



OUR CITY: OUR PLAN

2025-2026

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FOREWORD

We are ambitious for our city, this plan sets out a shared vision that speaks to all who live, work, study, invest and visit here. We are a diverse city committed to the values of equality, fairness and inclusivity. We celebrate that. Our belief in the city, its people and businesses is at the centre of what we do.

The context in which we are operating continues to be challenging. Local government is facing difficult and uncertain times. Local people, businesses and our partners in the city continue to feel the impact of global economic uncertainty and recovery from the pandemic.

This council's focus has always been to support our residents as much as we can to get through these challenging financial times, while also helping them become more resilient for the future. We've already done much to tackle the cost of living crisis and have approached it as one city, one council, with our partners and everyone playing a part.

We will continue to support those in our city who need us most whilst working alongside our partners to drive the long-term prosperity of Wolverhampton.

This year we have continued to make good progress towards our key strategic ambitions and have made further strides to securing our city's position as a growing green economy. We're accelerating our city centre regeneration to maximise its role as key driver of economic growth in our city.

We're continuing to work closely with the West Midlands Combined Authority to get the best outcomes for Wolverhampton through the Integrated Settlement, as part of the Deeper Devolution Deal. This will bring new investment, powers and control to the region which will support our ambitions for the city.

We know there's still much to do, we will be there for our residents and businesses to help them thrive into the future.



Councillor
Stephen Simkins
Leader of the Council



Tim Johnson
Chief Executive

INTRODUCTION



The city is going through a period of significant transformation with new investment, new opportunities, and new challenges.

We are an ambitious city and high performing council, with a strong track record of delivering effective day to day services, while also driving a compelling regeneration strategy and building progressive partnerships across the public and private sectors to unlock benefits for our city and our residents.

Over the last 10 years the city has seen major successes, including the award-winning £1 billion i54 business park, the £150 million Interchange transport hub, the National Brownfield Institute at the University of Wolverhampton's Springfield Campus and the £16 million construction of the i9 office complex – now home to the Ministry for Housing, Communities and Local Government's Department second headquarters. We have innovative businesses across a range of sectors, hard-working employees, an expanding skills sector, world class connectivity and a growing arts and culture scene. All of this and much more has led to growth – driving forward our economy and building confidence.

Notwithstanding this, the local government sector including this council faces some extraordinary challenges. These include a very complex external operating environment; significant and growing demand pressures in areas such as adult social care, temporary accommodation and SEND; unprecedented cost pressures in children's social care; issues such as high inflation as well as a need to continually innovate to ensure the future efficiency and effectiveness of our services.

We are a driven and ambitious council with strong, stable leadership, that understands our residents' challenges and priorities, and have a strong track record delivering high quality services in a changing environment. Our belief in the city, its people and businesses is at the centre of what we do.

Partnership working is a key theme running through the plan. To realise our vision, we must continue to work closely with partners, we will continue to build on the strong partnerships with all stakeholders locally, regionally and nationally to provide a strong and influential voice for the city's residents and businesses.

Our plan is structured around 6 priorities shaped by local people:

- Strong families where children grow up well and achieve their full potential;
- Fulfilled lives for all with quality care for those that need it;
- Healthy, inclusive communities;
- Good homes in well-connected neighbourhoods;
- More local people into good jobs and training;
- Thriving economy in all parts of the city.

All that we do as an organisation will be to support delivery of these priorities. Whilst they are presented as six separate priorities, they are interlinked and support one another. We cannot deliver in isolation, and we will continue to work as 'one council' and 'one city'. This plan is for residents, local businesses, people who work and visit here and all those providing services for the city.

OUR FUTURE COUNCIL

The council has a strong track-record of establishing clear, robust plans to manage its resources, invest in the city and protect the most vulnerable - despite reduced government funding, rising demand for services and increasing costs. However, there are major challenges ahead. The reality is that our funding levels no longer meet the level of service we currently provide. Between 2010 and 2024, the Council has seen its core spending power decrease by 17.4% in real terms, over the same time period our settlement funding has decreased by an estimated 63.6%.

Challenges include a very complex external operating environment; significant and growing demand pressures in areas such as adult social care, temporary accommodation and SEND; unprecedented cost pressures in children's social care; issues such as high inflation, as well as a need to continually innovate to ensure the future efficiency and effectiveness of our services.

Our medium-term financial strategy highlighted that over the next two years we need to identify additional recurring annual savings of £32.6 million.

Our Council response to the financial challenge will be driven through the 'Our Future Council' programme, which has identified the following areas of focus:

- **Efficiencies**
- **Review of revenue budget pressures**
- **Reviewing the Capital Programme**
- **Income generation and cost recovery**
- **Alternative delivery models**

We have made good progress during 2024-2025 towards addressing our budget challenge and are on target to set a balanced budget for 2025-2026. The projected deficit for 2026-2027 has (subject to approval and delivery of identified savings) been reforecast at £17.2 million (compared to £32.6 million previously).

While significant progress in securing a more sustainable financial position has been achieved through the Our Future Council Programme, there still remains a significant financial challenge over the medium term. A sustainable, long-term funding solution from government would allow the Council to invest in systems and services to create long-term, sustainable efficiencies. Without change, there is a real risk that many well run Council's like ours will become financially unsustainable.

CORPORATE PEER REVIEW

In September 2024, the Council welcomed a group of Peers, including Councillor Molyneux (Leader of Wigan MBC) and Tom Stannard (Chief Executive at Salford City Council), as part of the Local Government Association (LGA) Corporate Peer Challenge.



LGA Corporate Peer Challenges provide Councils with a robust and effective improvement tool - and a 'critical friend' challenge – as well as being part of Council's Best Value Duty to have a challenge every five years. The key messages from the review were:

- The City of Wolverhampton Council is a high performing authority that is well regarded by partners in the city, Black Country and West Midlands.
- Political and senior officer leadership is highly visible and widely praised, internally and externally.
- There are good relationships and a sense of partnership between members and officers.
- The Council is making a difference to the local place with impactful interventions that are changing the city centre.
- The Council has solid foundations to build on in addressing financial challenges, with well-managed finances and effective governance and audit processes supplementing its strong organisational culture and partnerships.

We are building on the recommendations made by the Peer team through a robust action plan, and look forward to welcoming the team back in June 2025 for a meeting to demonstrate and discuss our progress.

ASSESSMENT OF SERVICE REGULATORS

Ofsted

Children's Social Care Services in Wolverhampton were rated Good by Ofsted in 2022, with our leadership and management considered outstanding. Inspectors highlighted examples of 'innovative' and 'outstanding' practice. they found that senior leaders 'have led a relentless drive to improve services', leading to 'innovative social work practice'.

93% of schools in Wolverhampton are now Ofsted rated either Good or Outstanding, which is well above regional and national average, and that nine in ten pupils attend Good or Outstanding schools, the best in the West Midlands.

CQC

The Care Quality Commission (CQC) has been given a new duty to independently review and assess how local authorities are delivering their Care Act functions. CQC has announced that it is to carry out an assessment of Adult Social Care services in Wolverhampton - with a team from the CQC spending up to a week on site in Wolverhampton. In preparation for this, we have been undertaking significant work, including a readiness review in March 2023 led by ADASS. Learning has been incorporated into our inspection readiness activity. A key priority for our inspection readiness activity has been developing a self-assessment that clearly outlines our strengths, areas of challenge and what senior leaders are doing to improve supported by quality assurance activity and data.

External Audit

Our 2023-2024 accounts have been signed off - and our external auditors found that the council continues to deliver excellent value for money.

Overall, external auditor Grant Thornton reflected positively on the financial governance of the Council and were satisfied that the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. They also found no issues with the Council's level of borrowing, our ability to repay the borrowing, and the uses for the borrowing. No significant weaknesses were identified in the external auditor's report.

Regulator of Social Housing

Each year, the Regulator of Social Housing requires us to publish our Tenant Satisfaction Measures. The council must survey over 1,000 households per year using 12 tenant perception measures. The council owns about 22,000 homes managed by four agents. In 2023-2024, around seven out of ten tenants were satisfied with the overall service provided by the council (72%).

His Majesty's Inspectorate of Probation

In February 2022, Wolverhampton's youth offending service was rated Good by the HM Inspectorate of Probation. The inspection found that the Youth Offending Team has an excellent understanding of what is required to deliver services and interventions to children and families. The Youth Offending Teams for staffing, partnerships and information and facilities were rated Outstanding.



A MISSION-DRIVEN APPROACH

The election of a new government in July 2024 came with new national priorities and ways of working. The new government have introduced a mission-driven framework – which relies on ‘ambitious, measurable, long-term objectives’ that provide a driving sense of purpose for the country. It is around these missions that government will shape policy over the coming years.

THE GOVERNMENT’S FIVE NATIONAL MISSIONS ARE:

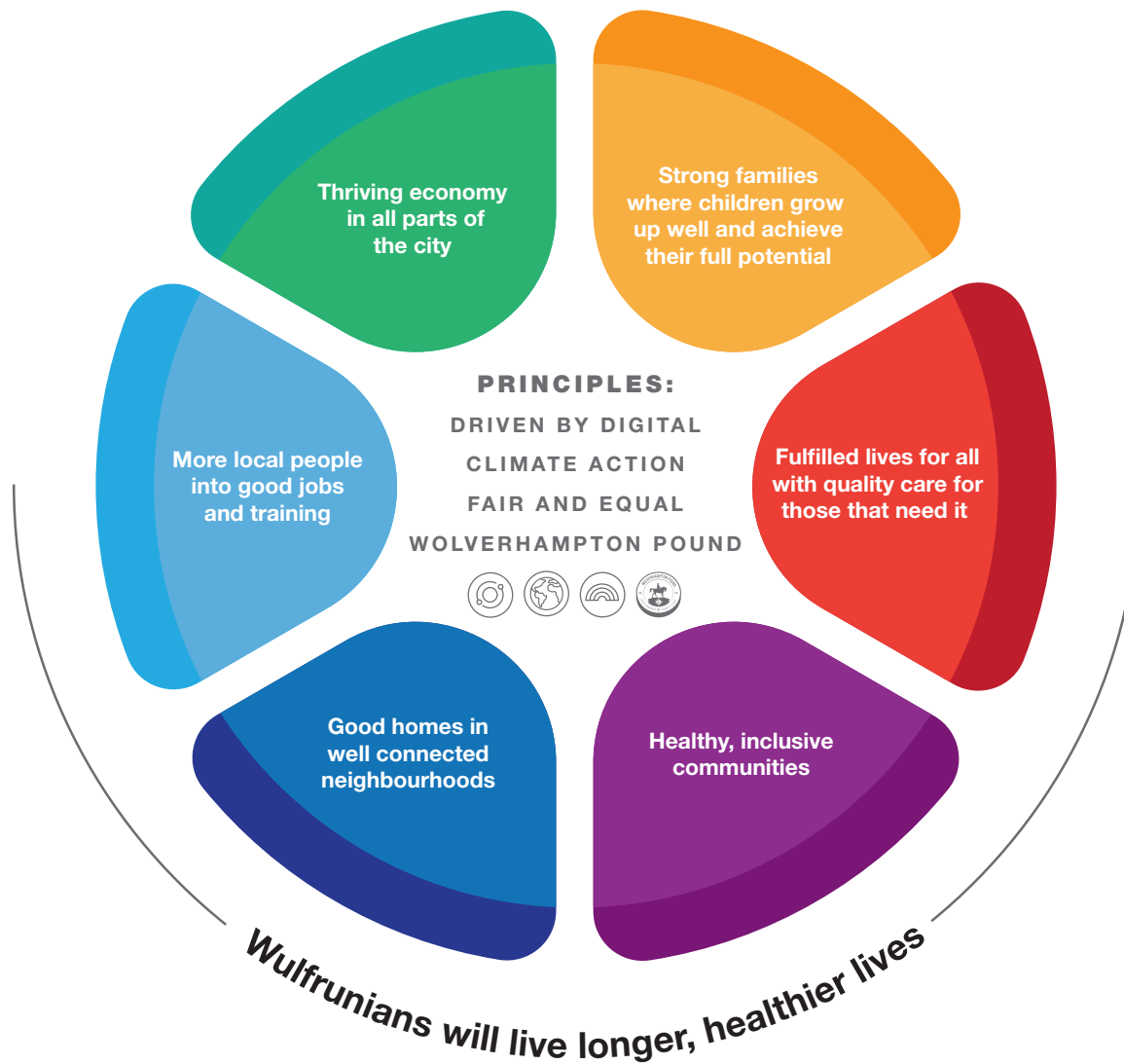
- Kickstart economic growth to secure the highest sustained growth in the G7
- Make Britain a clean energy superpower by removing fossil fuels from all electricity generation by 2030
- Take back the streets by creating safer neighbourhoods with more police
- Break down barriers to opportunity
- Build an NHS fit for the future by reforming health and care services and reducing health inequality

At the local level, councils will be key players in government's mission-oriented framework, with our ability to both shape and deliver missions based on our understanding of local challenges and need, and our relationships with communities and local partners. Delivery of the missions will rely on strong local leadership, community engagement and partnership working.

A key driver of the 2025-2026 refresh was understanding how the priorities in Our City: Our Plan are aligned with – and can help deliver - the government's five national missions. Government's priorities for the country are well-aligned with our priorities for the city – to deliver growth, increase youth employment, enhance transport connectivity, and build quality homes and vibrant communities.

We will continue to use every opportunity to reinforce our partnership with central government and ensure that local government has the tools it needs to deliver our shared objectives.

OUR CITY: OUR PLAN



OUR PRINCIPLES

Our six overarching priorities are supported by four cross cutting principles.



CLIMATE ACTION

The climate emergency remains one of the biggest long-term challenges facing the world today. We are committed to delivering on the recommendations of our Climate Citizen Assembly and to upholding the promises we made when the Council declared a climate emergency in 2019. We are working closely with key partners towards a net zero Wolverhampton.



DRIVEN BY DIGITAL

Now more than ever digital skills and connectivity are vital to ensure our residents can access services, interact with friends and family, and enter the job market. The city is at the forefront of digital infrastructure and innovation. We are continuing to build on significant improvements in fixed and mobile connectivity, and continue to use the power of digital and AI to transform the way we deliver services.



FAIR AND EQUAL

We will continue to tackle the inequalities in our communities which impact on the opportunities of local people. The Council's 'Excellent' rated equalities framework is at the heart of this plan. Everybody in our city, whatever their background, should have a pathway to achieve their potential and succeed. No community will be left behind as we transform our city together.



WOLVERHAMPTON POUND

The Wolverhampton Pound is an initiative supporting community wealth building. Through the Wolverhampton Pound we want to use the combined power of institutions, businesses and communities to retain local wealth, creating new jobs and opportunities. We'll do this in partnership with the city's anchor institutions.

We will deliver our vision and key priorities through:

Our City Outcomes

1 Strong families where children grow up well and achieve their full potential

- Children have the best start in life and good early development
- High quality education which closes the attainment gap
- Children and young people grow up happy with good physical, social, mental health and wellbeing
- Every young person in the city is equipped for adulthood with life skills and ready for work
- Strengthen families where children need extra support or are at risk

2 Fulfilled lives for all with quality care for those that need it

- Build a resilient and responsive Health and Social Care system
- Maximise independence for people with care and support needs
- Work as a system to make sure people get the right support at the right time

3 Healthy, inclusive communities

- Support and protect the city and residents from communicable diseases by preventing, containing and managing outbreaks of infectious disease and reducing the transmission of sexually transmitted infections
- Improve healthy life expectancy
- Help people live happier more active lives
- Protect vulnerable people at risk of harm and exploitation
- Inclusive, welcoming communities where people feel safe and look out for each other

4 Good homes in well connected neighbourhoods

- Work together to deliver more new homes
- Safe and healthy homes for all
- Access to a secure home
- Clean, green neighbourhoods and public space
- Well-connected businesses and residents

5 More local people into good jobs and training

- Help create good quality local jobs
- Work in partnership to support local people into work and better jobs
- Flexible skills system which supports local businesses to grow and residents to access high quality training and better jobs

6 Thriving economy in all parts of the city

- Support local businesses to start up, scale up and thrive
- Attract new investment which brings social and economic benefit to all
- Vibrant high streets with quality culture and leisure offer
- Grow the low carbon and circular economy

Our Principles



CLIMATE ACTION



DRIVEN BY DIGITAL



FAIR AND EQUAL



WOLVERHAMPTON POUND

Measuring Success

Our Corporate Performance Framework

2024-2025 SNAPSHOT



FAIR AND EQUAL

We are an inclusive organisation that champions equality, diversity and inclusion. We are proud that we have been ranked 33 out of 246 organisations making the Top 100 LGBTQ+ Employers for 2024 for Stonewall Workplace Equality Index. The Council has also achieved the Menopause Friendly Accreditation in recognition of our efforts to create a supportive environment for colleagues affected by menopause.



CITY CENTRE WEST

The Council and English Cities Fund – a joint venture between Homes England, Legal & General, and Muse – unveiled the proposed regeneration masterplan for City Centre West. As well as delivering up to 1,000 new homes, including affordable homes, the masterplan will showcase options for phase one of the scheme - an enhanced Market Square with green spaces.



SOCIAL WORK STAFF

New figures have shown that turnover of social work staff in Wolverhampton is now considerably below the national average, with the rate in children's services 9.4% compared to 15.9% nationally, and the rate in adult services 10.6%, compared to 14.5% in England as a whole.



DIGITAL INFRASTRUCTURE

We are making great strides with digital infrastructure across Wolverhampton. The city now has 96.78% Gigabit and 86% full fibre coverage, the second highest in the West Midlands Combined Authority (WMCA) region. The City's 5G coverage is now highest in the WMCA area at 100% coverage for at least 1 operator, and 63% all operators. We are also investing in AI to improve the efficiency of our services.



PLACE BASED APPROACH TO WINTER PLANNING

Using a strong multi agency approach, across the winter of 2022/23, we made significant reductions in ambulance handover delays and NCTR individuals. 15-minute ambulance handover compliance increased rapidly from 32% in December 2022 to 60% in February 2023. The number of NCTR individuals reduced significantly from 110 in December 2022 to 23 in February 2023. We were MJ Award Winners 2024 for the Health and Care Category, and the King's Fund cited Wolverhampton as an exemplar for coordinated winter planning.



CANALSIDE DEVELOPMENT

Wavensmere Homes has received planning approval from the Council for its £150m residential-led Canalside South development. The 17.5-acre former industrial site is located within the city centre – moments from the transport interchange – and benefits from frontage onto the Wyrley & Essington Canal and the Wolverhampton Branch of the Birmingham Main Line Canal.



PREVENTION CONCORDAT FOR BETTER MENTAL HEALTH

Wolverhampton's health and wellbeing board has become a signatory to the Prevention Concordat for Better Mental Health, showcasing a shared commitment from partners to work together to prevent mental health problems and promote good mental health and wellbeing in the city.



93% OF SCHOOLS GOOD OR OUTSTANDING

93% of schools in Wolverhampton are now Ofsted rated either Good or Outstanding, which is well above the regional and national average. Nine in 10 pupils now attend Good or Outstanding schools, the best in the West Midlands.



CITY LEARNING QUARTER

A new £8.1 million training centre at City of Wolverhampton College was officially opened in September 2024, welcoming students and apprentices for the start of the new academic year. The purpose built Advanced Technology & Automotive Centre at the Wellington Road campus, in Bilston, was completed in July and provides state of the art teaching and learning facilities for students and apprentices doing automotive and engineering qualifications.



CHAMPIONING IMPROVEMENTS TO CHILDREN'S ORAL HEALTH

Every child in Wolverhampton deserves a healthy smile. The Children and Young People's (CYP) Scrutiny Panel hosted two partnership workshops facilitated by our Public Health team on children's oral health. The findings were presented to CYP and Health Scrutiny panels, where a series of system recommendations were endorsed. The approach has allowed partners to gain a better understanding of the dental health system, the role of all stakeholders and the needs and challenges faced by our communities.



STRONG FAMILIES WHERE CHILDREN GROW UP WELL AND ACHIEVE THEIR FULL POTENTIAL

We want all children and young people in our city to grow up happy and healthy and to realise their full potential. Families, wider social networks, communities and schools are important to helping children and young people achieve this, but at different times in their lives they may face challenges and need different types of support. Our aim is to help families early, preventing problems from becoming entrenched and responding to early warning signs so that children and young people have the right support to thrive.

Our Education, Skills and Employment Strategy provides a framework and programme of work to ensure that children have the best start in life and are able to access high quality education which prepares them for the world of work.

There is strong evidence to show that the first 1,001 days of a child's life have a profound effect on outcomes for that child's entire life. Well supported parents, good health advice and opportunities for high quality early learning provide the foundation all children need to be healthy and to make the most of their abilities and talents as they grow up. This is particularly important for disadvantaged children where support in the early years can have the greatest impact. Working with our city-wide network of partners we will continue to deliver integrated high quality early years support increasing the number of children who are school ready.

Good education is key to delivering on our high ambitions for children and young people in the city. Our vision is to create an inclusive education system which promotes the highest standards for all children and young people, closes the attainment gap and allows every pupil to achieve their full potential. Education standards across the city continue to improve. We will continue to build on this upward trend ensuring that all children whatever their background leave the education system with the skills, confidence, and drive to succeed.

If our city and communities are to thrive, our young people must have a clear pathway from education into good quality work. Too many of our young people are finding it difficult to get into and to sustain employment.

We will continue to work in an integrated way with education providers, businesses, and families to prepare young people for the world of work. We need to ensure that young people get the highest quality careers advice and guidance throughout their education which is aligned to labour market opportunities and helps them make informed decisions about their next steps. We will support all young people to make successful transitions into adulthood in particular children in care, and those with special education needs, disabilities or vulnerabilities.

Children and young people's emotional wellbeing, physical and mental health are vitally important and underpin positive outcomes in childhood and success as an adult. Through our #YES Youth commitment we will continue to help our young people be healthy, be connected and be heard, valuing their contribution in making Wolverhampton a great place to grow up and learn. The commitment also recognises the need to involve young people in shaping services, with co-production a key element.

We continue to make real progress supporting some of our most vulnerable residents working with families to improve their life chances. Moving forward we will continue to build on this to transform services which support families, investing in early help approaches, delivering services early through family hubs and intervening early to prevent problems developing or escalating. We continue to be leaders nationally around children's social care, the processes and approach from the Families First for Children Pathfinder are well embedded and a core element of our approach to early intervention and prevention. We want all children and young people to grow up in a safe and secure home, stepping in to safeguard and protect them when required to improve their long-term outcomes.

Strong families where children grow up well and achieve their full potential

Outcomes	Objectives
<p>1.1 Children have the best start in life and good early development</p>	<ul style="list-style-type: none"> All families will have a healthy start in life from healthy early pregnancy to healthy early years. Every child in the city can attend a high-quality early years setting. Support parents and families to ensure children are school ready and make a successful transition into education. Delivery of multi-agency support at the earliest opportunity will be through family hubs supporting our city start to life offer. Families will be supported by multi-agency early help offer to ensure they get the right information and support at the right time.
<p>1.2 High quality education which closes the attainment gap</p>	<ul style="list-style-type: none"> Support our education system to recover from the impact of Covid-19 to enable all children and young people in the city to 'catch up' on missed learning. Every child or young person in the city will have a positive learning experience at school. Support all schools and education settings to have effective provision for children and young people with special educational needs and disabilities so they can make good progress in their learning and aspire for employment and an independent life. Work in partnership with our schools and education settings to build a system with the highest quality education through continuous improvement and support. Work with our partners to close the attainment gap of children from ethnic minority backgrounds, children in care or those from deprived households. Inclusive education within the city lays the foundation of high aspirations and ambitions for our young people.
<p>1.3 Children and young people grow up happy with good physical, social, mental health and wellbeing</p>	<ul style="list-style-type: none"> Children and young people will be physically and mentally healthy and well. Work with partner agencies to continue to build up a strong network and information base of positive and healthy activities and opportunities for all children and young people across the city. Support children and young people to build healthy relationships, in their network, communities and schools. Further develop our multi-agency approach to mental health services for children and young people ensuring pathways to support are clear and accessible. Ensure there are structured ways for young people to engage with statutory services at a strategic and operational level to help shape delivery.

Strong families where children grow up well and achieve their full potential

Outcomes	Objectives	
<p>1.4 Every young person in the city is equipped for adulthood with life skills and ready for work</p>	<ul style="list-style-type: none"> • Support all young people to make successful transitions into adulthood, particularly those who are in our care, with special educational needs, disabled or vulnerable. • Work in an integrated way with education providers, businesses, and families to prepare young people for the world of work and to live independently. • Build pathways for young people to stay on in full time education, employment, or training, including apprenticeships, internships and business start-ups. • Have high quality education, employment and training post-16, which meets the needs of all our children and in particular supports those with special educational needs and disabilities (SEND), those from an ethnic minority background, young people who are in our care, and those living with deprivation. 	
<p>1.5 Strengthen families where children need extra support or are at risk</p>	<ul style="list-style-type: none"> • Work with parents and carers to try to remove the barriers which some children face in achieving their full potential, stepping in to safeguard and protect children and young people when required. • Collaborate with schools, parents and carers and a range of stakeholders to identify early those most at risk of missing education and build the skills to intervene successfully. • Offer tailored specialist support to parents and carers of children with additional needs who may require additional help. • Support parents and carers affected by drug or alcohol misuse, domestic abuse or poor emotional health and wellbeing making sure that their children are safe and cared for. • Support our care leavers into suitable accommodation, training, education or employment as they move into adulthood. 	

To achieve these outcomes, key activity we will deliver includes:

- Ensure that we offer consistently high-quality services to children, young people and families across the city.
- Further develop a multi-agency approach to supporting infant, children and young people's mental health and wellbeing through mental health support services.
- Improve opportunities and services for children and young people with special educational needs and Education Health and Care Plans aged 0 - 25 years old through our SEND and Inclusion Strategy and Local Area Improvement Plan.
- Continue to use our status as a Families First for Children programme pathfinder to ensure early help and intervention is available for families with challenges such as addiction, domestic abuse or poor mental health, to help them overcome adversity and stay together where possible.
- Deliver co-produced strategies and services with children and families by embedding the co-production charter across the city.
- Further embed and deliver our multi-agency Exploitation and Missing hub and Power 2 team to support vulnerable young people and adults at risk of exploitation.
- Further develop our early help offer for families with children with special educational needs and disabilities.
- Ensure every child and young person in the city has the tech and connectivity they need to succeed with their learning.
- Develop a programme of activity to promote the importance of the first 1001 days and how everyone in Wolverhampton can play a part in developing resilient children who are ready to learn and are school ready.

Measuring Performance

Government Missions

Government's five national missions are cross-cutting – meaning achieving them will require a whole systems approach. As part of the 2025-2026 Our City, Our Plan refresh, we have looked to align the government's national missions with our priorities in Wolverhampton. The mission(s) most closely aligned with this priority are:

- Break down barriers to opportunity

Key System Indicators

We aim to improve performance and meet / exceed national averages in the following key system indicators

- % of Early Years and Childcare settings rated Good or Outstanding
- % of take up of 2-year-olds benefiting from early education
- % of schools in the city that are rated Good or Outstanding
- Average Attainment 8 score per pupil
- % gap in Attainment 8 score gap between advantaged and disadvantaged children
- % of 16- and 17-year-olds with SEND in education, employment or training
- % of care leavers in education, employment or training
- First time entrants into the Youth Justice System per 10,000 population

Key Council Indicators

We aim to improve performance and meet / exceed national averages in the following key council indicators

- Rate of children open to social care per 10,000 population under 18
- % of repeat referrals into Children's Social Care with 12 months
- % of children and young people in care who have had 3 or more homes in the year
- % of Education, Health and Care plans issued within 20 weeks



FULFILLED LIVES FOR ALL WITH QUALITY CARE FOR THOSE THAT NEED IT

Our ambition is that everyone in Wolverhampton will live in the place they call home, with the people and things they love, in communities where they look out for one another, doing the things that matter to them.

We want all residents of the city to live independent lives for longer and to have a good quality of life. We will continue to maximise people's independence and connect individuals with people and places that will help them to get on with their lives. Where people need longer term care and support, that support will be shaped to focus on what a good life looks like for that individual and their family, recognising that each individual's needs will be unique to them. We will make sure that individuals have as much control and choice as possible to live their life to the fullest. This can include support to engage in work, training, education, volunteering, or support to socialise with family and friends, maintain personal relationships and improve wellbeing.

When people need urgent or short-term support, we will support them to gain or re-gain control over their lives, by providing timely and appropriate information, advice, or support, shaped by their needs. When people contact us, we will have conversations to find out what really matters to them – to connect them with the people and places in the community that can help them to stay well and live independently. Active and supportive communities are crucial for supporting wellbeing and independence.

We will continue to invest in preventative services and adopt new technology which increases quality of life for people with care and support needs. We will intervene early to support families and individuals, helping people retain or regain their skills and confidence to prevent needs from developing. We will continue to provide the right information and advice to support individuals to plan for the future, helping them to remain in their own homes and communities for longer and giving them real choice and control to live healthier, happier more fulfilled lives.

We will continue to provide flexible and integrated care and support. Working together alongside our partners including the NHS, care providers, voluntary and community groups and our place-based partnership, OneWolverhampton, we will seek to increase capacity across the care sector, encourage recruitment of care workers and help providers keep the fantastic workers they already have. A well skilled and resilient health and care workforce is key to achieving our future vision for care and support in the city.

We will support our family and young carers by ensuring they are aware of the help and support that is available to them. We will work to improve access to and the provision of the best possible services by developing a Wolverhampton Cares set of standards.

Nationally, the election of a new government may kickstart a period of transition for adult social care. Whilst we navigate any transition, we will ensure to maintain strong services that directly respond to local and individual need, and that are safe, effective, caring, responsive to needs, and well-led – with people at the heart of everything we do. We will remain accountable and open to learning, as well as creative and open minded, about how to best ensure everyone across Wolverhampton can live a fulfilled life.

Fulfilled lives for all with quality care for those that need it

Outcomes	Objectives	
<p>2.1 Build a resilient and responsive Health and Social Care system</p>	<ul style="list-style-type: none"> • Work with partners to improve access to healthcare services and ensure the quality of those services. • Develop new ways to support care providers to recruit and retain staff to build a stable and sustainable care workforce in the city. 	<ul style="list-style-type: none"> • Support health and care providers to build resilience and thrive in a changing health and care market. • Ensure the health and care system has the support, resources, skills, and capacity to deal with any future outbreaks of infectious diseases. • Develop the Health and Social Care system to reflect national policy.
<p>2.2 Maximise independence for people with care and support needs</p>	<ul style="list-style-type: none"> • Connect people to their communities with access to information and advice when they need it. • Support people with care and support needs at the right time, to live as independently as they can in their own homes, for as long as possible. • Support people with care and support needs to have more choice and control and be able to live a good life. • Support people to leave hospital as soon as they are well enough with the relevant support. 	<ul style="list-style-type: none"> • Continue to invest in preventative services and technology to increase independence, choice and control. • Work with people to support them into employment. • Support families to build financial resilience and independence. • Support all carers and recognise the significant role that they play.

Fulfilled lives for all with quality care for those that need it

Outcomes	Objectives	
<p>2.3 Work as a system to make sure people get the right support at the right time</p>	<ul style="list-style-type: none"> • We will work together across Health and Social Care to deliver support and services to meet the needs of the people of Wolverhampton. • We will engage with people and communities to determine what they need to live a good life and develop services that respond to this need. 	<ul style="list-style-type: none"> • Work across health and care to develop integrated and place-based care to support residents in their neighbourhoods, with a focus on prevention. • Safeguard adults with care and support needs who are experiencing or at risk of abuse and/or neglect.

To achieve these outcomes, key activity we will deliver includes:

- Improving services with £2 million investment in early help, local support and to safeguard those at risk of abuse and neglect.
- Boost support services for all of our city's fantastic carers – the unsung partners, children, relatives and friends who support their loved ones through 'thick and thin'.
- Continue to embed co-production principles into how we work so people who use adult social care services, and their families, work alongside us sharing their experience to help shape, design and develop our services.
- Continue to develop our whole family approach to ensure that those within our communities that will need a lifetime of care have a positive transition as they move from childhood into adulthood.
- Continue to improve quality and assurance of the social care provider market, ensuring we are future proofing adult social care through the development and delivery of a new technology strategy.
- We will continue to develop our activity and offer at the front door to make sure people can access the right support in the right place, at the right time.
- We will continue to transform adult social care in the city working alongside our local, regional, and national partners.

Measuring Performance

Government Missions

Government's five national missions are cross-cutting – meaning achieving them will require a whole systems approach. As part of the 2025-2026 Our City, Our Plan refresh, we have looked to align the government's national missions with our priorities in Wolverhampton. The mission(s) most closely aligned with this priority are

- Build an NHS fit for the future by reforming health and care services and reducing health inequality

Key System Indicators

We aim to improve performance and meet / exceed national averages in the following key system indicators:

- % of older people (aged 65 and older) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
- % of carers who use services who found it easy to find information about services and/or support
- Workforce Turnover Rate (LA and Providers)

Key Council Indicators

We aim to improve performance and meet / exceed national averages in the following key council indicators:

- % of social care users supported to remain in their own homes
- % of adults who use services who say social care services help them to feel safe and secure
- % of adults in receipt of long-term services who are in control of their own lives



HEALTHY, INCLUSIVE COMMUNITIES

A good start in life, high-quality education and employment, and a decent home in a thriving community are the strongest factors that influence both how long a person is likely to live and their quality of life. This is because health is influenced by more than just biological factors; social, economic and the physical environment all play a part. Getting these factors right, addressing health inequalities and enabling access to high quality health and care services, will therefore have a significant impact on the health and wellbeing of our residents.

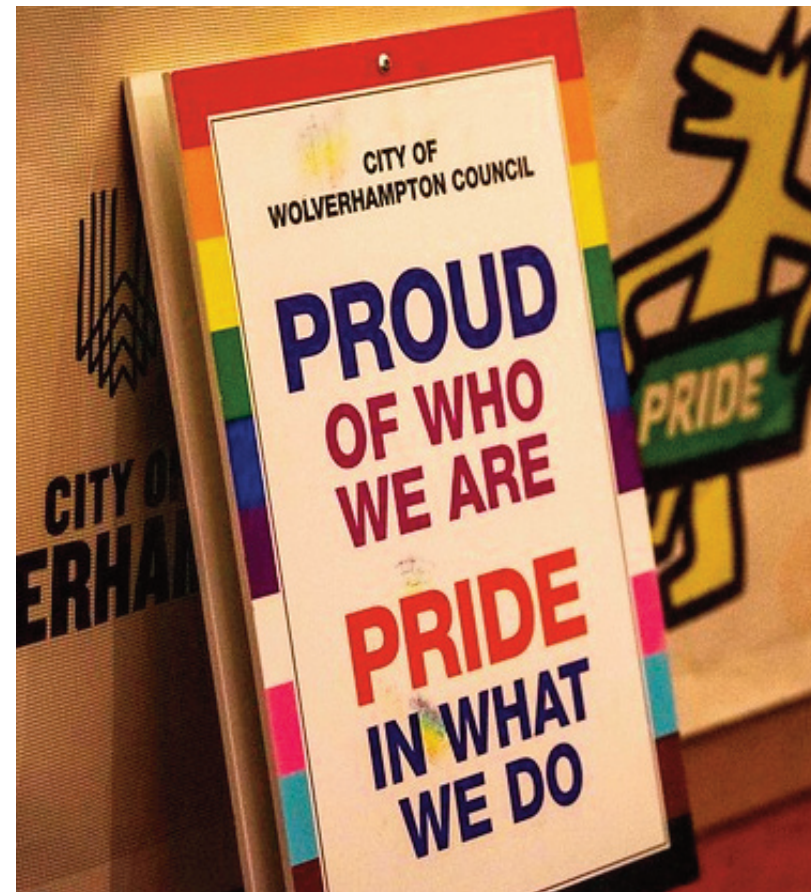
The City of Wolverhampton is similar to most local authorities in that it faces common public health challenges. These include high obesity and physical inactivity levels, smoking, alcohol misuse and a high prevalence of long-term conditions. Our Joint Strategic Needs Assessments have helped us to better understand the underlying health needs in Wolverhampton, and what we can do as an organisation and with our partners to improve health outcomes.

Community empowerment is central to these efforts. We are committed to further embedding an approach which builds on local assets and works with local people to 'co-produce' sustainable solutions to local issues, creating capacity, sustainability and resilience.

In addition, we recognise that some groups of people face additional barriers or challenges, such as those who experience domestic abuse or are vulnerable to exploitation. Together we will work in partnership to prevent people coming to harm and ensure that support is available to protect those who need us most.

Asylum seekers and refugees are also some of the most vulnerable in our communities and can have a range of different and complex needs. We are a City of Sanctuary in Wolverhampton, and we will continue to play our part and welcome our fair share of the world's most vulnerable people. Through a multiagency approach we will promote the health, economic and social inclusion of new communities in our city through skills, housing, and wellbeing support.

Working together for a healthier, inclusive city with strategic oversight from our Health and Wellbeing Together Board and supported by our place-based partnership, OneWolverhampton, will enable us to respond to current challenges and plan for the future.



Healthy, inclusive communities

Outcomes	Objectives	
<p>3.1 Support and protect the city and residents from communicable diseases by preventing, containing and managing outbreaks of infectious disease and reducing the transmission of sexually transmitted infections</p>	<ul style="list-style-type: none"> • Work with partners to prevent, contain and manage outbreaks of infectious diseases. • Work with system partners to raise awareness of sexual health services, so that people can easily access screening, testing and treatment for sexually transmitted infections. • Work with partners to increase vaccine uptake, education, awareness and uptake of treatments across all communities, especially amongst our most vulnerable residents. 	<ul style="list-style-type: none"> • Support UK Health Security Agency and the wider public health system to respond quickly and appropriately to any emerging outbreaks, with a particular focus on care settings. • Maintain resilience and plan for the future by working with partners in the Health Protection Forum.
<p>3.2 Improve healthy life expectancy</p>	<ul style="list-style-type: none"> • Increase our understanding around health inequalities and our local population – including developing and implementing an approach to data capture, data linkage and data sharing. 	<ul style="list-style-type: none"> • Work collaboratively across all parts of the health and care system to join-up, promote and embed action to reduce health inequalities. • Work with partners to enable access to high quality health and care services.

Healthy, inclusive communities

Outcomes	Objectives	
<p>3.3 Help people live happier more active lives</p>	<ul style="list-style-type: none"> • Work with partners, across the system to create a city where everyone has the opportunity to be physically active. • Maximise the use of our city's green spaces to get Wolverhampton moving more. • Work with partners from across the city to develop a strategic mental health and wellbeing framework for Wolverhampton outlining the actions we will take together to make sure local people can feel good and function well in our communities. 	<ul style="list-style-type: none"> • Work with partners to reduce the prevalence of smoking across Wolverhampton, supporting the Government's ambition to reduce smoking prevalence to 5% or less. • Support behaviour change through the commissioning of tier 2 adult weight management and smoking cessation services in partnership with the local NHS.
<p>3.4 Protect vulnerable people at risk of harm and exploitation</p>	<ul style="list-style-type: none"> • Work in partnership to address the causes of violence and exploitation, ensuring appropriate support is in place for those most at risk. • Increase identification, reporting and recording of modern slavery to protect victims and disrupt offenders. 	<ul style="list-style-type: none"> • Increase early identification of domestic abuse reporting to ensure that victims and their children/ families are supported at the earliest possible point.
<p>3.5 Inclusive, welcoming communities where people feel safe and look out for each other</p>	<ul style="list-style-type: none"> • Grow a co-ordinated voluntary and community sector which supports local people to thrive in their communities. • Develop multi-agency approaches to tackle and reduce Hate Crime based on a zero-tolerance approach: crime targeted at people because of their race, religion, disability, sexual orientation or transgender identity. 	<ul style="list-style-type: none"> • Welcome new and transient communities into the city so people can resettle as equal citizens and/or feel safe when visiting. • Promote community confidence, cohesion and feelings of safety. • Embed Love Your Community to increase community connections, empowerment and pride, whilst working with communities to co-produce solutions to locally identified need.

To achieve these outcomes, key activity we will deliver includes:

- Develop and implement a Wolverhampton health protection strategy for the city.
- Continue to develop priorities as outlined in the Health and Wellbeing Together board's Physical Activity Strategy.
- Take action to improve mental health and wellbeing in the city through cross sector prevention and promotion initiatives.
- Develop and implement a comprehensive sexual health strategy through a partnership approach, incorporating prevention, testing and treatment.
- Coordinate and commission targeted, multi-agency preventative interventions to safeguard those on the cusp of, or at risk of, becoming involved in exploitation and youth violence, and victims of domestic abuse and modern slavery.
- Refresh the current interpersonal violence strategy ensuring the voices of victims and survivors of violence and abuse are central in determining priorities and commissioned services.
- Deliver targeted, partnership interventions to tackle the harm caused in our families through alcohol and drug abuse.
- Utilise the findings from our updated Joint Strategic Needs Assessment to focus on shared priorities which tackle health inequalities and improve outcomes for our city's residents.
- Fund your local GP to carry out NHS health checks for all eligible residents over the age of 40, and facilitate the offer for all adult residents to undertake healthy heart checks at various venues citywide, to help identify health risks such as high blood pressure and cholesterol levels and also provide advice to keep all residents healthy.
- Aim to increase cancer screening uptake across bowel, breast and cervical cancer screening programmes through working with our colleagues in the NHS and respective cancer screening hubs.
- Grow and develop the Love Your Community approach to become a recognised and trusted brand in the city by local residents, encourage increased participation and co-production opportunities.

Measuring Performance

Government Missions

Government's five national missions are cross-cutting – meaning achieving them will require a whole systems approach. As part of the 2025-2026 Our City, Our Plan refresh, we have looked to align the government's national missions with our priorities in Wolverhampton. The mission(s) most closely aligned with this priority are

- Build an NHS fit for the future by reforming health and care services and reducing health inequality.
- Take back the streets by creating safer neighbourhoods with more police.

Key System Indicators

We aim to improve performance and meet / exceed national averages in the following key system indicators:

- Alcohol specific mortality per 100,000
- % of physically inactive adults (Public Health Outcomes Framework)
- % of less active children (Active Lives Survey)
- % Domestic Abuse related incidents and crimes
- Suicide rate (all persons) per 100,000
- Chlamydia diagnostic rate per 100,000
- Stabilise and reduce rates of preventable infant mortality

Key Council Indicators

We aim to improve performance and meet / exceed national averages in the following key council indicators:

- % of 40-74 years attending offered health checks
- Number of individuals in treatment for alcohol (increase)
- WV Active membership numbers with breakdowns by - gender, disabilities, age, low-socioeconomic groups and minority ethnic groups
- Number of referrals to physical activity opportunities by a health professional
- Number of people receiving specialist domestic abuse support in the community to prevent further harm
- Number of domestic abuse cases referred to Multi Agency Risk Assessment Conference (MARAC)
- To maintain and seek to improve position for 2-2 ½ - year development reviews



GOOD HOMES IN WELL-CONNECTED NEIGHBOURHOODS

The home in which a family lives is one of the most important factors in determining their wellbeing and prosperity. We are committed to ensuring that every resident has a safe, stable and affordable home so they can achieve their full potential and build communities where everyone can thrive.

Following the achievements of the Housing Strategy 'Better Homes for All' 2019-2024, we have developed our refreshed Housing Strategy to set out how we will continue to develop our partnerships to increase housing development, improve quality, choice and affordability of homes on offer so that our housing market meets the needs and aspirations of existing and future residents.

We are delivering our ambitious plans to revitalise our city centre with a new high quality living offer at key sites including The Royal, City Centre West, St Georges and Canalside South which will increase footfall, diversify our city centre offer and support local businesses to grow. The council has strengthened its in-house housing development team and has secured a housing development framework which will help the council's ambitious plans of delivering hundreds of new social and affordable homes in the city to meet the growing demand for affordable homes. Through our council owned housing company WV Living we will support the development of new homes - with WV Living 5th nationally in terms of completions.

Focusing on just the number of new homes is not enough. We are continuing to drive up the quality of existing housing in the city, so all residents have a safe and healthy home. We are working with private landlords and tenants to improve the standards of housing and security of tenure in the private rented sector. We will also continue to ensure that new housing developments have the right housing in the right place to support older, disabled and vulnerable residents.

Increasing the energy efficiency of homes is now more important than ever to reduce carbon emissions, tackle fuel poverty and deliver on our ambition to make the city carbon neutral. 35% of all carbon emissions in the city come from housing. We continue to support initiatives that increase the EPC ratings in homes, and work with city partners to invest in retrofit programmes, and to build new homes up to the maximum possible energy efficiency standards.

Good local amenities and services are a key component to growing resilient, inclusive communities, helping to reduce isolation, and building connections that enable residents to support each other. We will work closely with the WMCA and Homes England to ensure the new Strategic Place Partnership effectively aligns expertise, funding and assets to support the delivery of our place-making priorities – including a joint pipeline and delivery plan to bring forward additional affordable homes, land and assets.

Promoting and developing sustainable transport opportunities to ensure accessibility to essential services for all residents, and maintaining a well functioning network for connectivity in and around the city are essential. We will continue to identify and deliver new infrastructure to support safer, healthier journeys in and around our neighbourhoods and wider city. We will also continue to protect and invest in our parks and green open space.

We are committed to ending rough sleeping in the city and through our updated Homelessness Prevention Strategy we will tackle the underlying causes which can lead people to become homeless, including mental health, family breakdown, substance misuse and poverty. Working with our public, private and voluntary, community and social enterprise (VCSE) partners to offer early assistance and timely advice to help people secure suitable accommodation and support services which enable them to live independently and to stay in their own homes. This will include continuing our successful work through the Housing First programme which has supported over 50 people into secure tenancies since its launch.

Well regulated businesses are an integral part of our neighbourhoods, providing good jobs and economic activity in the city. We will deliver this through inspection, licensing and permits, with enforcement action taken by the appropriate teams. We will use our appropriate powers – as part of a robust regulatory regime – to ensure that customers and consumers are protected when accessing local businesses and using local services. Public safety is our priority, and we recognise the particular dependency that people with disabilities and mobility issues have upon public transport and taxis in particular. We will work to create a fit for purpose local transport plan which addresses accessibility via all modes of transport for all users, to ensure a coordinated approach to accessibility across the Council.

Good homes in well-connected neighbourhoods

Outcomes	Objectives	
<p>4.1 Work together to deliver more new homes</p>	<ul style="list-style-type: none"> • Work in partnership with Government, Homes England, the West Midlands Combined Authority, housing associations and developers to secure the new homes the city needs. • Support the development of new homes through our council owned housing company WV Living. • Continue to progress the review of the Local Plan to make sure we have the right site opportunities available to help meet our long-term housing needs. 	<ul style="list-style-type: none"> • Provide high quality planning services which support high quality new developments and monitors housing supply. • Use our own land and assets to facilitate and support the development of new homes and neighbourhoods. • Ensure that the city has housing which meets the needs of all residents including supported and specialist accommodation. • Ensure that new developments have the right mix of tenures and affordable homes so that all residents have the opportunity to access good quality housing.
<p>4.2 Safe and healthy homes for all</p>	<ul style="list-style-type: none"> • Continue to use our enforcement powers and landlord licensing to ensure local people have access to good quality private rented housing. • Use the full range of legal actions available including compulsory purchase orders to ensure empty properties are brought back into use for rent or sale, to be lived in as homes. 	<ul style="list-style-type: none"> • Work with our partners to increase the energy efficiency of homes in the city to reduce carbon emissions and fuel poverty. • Work with our network of housing providers in the city to ensure we have a robust, consistent approach to housing standards. • Work with the police and other partners to ensure neighbourhoods are safe and free from anti-social behaviour.

Good homes in well-connected neighbourhoods

Outcomes	Objectives	
<p>4.3 Access to a secure home</p>	<ul style="list-style-type: none"> • Prevent homelessness wherever possible intervening early to provide high quality support services to keep people in their own homes. • Work in partnership with other services to find long-term, affordable housing solutions for people threatened with homelessness. 	<ul style="list-style-type: none"> • Work with city partners in the public and voluntary sectors to offer targeted and flexible support to help people off the street and reduce rough sleeping. • Increase the number of employment opportunities for vulnerable residents, including those who are homeless or at risk of homelessness.
<p>4.4 Clean, green neighbourhoods and public space</p>	<ul style="list-style-type: none"> • All residents have access to clean open space and parks in their neighbourhoods and local areas. • Protect and enhance our environment, improve air quality and support resident's health and wellbeing by delivering an ambitious tree planting programme. • Minimise the amount of waste generated by our residents and businesses and increase levels of recycling. 	<ul style="list-style-type: none"> • Provide safe and accessible roads, pavements and other public spaces for everyone, especially vulnerable users. • Maintain cleanliness across all of our neighbourhoods and take a robust pro-active approach to fly tipping. • Provide an attractive and well-maintained public realm across our city and town centres.
<p>4.5 Well-connected businesses and residents</p>	<ul style="list-style-type: none"> • Continue to roll out digital infrastructure and data-driven 'Smart City' technology to drive innovation and futureproof our city. • Work with partners to deliver major infrastructure projects to improve transport links and future-proofed digital infrastructure in the city. • Invest in sustainable transport infrastructure such as electric vehicle charging points which reduce carbon emissions. • Coordinate and manage all street works, liaising with utility companies to minimise disruption and congestion on the road network. 	<ul style="list-style-type: none"> • Improve walking, cycling and bus networks, as well as public transport interchanges, enabling people to move easily around the city to encourage residents to make travel choices which minimise air pollution. • Ensure that consumers are able to trust all businesses within the city through an ongoing regime of effective but proportionate regulation. • Provide vibrant markets across the city, including seasonal markets, to give residents access to high quality locally sourced goods.

To achieve these outcomes, key activity we will deliver includes:

- Deliver over 1,000 new low carbon homes and thousands of new local jobs at our Canalside South development – one of the largest city centre residential developments in the West Midlands.
- Increasing the pace and scale of council house new build by bringing forward suitable sites and promoting a supply of homes that meet the needs of those residents in the greatest housing need.
- Boldly plan a programme of renewal and targeted interventions that replaces defective council homes with new homes fit for the future. Aligning ourselves to maximise regeneration funding and investment opportunities.
- We will redevelop over 1,000 non-traditional properties using energy efficient modern methods of construction, transforming local communities.
- We will redevelop over 200 homes in the Ellerton Walk area of New Park Village that require replacement and will deliver in excess of 100 new homes on the Heath Town Estate in addition to the ongoing investment in existing stock.
- Use our Council owned housing company, WV Living, to build new homes, and require that any external contract appointments evidence a commitment to the training and employment of local people.
- Continue to progress the Wolverhampton Local Plan to make sure we have the right site opportunities available to help meet our long-term housing needs.
- Help rough sleepers rebuild their lives and send out a clear message that no-one needs to sleep out on our streets with £4.5 million investment in a new city centre hub and multi-agency support team.
- Continue to deliver our Housing First programme to support people with a history of entrenched rough sleeping to access secure homes with intensive wraparound support, so they can start to rebuild their lives.
- Continue to deliver outreach and supported accommodation for single people including those who are rough sleeping.
- Tackle fly-tipping in our city through partnership working keeping our neighbourhoods clean and green.
- Work to resettle and integrate refugees in the city utilising affordable and sustainable privately rented accommodation.
- Improve the city's transport infrastructure with investment in new, major schemes such as the City East Gateway, investment in upgrading existing digital infrastructure, filling gaps in coverage.

Measuring Performance

Government Missions

Government's five national missions are cross-cutting – meaning achieving them will require a whole systems approach. As part of the 2025-2026 Our City, Our Plan refresh, we have looked to align the government's national missions with our priorities in Wolverhampton. The mission(s) most closely aligned with this priority are

- Take back the streets by creating safer neighbourhoods with more police.
- Kickstart economic growth to secure the highest sustained growth in the G7.

Key System Indicators

We aim to improve performance and meet / exceed national averages in the following key system indicators:

- Number of new builds completed in the city
- % of new builds that are affordable housing (against planning target)
- Net additional dwellings in the city
- % of housing stock that is empty / empty homes
- Housing affordability ratio
- Total crime recorded per 1000 population

Key Council Indicators

We aim to improve performance and meet / exceed national averages in the following key council indicators:

- % of planning application decisions made with 13 weeks or agreed timescales
- % of planning application decisions made with 8 weeks or agreed timescales
- Number of homeless families moved into secure housing
- Average time spent in temporary accommodation
- Energy efficiency of housing stock
- Carbon reduction against 2024/25 target
- Number of council homes where energy performance has been improved through retrofit programmes
- % fly tipping incidents on CWC land resolved in 5 working days
- % of recycled and composted household waste
- % of very high or emergency rated tree defects resolved within four working weeks or other agreed timescales due to road closure requirements
- % of carriageways in city assessed as high quality



MORE LOCAL PEOPLE INTO GOOD JOBS AND TRAINING

All residents in Wolverhampton need an income which can support them and their family. We want all local people to have the right support and opportunities to get a stable job with decent pay so that they can build a future and help us grow our city together.

Wolverhampton is home to thousands of businesses which offer a range of fantastic employment opportunities. Skill levels in the city have been steadily increasing with the numbers of local people securing higher level qualifications at record numbers. However, there remain areas for improvement and the current education, skills and employment system in the city faces a number of challenges arising from a legacy of deindustrialisation, low aspirations, pockets of entrenched worklessness, relatively low pay and low skill levels. We also know that some of our residents face a range of barriers to employment from poor health to caring responsibilities.

In 2023 we launched our Education, Skills and Employment Strategy, which sets out how we will work with our partners to break down barriers and improve access to good quality work and training pathways for all. This strategy sets out a long-term holistic view for education, skills and employment. It presents a clear vision for how we can, alongside our partners, deliver a flexible, adaptable and resilient skills system which is able to respond to emerging opportunity areas. We will do this by helping to join up activity across schools, further education, training providers and other organisations to ensure that there is a seamless, whole-system approach to education, work and skills.

Locally and nationally our economy is changing, and the skills local people will need to be successful in the workplace is changing with it. Having good digital skills is now more important than ever to support the rapid shift to digital technologies, the climate change challenge is leading to increasing demand for skills to support the low carbon economy, and our aging population means our reliance on our critical health and social care workforce will continue to rise. We will work with our partners to align the city's education and skills system with the emerging regional Economic Development Vehicle, which will provide holistic skills and employment support. This will ensure that residents have the skills local employers need now and in the future.

To support our lifelong learning offer we are investing in state-of-the-art learning facilities in the city to ensure our residents have access to first class facilities to grow and build their skills. The City Learning Quarter, a partnership between the Council and City of Wolverhampton College, will co-locate the college, Adult Education Service and city centre library in one location. This is not just about new physical space but a new seamless learner offer for the city, which will support new school leavers, those looking to upskill, and local people who want support to move back into work.



More local people into good jobs and training

Outcomes	Objectives	
<p>5.1 Help create good quality local jobs</p>	<ul style="list-style-type: none"> • Ensure investment in the city increases the number of quality jobs for local people. • Incorporate and monitor social value/local employment clauses through the council's supply chain. • Leverage agreements with investors and partners to maximise benefits for local people, including by securing the delivery of S106 skills and training opportunities. 	<ul style="list-style-type: none"> • Develop those sectors of the economy which offer the best employment opportunities for our residents. • Work with our public sector partners and the Wolverhampton Anchor Network to set a high standard for employment across the city.
<p>5.2 Work in partnership to support local people into work and better jobs</p>	<ul style="list-style-type: none"> • Work with DWP, WMCA and other key partners to develop and implement initiatives which support residents into work. • Work with partners to establish clear pathways and entry routes for unemployed adults, particularly those from under-represented groups to access employment in growth sectors or where there are skills shortages. • Ensure we have a range of higher-level skills and training support available in the city aligned to growth sectors to support productivity and higher wage jobs. 	<ul style="list-style-type: none"> • Grow and diversify our adult skills and community education offer to support local people to develop digital and other core skills to increase their employability and wellbeing. • Work with our partners including businesses, job centres, training providers, colleges and the University to develop flexible pathways for local people who are in work to retrain and progress. • Work with employers and other city partners to champion inclusive employment practices to ensure there is a pathway to success for all residents in our city. • Offer targeted skills training to those residents whose learning needs are unmet by existing programmes.

More local people into good jobs and training

Outcomes	Objectives	
<p>5.3 Flexible skills system which supports local businesses to grow and residents to access high quality training and better jobs</p>	<ul style="list-style-type: none"> • Work with partners to maximise the number of apprenticeship and training opportunities for young people and adults in the city. • Work with our partners including businesses, job centres, training providers, colleges and the University to develop flexible pathways for local people who are in work to reskill, upskill and progress their careers. 	<ul style="list-style-type: none"> • Support local businesses with workforce recruitment and planning, particularly in those sectors which face recruitment and retention challenges. • Align our education and skills system with our business growth programme to ensure local people have the skills employers need now and in the future. • Ensure we have a range of higher-level skills and training support available in the city aligned to growth sectors to support productivity and higher wage jobs.

To achieve these outcomes, key activity we will deliver includes:

- Increasing employment in our city with new job, training and apprenticeship opportunities delivered with our regional and national partners.
- Futureproofing our skills system through the City Learning Quarter, a partnership between the City of Wolverhampton Council and Wolverhampton College, which will establish a skills and learning hub, safeguarding hundreds of jobs and increasing footfall in the city centre, as the scheme will see thousands of students located at the new city centre campus.
- Continuing to deliver jobs and opportunities for city residents through employment and skills programmes delivered in partnership with the West Midlands Combined Authority.
- We will work with partners in communities to ensure that support is inclusive, and reaches the most vulnerable and furthest away from the jobs market.
- Work with our partners to support the participation of our young people aged 16 to 19 into education, employment or training, supporting those at risk of NEET and those who drop out of education or work to re-engage.
- Alongside our partners, offer specialist training in key economic sectors or in sectors where recruitment of appropriately qualified staff is particularly acute, e.g. childcare.
- We will offer skills training to those residents whose learning needs are unmet by existing programmes.
- Continuing our specialist employment support programmes for our most vulnerable residents, including adults with learning disabilities.

Measuring Performance

Government Missions

Government's five national missions are cross-cutting – meaning achieving them will require a whole systems approach. As part of the 2025-2026 Our City, Our Plan refresh, we have looked to align the government's national missions with our priorities in Wolverhampton. The mission(s) most closely aligned with this priority are

- Kickstart economic growth to secure the highest sustained growth in the G7
- Break down barriers to opportunity

Key System Indicators

We aim to improve performance and meet / exceed national averages in the following key system indicators:

- Number of working age adults (16-64) claiming unemployment benefits
- Number of young adults (18-24) claiming unemployment benefits
- Levels of 16-17 year olds Not in Education, Employment or Training
- % of working population with no qualifications
- % of working population with RQF4+

Key Council Indicators

We aim to improve performance and meet / exceed national averages in the following key council indicators:

- Number of jobs created / safeguarded in the city through the Investment Team
- % Local Authority spend of apprenticeship levy
- Number of apprentices and graduate placements within the council



THRIVING ECONOMY IN ALL PARTS OF THE CITY

Our approach to economic growth is centred on a principle of ‘good growth’. This means achieving both the right quantity and the right quality of growth; creating a strong, productive and resilient economy where a radical uplift in business competitiveness, productivity and profits goes hand in hand with access to good jobs that pay higher wages, and where all residents have access to opportunity and enjoy improved quality of life. We now have an economy worth £4.7 billion, supporting over 100,000 jobs – and predicted to be worth £6.7 billion by 2040.

The success of our approach to economic growth ultimately relies on delivering not just good growth, but good green growth. We now face a new growing challenge to support our residents and businesses to decarbonise our economy and make our city net carbon neutral by 2041. We are growing our economy and supporting the city transition to net zero through the development a Green Innovation Corridor. It builds on Wolverhampton’s growth as a centre for sustainable construction and will create skilled jobs for local people in the emerging green economy. Delivered in partnership with the University of Wolverhampton, the initial phases of the programme will focus on the Springfield Innovation Hub to be developed net carbon zero and based at the University of Wolverhampton’s £120 million Springfield site.

We have a pioneering business community in the city, including very high levels of female-led firms (6th of all local authorities in the UK), ethnic-minority owned businesses and social enterprises. These organisations form part of a diverse business ecosystem with major strategic companies, fledgling start-ups, scaleups and innovators.

We are working with our partners at the WMCA to establish a regional Economic Development Vehicle to provide holistic delivery network for business support, cluster and sector development, inward investment and skills and employment.

The Wolverhampton Investment Prospectus sets out an ambitious regeneration programme for the city which is informed by social-economic indicators, market intelligence and investment appetite. It includes large residential schemes such as Brewers Yard, City Centre West, St Georges and Canalside South, the office led Commercial District and leisure opportunities around the Molineux and City Centre West. Through our prospectus we have set out our ambitious plans to reimagine and transform our city and town centres. We will use the strength of the city's cultural and creative offer to secure our status as an 'Event City' and grow our visitor economy creating a new sense of place in our city and town centres.

Our new City Investment Plan was approved by Cabinet in September 2024, which will support the priorities and outcomes of the Good Growth Strategy, by assisting the creation or safeguarding of jobs, attracting new companies, helping existing businesses to grow, and securing new investment and capital in the city. A vibrant evening and night-time economy is important for our city. It boosts the local economy, makes our city a more attractive and an exciting place to live, and strengthens communities. Key to this will be the delivery of new strategies and action plans on the Evening and Night-time Economy, Culture and an overarching Destination Management Plan.

Through the Wolverhampton Anchor Network, we are working with our public sector partners and large employers in the city to use our collective spending power to support the local economy, spread opportunity and build resilience. This includes our commitment to the Wolverhampton Pound which places a greater emphasis on procuring goods and services locally increasing the amount we spend through our supply chains with SMEs and social enterprise.

Thriving economy in all parts of the city

Outcomes	Objectives
<p>6.1 Support local businesses to start up, scale up and thrive</p>	<ul style="list-style-type: none"> • Grow emerging sectors in the city to strengthen supply chains and create new skilled jobs locally, including those in the green economy, creative and digital, professional services and others. • Increase the numbers of entrepreneurs who develop new start-ups in the city and who choose Wolverhampton as a place to grow their business. • Drive inclusivity and equality across the business base in the city, ensuring ethnicity, gender and socio-economic background are not barriers to starting and growing a business. <ul style="list-style-type: none"> • We will simplify access to business support services in the city and wider region through partnership working and digital technology making it easier to do business in Wolverhampton. • Use data and insight to identify trends, understand needs, targeting our resources and interventions in an evidence based way.
<p>6.2 Attract new investment which brings social and economic benefit to all</p>	<ul style="list-style-type: none"> • Champion the city’s offer continuing to raise the profile of the city nationally and internationally as a great place to invest and do business. • Ensure public and private investment opportunities create good work opportunities for local people and support our businesses to grow. • Work proactively to attract new businesses to the city to diversify our business base and increase the resilience of our local economy. <ul style="list-style-type: none"> • Develop and deliver sector specific action plans to support growth of key sectors in the city. • Build an even closer relationship with investors and strategic employers through effective account management to better understand their needs and how they can contribute to growth in our city. • Support the delivery of a range of workspaces to meet the needs of a growing economy, attracting new businesses and allowing existing businesses to grow and diversify.

Thriving economy in all parts of the city

Outcomes	Objectives	
<p>6.3 Vibrant high streets with quality culture and leisure offer</p>	<ul style="list-style-type: none"> Secure and deliver investment in our high streets and town centres to help them thrive, including public realm, events, meanwhile uses, arts and culture. Support and deliver a range of events in the city, from sport at the Molineux, activations to revitalise our high streets, music festivals in our parks, through to activities in our libraries and culture in venues across the city (The Halls and Bilston Town Hall). Support and grow our Evening and Nighttime Economy establishing a common vision, ensuring our city centre is safe welcoming and clean, easy to get to, from and around, a rich mix and improving the public realm after dark. 	<ul style="list-style-type: none"> Safeguard and strengthen the city's cultural heritage by investing in, and encouraging access to our heritage assets, art gallery, museums, and libraries. Promote creative and cultural activity and infrastructure that enables people to gain skills and employment in creative industries and increases investment into the city. Ensure that all of our communities and visitors can engage with and benefit from our city wide culture and arts offer.
<p>6.4 Grow the low carbon and circular economy</p>	<ul style="list-style-type: none"> Encourage the development of a more circular economy with better design, maintenance, repair, reuse and recycling of goods. Work with public and private sectors to transform how resources are procured, used, consumed and disposed of. 	<ul style="list-style-type: none"> Embed low carbon practices within procurement and other services through increased knowledge and training as part of both publicly funded business support activity and private sector led activity.

To achieve these outcomes, key activity we will deliver includes:

- First class economic growth support with a focus on the issues most important to local businesses, including: access to finance, net zero transition, workforce planning, innovation and accessing new markets.
- Leverage the Wolverhampton Pound's spending power so millions more are spent in our city to create job and business opportunities.
- Support the roll out of Full Fibre broadband and 5G to every home and business in our city filling gaps in coverage and develop our Smart City approach utilising technology to improve efficiency of service delivery and improve quality of life for our residents.
- As part of the City Centre West scheme, enhance and invest in Market Square to create a space with new food and drink opportunities, outdoor seating with potential for new cafes and restaurants, as well as new planting and green spaces.
- Implement our new strategic economic plan for the city, our Good Growth strategy setting out future growth sectors, skills needs and infrastructure investment.
- Improve the vibrancy and 'offer' in our city centre through £19M investment in safer streets, a new £2M independent cinema, as well as stimulating private sector investment as confidence in our city grows.
- Bring in hundreds of thousands of visitors a year and millions of pounds to the local economy through implementing our five-year 'Event City' plan, Cultural Strategy and Destination Management Plan supported by first class cultural venues and multi-million pound investment in new public spaces.
- Deliver thousands of new, local jobs by expanding i54, growing our commercial district, building 10,000 new homes and developing new employment land covering the same area as 77 football pitches.
- Deliver our Bilston Health and Regeneration programme which includes the Bilston Health and Wellbeing Hub. As well as improvements to the Town Centre this will bring new commercial space, market enhancements, public realm comprising pocket park and urban garden, complemented by active travel.
- Deliver the £3 million Wednesfield Towns Fund which aims to boost the high street by providing enhancements to the public realm, shop fronts and market, increasing footfall, job retention and improved connectivity.

Measuring Performance

Government Missions

Government's five national missions are cross-cutting – meaning achieving them will require a whole systems approach. As part of the 2025-2026 Our City, Our Plan refresh, we have looked to align the government's national missions with our priorities in Wolverhampton. The mission(s) most closely aligned with this priority are

- Kickstart economic growth to secure the highest sustained growth in the G7
- Make Britain a clean energy superpower by removing fossil fuels from all electricity generation by 2030

Key System Indicators

We aim to improve performance and meet / exceed national averages in the following key system indicators:

- Businesses that survive one year in city
- Businesses that survive five years in the city
- % of premises in the city with full fibre coverage
- Number of rapid charging electric car points in the city
- Number of empty properties in the city

Key Council Indicators

We aim to improve performance and meet / exceed national averages in the following key council indicators:

- Wolverhampton based businesses supported by the Council
- Number of investment enquiries generated and received by the council



PRIDE VALUES

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

Key Council Indicators

We aim to improve performance and meet / exceed national averages in the following key council indicators:

- Gender pay gap of council employees
- Ethnicity pay gap of council employees
- Customer Service call wait times
- Sickness absence rates
- Employee turnover rate
- Proportion of spend with Wolverhampton based businesses

OUR PARTNERS

Partnership working is a key theme running through the plan, highlighting the importance of working across sectors and service areas. It builds on achievements to date, but with renewed focus and actions to tackle cross-cutting issues such as homelessness, health inequalities, youth skills and employment.

Working across partners locally, regionally and nationally we will continue to take a whole system approach to driving change and delivering improved outcomes for local people. To realise our vision, we must continue to work closely with partners, we will continue to build on the strong partnerships with all stakeholders to provide a strong and influential voice for the city's residents and businesses.

Our ask of city partners;

1. **To work with the Council to design and deliver innovative solutions to improve outcomes for local people.**
2. **To help us hear as widely as possible the views of communities and businesses by using your own networks to engage.**
3. **To provide robust data and evidence that you have for your area that could help ensure we are reaching those most in need.**
4. **To look at how you can support your communities and ensure nobody in our city is left behind.**

MONITORING AND EVALUATION



This Council Plan was launched as a ‘living’ document and we will regularly review and refresh it to ensure that it continues to reflect the priorities of local people.

We will do this through a ‘Continuous Conversation’ with communities with opportunities for local people to shape our approach to delivering the plan and its priorities.

We will use this plan to align service area plans and operational activity with the strategic objectives in our priority areas. It will support decision making and determine how we use the resource we have to deliver the best outcomes, in the most effective and efficient way. We will monitor and closely manage our performance against this plan and use it to drive delivery of our objectives.

Supporting the plan is our corporate performance framework. A set of key indicators aligned to our priority areas informed by national and local data sets. This framework will be reported alongside an update on delivery of this plan to Cabinet on a quarterly basis.

You can get this information in large print, braille, audio or in another language by calling 01902 551155 or emailing translations@wolverhampton.gov.uk

wolverhampton.gov.uk 01902 551155

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