

# Transforming Our City

Our Corporate Plan 2016 -2019



# Transforming

## Our City

# 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



Above all the Corporate Plan is about delivering our mission **working as one to serve our city.**

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 **V2030** 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	Developing a vibrant city	Improving our critical skills and employability approach
Keeping the city moving	Supporting businesses, encouraging enterprise and attracting inward investment	
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
Promoting independence for older people	Strengthening families where children are at risk	Enabling communities to support themselves
Promoting independence for people with disabilities		Keeping the city safe

## **Confident, Capable Council** Stronger Organisation

Future Council - stronger council ready and able to deliver change



# 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.



**Delivering effective core services that people want**

**An environment where new and existing businesses thrive**

**People develop the skills to get and keep work**

They also support our 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 **V2030 11a, 11c, 11e**
- encourage community engagement and pride in neighbourhood cleanliness
- safeguard our environment and reduce waste by increasing residents' and businesses' recycling and reuse rates **V2030 11d**
- 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 **V2030 1e, 7f, 8a, 8b, 8c**
- have a well maintained highway network boosted by an integrated approach to traffic management across the city and wider Black Country region **V2030 8c**
- reduce the city's dependency on cars by providing improved facilities for alternative modes of transport. **V2030 1e, 8a, 8c, 11e**



## 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 **V2030 9a**
- build affordable council housing and new starter homes for people on lower incomes in areas where people want to live **V2030 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
- have a leisure, retail, visitor and cultural experience to be proud of **V2030 1b, 1c, 1d, 1f, 9b**
- have well-designed, safe public spaces where people want to walk, meet and relax **V2030 1b, 1c**
- prepare key sites to attract major investment and development by leading companies to create new jobs **V2030 1a, 1b, 1c, 7d, 7e, 7f, 9b**
- deliver good quality, sustainable urban design based on ‘smart city’ principles. **V2030 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  
**V2030 1a, 5a, 7c, 7f, 8b**
- support local businesses and entrepreneurs to grow, prosper and innovate  
**V2030 1f, 4c, 5a, 6g, 7b, 7c**
- strengthen local supply chains and job opportunities.  
**V2030 4c, 5a, 7a, 7b**



## 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  
**V2030 6a**
- have fast-track programmes that help prepare local people to compete successfully for new job opportunities  
**V2030 6a, 6d, 7g**
- encourage more local businesses to participate in skills, education, employment and corporate social responsibility programmes  
**V2030 3c, 4c, 5a, 6c, 6d, 6h**



- be a dynamic regional centre for learning, training, creativity and innovation  
**V2030 6d, 7g**
- increase the number of people with digital and financial skills.  
**V2030 8d**

# 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  
**V2030 10f**
- have more families supported to reduce obesity **V2030 10f**
- 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.  
**V2030 10f**



## 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  
**V2030 10c**
- enable people to be supported at home through integrated health and social care **V2030 10d, 10g**
- enable older people to live independently with more choice and control over their daily lives.  
**V2030 10d, 10g, 10i**



## 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 **V2030 10a**
- 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 **V2030 10b**
- maximise access to post-16 education and employment opportunities for young people with disabilities and mental ill health through a transition pathway **V2030 10a**



- support vulnerable adults to live more independently. **V2030 10a, 10d, 10g, 10i**

## 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.



## 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
- 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 right 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.



**Future Council – stronger council ready and able to deliver change**

*There are seven strands to the programme:*

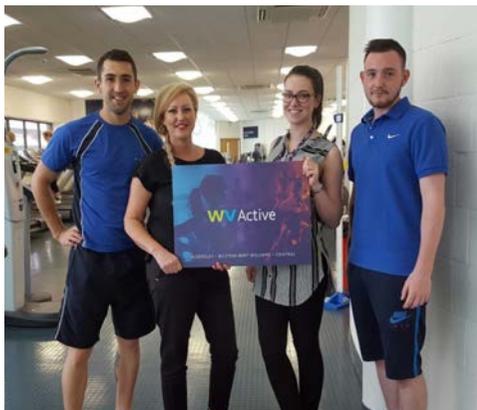
- **Future Customer:** becoming more customer-focused and communicating effectively with our communities, businesses and key stakeholders
- **Future People:** creating a skilled, flexible workforce, increasing employee engagement, developing a can-do culture and living our core behaviours
- **Future 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 **V2030 4a**
- 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 **V2030 4a**
- 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 **V2030 2c**
- have digital services that are accessible to everyone all of the time **V2030 2c, 8d**
- 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  
**V2030 2a, 2b**
- manage key business risks effectively by being fully compliant with policy, governance and constitutional requirements



- 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 **V2030 11b**
- reduce risk and maintenance costs through effective facilities management
- ensure maintenance and construction-related programmes are customer-focused and cost-effective. **V2030 11f**



## Our core behaviours

PRIDE in our city

### How we will behave

- P** Put customers first – *be customer focused*
- R** Raise the profile of the city – *be positive*
- I** Inspire trust and confidence – *be open*
- D** Demonstrate a can-do and tenacious attitude – *be a change agent*
- E** Encourage teamwork – *be a team player*



**CELEBRATE ENTERPRISE, EDUCATION AND SKILLS**



HAVE A **CITY CENTRE** WE'RE PROUD OF

ARE SERIOUS ABOUT BOOSTING **HEALTH AND WELLBEING**



retain more of the value produced by our economy to **benefit the whole city**





have a **buoyant and resilient economy** that includes international manufacturing companies with local roots and a strong, vibrant and innovative business base



care and are **confident** about our **diversity**



are committed to **sustainability** for future generations



have world class public services that **continually improve** and have collaboration and co-production at their heart

all play our part in creating a confident, buzzing city that's synonymous with **ambition, innovation and inclusion**





make it **easy for businesses and visitors to access the city** and are well connected to the wider world through our infrastructure



have a **vibrant civic society** that's focused on the future, empowers local communities and is supported by local businesses and institutions



## 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



**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

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- 4b Continue to develop partnerships underpinned by a shared database

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- 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

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

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- 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

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- 5d Implement a shared strategy with the voluntary and community sector to cut poverty, reduce economic exclusion, boost social participation and improve wellbeing

**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



**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

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

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- 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

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- 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'

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- 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

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

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- 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

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

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- 10c Have a national reputation as a dementia friendly city

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- 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

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

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

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

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

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- 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

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

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- 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

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

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

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- 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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