner, greener city with a vibrant, attractive city centre that people are keen to visit and welcoming neighbourhoods in which people are proud to live.

Housing growth and choice – boosted by an innovative, new council-owned housing company delivering 1000 homes in the next five years – will encourage more people to set down their roots in the city, further contributing to economic growth.

Our 25 outcomes show how we intend to deliver these broad ambitions, in close collaboration with city partners.

They also support out Vision 2030 delivery including: celebrating education, enterprise and skills, having a city to be proud of, retaining value to benefit the whole city, having a buoyant and resilient economy and making it easier for businesses and visitors to access the city.
Keeping the city clean

Improvements to our streets and green spaces will forge greater pride in our city and improve the quality of our local environment.

By 2019/2020 we will:

- have welcoming neighbourhoods and an attractive city centre by making them cleaner and greener
- encourage community engagement and pride in neighbourhood cleanliness
- safeguard our environment and reduce waste by increasing residents’ and businesses’ recycling and reuse rates
- have good and improving air quality in the city.

Keeping the city moving

Our transport networks are major assets which need to be maintained and developed so that people and goods can move safely and efficiently.

By 2019/2020 we will:

- drive economic growth across the city and the wider region by investing in an effective and integrated transport network
- have a well maintained highway network boosted by an integrated approach to traffic management across the city and wider Black Country region
- reduce the city’s dependency on cars by providing improved facilities for alternative modes of transport.
Improving the city housing offer

Improving the quality and supply of housing for current and future residents is essential to encourage investment and active participation in our communities.

By 2019/2020 we will:

- have better quality housing by delivering new homes, supported housing, increased private renting and sale through our council-owned company
  - 9a
- build affordable council housing and new starter homes for people on lower incomes in areas where people want to live
  - 9a
- ensure that prospective tenants can “rent with confidence” from private landlords who will be supported to improve the quality of homes
- reduce the risk of becoming homeless by supporting vulnerable people with advice and guidance
- increase the availability of homes within the city by bringing empty properties back into use quickly.

Developing a vibrant city

The council and its partners have a distinctive offer to attract investment, developers, new occupiers and visitors to the city.

By 2019/2020 we will:

- transform gateways to the city to improve first impressions
  - 1b, 1c, 1d, 1f, 9b
- have a leisure, retail, visitor and cultural experience to be proud of
  - 1b, 1c, 1d, 1f, 9b
- have well-designed, safe public spaces where people want to walk, meet and relax
  - 1b, 1c
- prepare key sites to attract major investment and development by leading companies to create new jobs
  - 1a, 1b, 1c, 7d, 7e, 7f, 9b
- deliver good quality, sustainable urban design based on ‘smart city’ principles.
  - 1b, 1c, 2c, 8e
Supporting businesses, encouraging enterprise and attracting inward investment

Our city will be a place that is attractive to new companies, where business can innovate and grow and new forms of entrepreneurship are encouraged.

By 2019/2020 we will:

- be well positioned within the UK and overseas as a “location of choice” for trade, conferencing and inward investment
- support local businesses and entrepreneurs to grow, prosper and innovate
- strengthen local supply chains and job opportunities.

Improving our critical skills and employability approach

We want more people to be in employment with better-paid jobs. By working with partners, we will increase opportunities for local residents.

By 2019/2020 we will:

- have a joined-up skills and employment service which will give people of all ages access to career guidance and a range of routes into work
- have fast-track programmes that help prepare local people to compete successfully for new job opportunities
- encourage more local businesses to participate in skills, education, employment and corporate social responsibility programmes
- be a dynamic regional centre for learning, training, creativity and innovation
- increase the number of people with digital and financial skills.
Building even stronger communities

The City of Wolverhampton’s greatest asset is its people. New ways of working aimed at transforming service delivery – especially with our partners – are central to building even stronger communities.

We are moving at pace to develop and implement new models of commissioning that deliver services more efficiently and, most importantly, improve outcomes for service users.

Our focus has shifted to early intervention and prevention, in order to help strengthen families and promote greater independence for vulnerable and older people.

By making early intervention a key strategic priority we are more able to prevent problems from escalating and manage demand for core services by helping and supporting families and individuals of all ages to live trouble-free and independent lives.

Not only will this approach help the council live within its means, more importantly, it will improve the lives and futures for thousands of families and vulnerable people.

Brighter futures for our youth – boosting educational quality, attainment and skills from early years to post-16 education – are also critical to transforming the city. We will challenge and support schools to help young people achieve their maximum potential, opening up new opportunities and broadening horizons for the next generation of Wulfrunians.

The city already has some of the most cohesive communities to be found anywhere in the country. A priority for the Corporate Plan is to improve the individual resilience and wellbeing of residents.

Successful partnerships between the council, health, police, voluntary, community and private sectors are essential to the successful delivery of our plan and to tackling the social challenges in the city. Increasingly, collaboration, co-production, innovation and shared services will be the order of the day, building on the achievements we have already delivered through our Multi-Agency Safeguarding Hub (MASH) and Youth Offending Team.

These 28 outcomes detail how we will deliver our corporate and Vision 2030 priorities and build even stronger communities in the City of Wolverhampton.

They also support our Vision 2030 delivery including: celebrating enterprise, education and skills, boosting health and wellbeing, caring and being confident about our diversity, having world class public services and a vibrant civic society.
Promoting and enabling healthy lifestyles

Tackling lifestyle issues will improve quality of life, reduce the time spent with illness and have a positive effect on life expectancy in the city.

By 2019/2020 we will:

• have fewer smokers in the city

• have more families supported to reduce obesity

• have fewer people with harmful drinking habits in the city through earlier identification and intervention

• help more people to live healthier lives through access to preventative health advice.

Promoting independence for older people

Older people in the city are able to live full and active lives, with support where necessary to promote independence and choice.

By 2019/2020 we will:

• be a welcoming place for older people with information and advice locally available

• enable people to be supported at home through integrated health and social care

• enable older people to live independently with more choice and control over their daily lives.
Promoting independence for people with disabilities

Vulnerable people are able to live independently and have choice and control over their lives.

By 2019/2020 we will:

- increase access to early intervention and prevention services to improve resilience and mental wellbeing of children and young people  
  
- maximise the independence of children and young people with a disability or a special educational need by ensuring they have a personalised Education, Health and Care Plan  
  
- maximise access to post-16 education and employment opportunities for young people with disabilities and mental ill health through a transition pathway

Safeguarding people in vulnerable situations

Vulnerable people in the city will have the support and protection they need to improve their life chances and ensure they feel safe in their community.

By 2019/2020 we will:

- continue to identify and protect children at risk of harm  
  
- prioritise early identification and protection of young people at risk of child sexual exploitation  
  
- enable vulnerable adults to feel safe within their community  
  
- support vulnerable adults to live more independently.
Strengthening families where children are at risk

Targeting effective early help and support will strengthen families, keep children and young people safe and improve their life chances.

By 2019/2020 we will:

- ensure that children and families have swift and co-ordinated access to the right services at the right time [V2030] 10b
- achieve positive and sustained change by working with the whole family [V2030] 10h
- safely prevent family breakdown by supporting children and families. [V2030] 10h

Challenging and supporting schools to provide the best education

Raising expectations, securing swift school improvement and ensuring there are sufficient school places and resources to support children’s learning are essential to providing the best education for our young people.

By 2019/2020 we will:

- encourage a strong local school-to-school support network that drives up standards and attainment [V2030] 6i
- have a robust, targeted and proportionate programme to challenge and support schools across the city [V2030] 6i
- ensure every resident who wants a school place in the City of Wolverhampton for their child is offered one and that the majority receive their preferred choice
- ensure that pupils in need of support receive the maximum benefit from additional government funding in our maintained schools
- be sustaining the delivery of excellent education, training and employment outcomes for our young people through strong professional relationships [V2030] 5d, 6c, 6h, 7g
- ensure that vulnerable children and young people receive suitable education in local schools or effective alternative provision.
Enabling communities to support themselves

Supporting communities to develop local support will build resilience in the city.

By 2019/2020 we will:

- maximise income and independence by ensuring people have access to information and advice [V2030] 5c, 10h
- ensure people can easily find local support, preventative and universal services in their local communities [V2030] 10c, 10h
- encourage people and communities to play an active part in delivering the best services possible for our city. [V2030] 3b, 3d, 3e, 10h

Keeping the city safe

A safe city creates a stable economic climate and a vibrant night-time economy which in turn improves the experience of residents, workers and visitors.

By 2019/2020 we will:

- improve outcomes for families affected by domestic violence by ensuring earlier access to information, advice and support services
- increase community cohesion through active citizenship [V2030] 5b
- give victims of youth crime a greater voice in the justice system.
Delivering a confident, capable council

Our mission, “working as one to serve our city”, is the starting point for our approach. It provides the “golden thread” to all that we do. It also helps us to understand that we have a common purpose and that working in isolation is no longer acceptable.

Excellent performance starts with having a clearly articulated corporate plan and city vision, which sets out what our strategic priorities are for the city – a stronger economy, stronger communities, supported by a Confident, Capable Council. Delivering a Confident, Capable Council is about being professionally excellent in all that we do – put simply, it’s having the right people, with the right skills, doing the rights things at the right time.

This Confident, Capable Council priority is underpinned by the C3 transformation programme – a rigorous and robust process put in place to drive service improvement and transform the way the council works.

There are seven strands to the programme:

- **Future Customer**: becoming more customer-focused and communicating effectively with our communities, businesses and key stakeholders
- **Future People**: creating a skilled, flexible workforce, increasing employee engagement, developing a can-do culture and living our core behaviours
- **Future Performance**: improving the performance of the council in line with our priorities and making effective decisions based on robust evidence, supported by accurate and up-to-date information
- **Future Works**: making use of new technology and a “digital by design” ethos to redesign and improve services, reduce bureaucracy and cost
- **Future Practice**: creating a strong culture of compliance with effective governance throughout the organisation and working in a consistent way to maximise efficiency, manage risks and reduce bureaucracy.
- **Future Money**: making the most efficient use of our financial resources, including delivery of the medium-term financial strategy
- **Future Space**: maximising the use and potential of the council’s physical assets, ensuring a better experience for our customers.
Future Customer

High quality customer services provide easily accessible services and information promptly, in a way that reflects customers’ choices, needs and circumstances.

By 2019/2020 we will:

• deliver responsive, joined-up and inclusive services that put the user at the heart of all that we do
• provide first-time resolution across more service areas and timely updates to customers when enquiries require further investigation
• have the right skills and abilities to deliver effective, customer-focused services
• use real-time, operational information to proactively improve service delivery.

Future People

Creating a skilled, flexible workforce, increasing employee engagement and developing a can-do culture.

By 2019/2020 we will:

• have an even safer, legally compliant working environment for employees
• enhance performance, productivity and efficiency by providing support to employees to ensure their health and wellbeing
• have a leadership development plan and workforce strategy to help the organisation deliver the Corporate Plan
• maximise the capability of the workforce to deliver the council’s priority outcomes by ensuring that it is flexible, engaged and agile
• develop and maintain a more diverse and inclusive workforce.
Future Performance

Information, data and intelligence provide insight to make evidence-based decisions which drive service improvement.

By 2019/2020 we will:

- have a corporate plan that demonstrates how our strategic objectives will be delivered and monitors progress against delivery
- drive service improvement through a consistent and robust approach to performance management
- provide accurate and good quality information in an appropriate, accessible and timely manner
- ensure that data is accurate and managed consistently across the council.

Future Works

Becoming a national leader in digital services which better serve the customer and organisation.

By 2019/2020 we will:

- provide innovative and robust ICT solutions to support performance and transformational improvement
- have digital services that are accessible to everyone all of the time
- ensure workspaces are digitally enabled
- provide value for money through investment decisions in ICT and digital services
- have a responsive, agile and customer-centric ICT service to enable and support better outcomes.
Future Practice

A confident, capable council needs policies and procedures that reflect industry best practice, meet statutory obligations and are efficient.

By 2019/2020 we will:

- store and manage all records securely, in accordance with national legislation
- have well-established and effectively managed standard operating procedures for corporate processes
- be a strong and trusted brand through effective use of a vibrant visual identity and excellent key stakeholder engagement
- make it simple for organisations to find and tender for opportunities by ensuring a co-ordinated approach with other public sector partners in the city and across the Black Country
- have a strong procurement function to effectively manage and maximise the impact of the council’s third party spend.

Future Money

Making the most efficient use of our financial resources, including delivery of the medium-term financial strategy.

By 2019/2020 we will:

- have an annual, balanced budget and outturn and have delivered a sustainable, medium-term financial strategy
- have achieved a financial “clean bill of health”
- maximise efficiency and income generation opportunities.
**Future Space**

Repairing, rationalising and modernising our buildings to be more efficient and improve services to our customers.

**By 2019/2020 we will:**

- deliver a cost-effective asset management portfolio by rationalising our property estate
- establish an income stream from property assets
- operate within a modern, flexible and fit-for-purpose work-place
- have improved energy efficiency in our buildings
- reduce risk and maintenance costs through effective facilities management
- ensure maintenance and construction-related programmes are customer-focused and cost-effective.

**Our core behaviours**

**PRIDE in our city**

**Put customers first** – be customer focused

**Raise the profile of the city** – be positive

**Inspire trust and confidence** – be open

**Demonstrate a can-do and tenacious attitude** – be a change agent

**Encourage teamwork** – be a team player
1. A city to be proud of

1a. Work with commercial partners to enable major developments in the city centre

1b. Develop ambitious mixed leisure and commercial developments at Westside and Southside

1c. Facilitate the renaissance of the canal side area as a sought after destination

1d. Work with cultural partners to develop the city centre as a vibrant centre for the creative arts with a programme of internationally recognised cultural events showcasing the City of Wolverhampton to the world, including a nationally recognised arts festival

1e. Deliver a £120m investment in the Interchange project

1f. Encourage and nurture a greater range of quality, independent retailers to set up shop and expand in our city centre
2. A place where we all play our part in creating a confident, buzzing city that’s synonymous with ambition, innovation and inclusion

2a Work with our partners to agree a brand for the city and create a single marketing budget and strategy

2b Consistently share and promote our successes and achievements

2c Live stream events and activities from our cultural sites

3. A vibrant civic society which is focused on the future, empowers local communities and is supported by local businesses and institutions

3a Refresh our City Board and empower it to provide more visible, shared leadership for the city

3b Empower community leaders to nurture a more vibrant voluntary and community sector

3c Encourage all businesses to actively participate in the life of the city

3d Work with all service providers to secure greater community participation in designing, commissioning, developing and delivering public services

3e Become one of the best-performing cities in terms of the level of volunteering
Appendix One: Our Vision, Our City (2030) alignment with the Corporate Plan 2016-2019

4. A city with world class public services that continually improve and have collaboration and co-production at their heart

4a Actively promote public service reform, replacing conventional notions of public services which too often are inefficient and foster dependency with new approaches based on early intervention and prevention

4b Continue to develop partnerships underpinned by a shared database

4c Embed collaborative working with the private sector as the primary driver of economic growth in the city

5. A city which cares and is confident in its diversity

5a Work with communities across the city to support and promote enterprise and business creation

5b Have even stronger, more cohesive communities which celebrate the city’s rich cultural diversity

5c Continue to support vulnerable people and households, including migrants and refugees, to help them to benefit from economic growth, reduce debt and help them access secure and good quality housing

5d Implement a shared strategy with the voluntary and community sector to cut poverty, reduce economic exclusion, boost social participation and improve wellbeing
### Appendix One: Our Vision, Our City (2030) alignment with the Corporate Plan 2016-2019

#### 6. A city which celebrates enterprise, education and skills

| 6a | Develop a fully integrated and joined-up skills and employment service which prepares people of all ages for local opportunities |
| 6b | Support nursery and playgroup provision to ensure that children start school ready to learn |
| 6c | Work with local businesses to create opportunities for young people to take up highly skilled apprenticeships providing excellent and fulfilling career pathways |
| 6d | Enable collaboration between businesses and training providers to deliver a closer ‘supply to demand’ match for local job opportunities |
| 6e | Become an internationally renowned city for construction and architecture centred around the University of Wolverhampton’s Springfield development and the West Midlands Construction University Technical College |
| 6f | Become an internationally renowned city for advanced manufacturing skills and use of cutting-edge technology |
| 6g | Provide the best possible support to SMEs to enable them to take advantage of training opportunities |
| 6h | Encourage businesses employing more than 250 people to adopt a local school |
| 6i | Work with schools to ensure that their performance is above the national average |

#### 7. A city which has a buoyant and resilient economy that includes international manufacturing companies with local roots and a strong, vibrant and innovative business base.

| 7a | Ensure that we have a close relationship with the city’s major employers, understanding their decision-making processes, key drivers and business cycles |
| 7b | Give priority to enabling SMEs to become preferred suppliers and creating the conditions for high levels of business births and survival |
| 7c | Aim to identify emerging clusters and sectors and take action to enable their growth |
| 7d | Promote the construction of thousands more square metres of prime, grade A office space in the heart of the city attracting hundreds of new professional service and retail jobs. These will be clustered around a burgeoning business quarter, close to the interchange hub |
| 7e | Ensure a constant supply of development sites to meet market demand including bringing back brownfield sites into useful economic life |
| 7f | Expand our Enterprise Zone at i54 to be an even more advanced, internationally-renowned powerhouse of hi-tech manufacturing |
| 7g | Ensure we promote and nurture the skills we need to support our economy |
Appendix One: Our Vision, Our City (2030) alignment with the Corporate Plan 2016-2019

8. A city that’s easy for businesses and visitors to access and is well-connected to the wider world through our infrastructure.

8a Deliver £120 million investment in the city centre Interchange including a new rail station

8b Maximise the benefits of our connectivity to national and international gateways such as the HS2 development and our regional airport

8c Work at a regional level to develop a long-term and sustainable transport strategy which ensures that the City of Wolverhampton benefits from infrastructure investment and development

8d Ensure digital inclusion is at the heart of our approach so that as many of our citizens and businesses as possible benefit from living in a ‘smart city’

8e Aim to provide free wifi across the city centre

9. A city which retains more of the value produced by its economy to benefit the whole city

9a Work with private builders and housing associations to ensure that the 10,000 homes planned for the city match our aspirations to improve the city housing offer and for the city’s economy

9b Work with our Business Champions to attract more than one major “high end” hotel to the city

9c Actively pursue the city centre and skills elements of our vision
10. A city which is serious about health and wellbeing

10a Deliver effective and supportive mental health services to people that need them which focuses on prevention, early intervention and recovery and helps them fully participate in society and the world of work

10b Deliver the highest quality child and adolescent mental health services

10c Have a national reputation as a dementia friendly city

10d Work in partnership with health, the voluntary sector and other public sector bodies to deliver integrated services to support vulnerable people and maximise their independence

10e Ensure the provision of high quality training for carers and care agency staff

10f Have significantly reduced levels of obesity and levels of smoking

10g Maximise opportunities for independent living and retaining vulnerable people in their own homes by making much greater use of assistive technology and telecare

10h Build and sustain communities to promote social inclusion and individual and family resilience

10i Support more of our vulnerable and elderly residents to have independent and fulfilling lives

11. A city which is committed to sustainability for future generations

11a With our commercial partners, work towards a carbon-neutral city centre

11b Take action to ensure that all public buildings are fully energy efficient

11c Establish a network of electric car charging points and ensure that all buses and public service vehicles in the city run on clean fuel

11d Be a national leader in terms of the percentage of waste we recycle

11e Improve the provision for cyclists across the city, including comprehensive cycle routes and parking at public transport hubs

11f Ensure that new building developments achieve the highest sustainability standards
For more information on our work visit:

wolverhampton.gov.uk  01902 551155

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