

CITY OF
WOLVERHAMPTON
COUNCIL

Confident, Capable Council

Scrutiny Panel

6 February 2019

Time 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny

Venue Committee Room 3 - Civic Centre

Membership

Chair Cllr Paula Brookfield (Lab)

Vice-chair Cllr Jane Stevenson (Con)

Labour

Cllr Alan Bolshaw
Cllr Jacqueline Sweetman
Cllr Caroline Siarkiewicz
Cllr Payal Bedi-Chadha
Cllr Dr Michael Hardacre
Cllr Ian Brookfield
Cllr Milkinderpal Jaspal
Cllr Peter O'Neill
Cllr Susan Roberts MBE

Conservative

Cllr Udey Singh

Quorum for this meeting is three Councillors.

Information for the Public

If you have any queries about this meeting, please contact the Democratic Services team:

Contact Earl Piggott-smith

Tel/Email earl.piggott-smith@wolverhampton.gov.uk/01902 551251

Address Democratic Services, Civic Centre, 1st floor, St Peter's Square,
Wolverhampton WV1 1RL

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Agenda

Part 1 – items open to the press and public

<i>Item No.</i>	<i>Title</i>
5	City of Wolverhampton Council Plan 2019-2024 (Pages 5 - 54) Mark Taylor, Strategic Director People, to present report (appendix to follow)



Confident, Capable Council Scrutiny Panel

6 February 2019

Report title	City of Wolverhampton Council Plan 2019-2024	
Cabinet member with lead responsibility	Councillor Roger Lawrence Leader of the Council	
Wards affected	All	
Accountable director	Tim Johnson, Managing Director	
Originating service	Strategy and Change	
Accountable employee(s)	Mark Taylor	Deputy Managing Director
	Tel	01902 556609
	Email	Mark.Taylor@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	15 January 2019
	Executive Team	11 February 2019
	Cabinet	20 March 2019
	Council	3 April 2019

Recommendation(s) for action or decision:

The Scrutiny Panel is recommended to:

1. Provide comment on the draft City of Wolverhampton Council Plan 2019-2024, to determine the priorities for the next five years.

1.0 Purpose

- 1.1 The City of Wolverhampton Council is in the process of developing a new Council Plan for 2019-2024, to replace the existing Corporate Plan 2016-2019. The plan will build on the council's transformation journey with a focus on delivering improved outcomes for the city.
- 1.2 It is essential the Council Plan reflects the views of residents, business and stakeholders. Consultation has taken place across the city to attain the views of local people, to identify people's priorities for the next five years and how the council can work more collaboratively with them.
- 1.3 This report provides an overview of the consultation feedback received to date and the draft City of Wolverhampton Council Plan 2019-2024 (in Appendix 1) developed in response to the consultation.

2.0 Background

- 2.1 The current Corporate Plan covered 2016-2019. This document focused on improving service delivery in line with the council's core objectives of a:
 - Stronger Economy
 - Stronger Communities
 - Confident, Capable Council
- 2.2 We have made many great strides to improve our services and outcomes for local people whilst at the same time managing continued financial pressures. Since 2010, we have reduced our spend by £220 million as a result of funding reductions from Government whilst balancing increased demand on our services. These challenges will continue. Moving forwards we must review how we operate to ensure we are sustainable financially and still able to provide those services our local people most need. This will be guided by our core principles:
 - Focus on core business
 - Promoting independence and wellbeing
 - Deliver inclusive economic growth
 - Balancing risk
 - Commercial approach
- 2.3 Extensive engagement with a wide array of stakeholders has shaped and informed our Council Plan 2019-2024 priorities. Over the past six months, we have engaged with around 3,000 people including residents, young people, employees, councillors, partners and businesses.

2.4 The engagement process was designed so that as many views and thoughts could be heard from a wide and diverse group of people. Many of these sessions were conducted as 'world cafes' which involved splitting people into small groups and asking them targeted questions around what their priorities are for the city, what the strengths of Wolverhampton are, and how they would like the city to look in the future. Online consultation also took place to further expand the reach to gain more stakeholders views.

3.0 Proposed Council Plan priorities and values

3.1 Our Council Plan 2019-2024 strategic priorities have been developed through engagement with the people of our city to ascertain their key priorities and the outcomes they want to see, to enable us to work together to deliver what matters most to local people. The six draft priorities include:

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

3.2 We will continue to build and develop our relationships with partners and communities across the city. It is vital that we work together to maximise resources and ensure that local people have the opportunity to reach their potential and support their community. We can only do this by working collaboratively with local people and partners to understand their priorities and embed those outcomes in all that we do.

3.3 The C3 Programme will be taken forward as the Our Council Programme. The Our Council Programme will enable our organisation to deliver the outcomes in the new Council Plan by continuing to drive through efficiencies and align resources to priority outcomes. The programme will need to focus on activity that supports the council's medium-term financial strategy and continues to evolve the organisation. It is therefore proposed that the new workstreams within Our Council Programme focus on:

- Our Assets
- Our Data
- Our Technology
- Our Money
- Our People

3.4 During the internal consultation sessions with employees and councillors, we took the opportunity to review the existing and draft PRIDE values, which determine how we behave and support the delivery of the council priorities. Based on the feedback provided, the revised draft PRIDE values are as follows:

- 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

3.5 The draft Council Plan 2019-2024 in appendix 1 captures the proposed six priorities, outlines the Our Council Programme and revised PRIDE values, which we are now consulting on.

4.0 Evaluation of alternative options

4.1 The draft Council Plan 2019-2024 document will now be open for consultation with residents, employees, Councillors, businesses and partners to ensure their voices have been heard and to solidify their buy-in and commitment to working together to achieve these joint aims. This will take place from 29 January to 20 February 2019.

4.2 Following the consultation, the final Council Plan 2019-2024 will be reviewed by Strategic Executive Board and Executive Team in February 2019 for consideration, before approval at Cabinet in March and Full Council in April 2019.

5.0 Questions for Scrutiny to consider

5.1 To review and comment on the draft Council Plan 2019-2024, considering the proposed priorities, the Our Council Programme and revised PRIDE values.

6.0 Financial implications

6.1 The Council has been faced with significant funding reductions in recent years, coupled with increasing demand on services, and it is envisaged that these challenges will continue. The Council Plan sets out how the Council will operate moving forward, to ensure financial sustainability and the ability to provide those services local people most need. The Council will continue to build and develop relationships with partners and communities across the city, as it is vital that we work together to maximise resources. This can only be achieved by working collaboratively with local people and partners to understand their priorities and embed those outcomes in all that we do.

6.2 All costs associated with consultation and preparation of the Council Plan will be accommodated within existing budgets. [MH/28012019/P]

7.0 Legal implications

7.1 There are no direct legal implications arising from this report. [TS/14012019/R]

8.1 Equalities implications

8.1 The Council Plan 2019-2024 is relevant to all residents of Wolverhampton. Consideration was given to the engagement and consultation process to ensure accessibility and inclusivity. The Wolverhampton Equality and Diversity Panel was invited to feedback its key priorities during the first phase of consultation and will also be consulted with on the draft plan.

9.0 Environmental implications

9.1 The Council Plan development is currently in the consultation phase, the implications will be detailed when the draft plan is taken to Cabinet and Council.

10.0 Human resources implications

10.1 The Council Plan development is currently in the consultation phase, the implications will be detailed when the draft plan is taken to Cabinet and Council.

11.0 Corporate landlord implications

11.1 The Council Plan development is currently in the consultation phase, the implications will be detailed when the draft plan is taken to Cabinet and Council.

12.0 Schedule of background papers

12.1 Not applicable

13.0 Appendices

13.1 Appendix 1 - City of Wolverhampton Council Plan 2019-2024

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Our Council Plan 2019 – 2024 (Draft)

Working together to be a city of opportunity



Our City

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

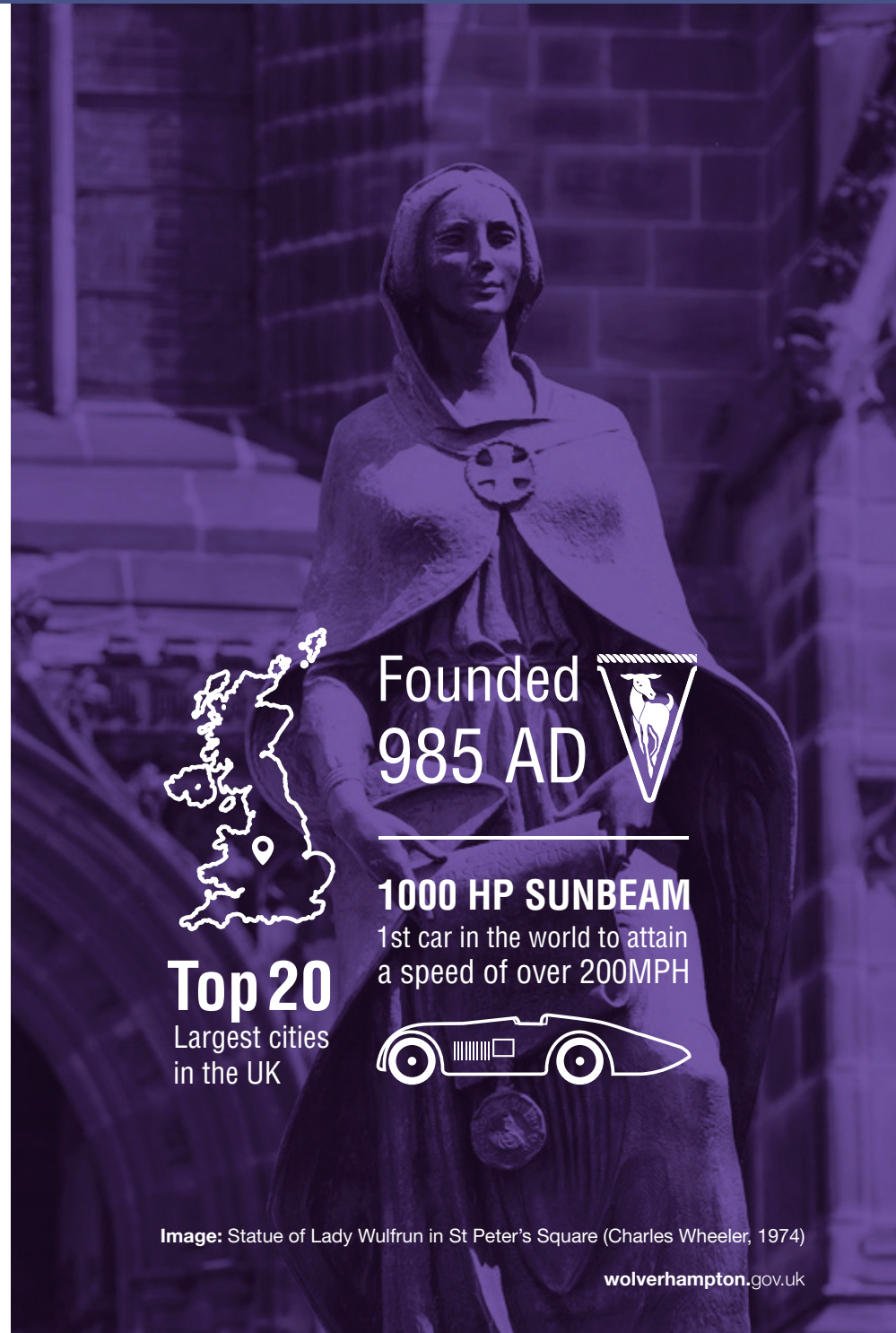
Our Vision for 2030 is that Wolverhampton will be a place where people come from far and wide to work, shop, study and enjoy our vibrant city. It will be transformed while still retaining all of those attributes that give our city its unique identity. A thriving, international, 'smart city' - renowned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



Proud of our history

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

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



Top 20
Largest cities
in the UK

**Founded
985 AD**



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



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

wolverhampton.gov.uk

Proud of our people

Our city is home to people from all over the world - one third of our population is from Black and Minority Ethnic (BAME) groups and 19% of our residents were born outside the UK. There are around 90 languages spoken within the city. Wolverhampton's diversity is a huge strength and our people are proud of our cohesive, friendly and supportive communities.

Already home to over a quarter of a million people, we expect our population to rise as more people choose to live in, the City of Wolverhampton.

Moving forward, the council and our residents will work closer together to ensure that none of our communities are left behind or unable to access the opportunities that our city has to offer. Our targeted approach will enable us to support communities to thrive and improve our understanding of the needs of our diverse and culturally rich city. We want to unlock the potential of our green and open spaces, which make up just under one fifth of Wolverhampton, and include two large Victorian parks, by enabling communities to shape them.



260,000
WULFRUNIANS



90+
Languages
spoken

19%
Born
outside
the UK

Image: Paulette Wilson at the Windrush Citizenship Project 2018

Proud of our place

The City of Wolverhampton is one of the top ten growing economies in the UK and is currently experiencing record levels of private and public investment, with £3.7 billion being injected into regeneration projects citywide.

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

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

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

The University of Wolverhampton's £100 million investment in a new centre for architecture and the built environment, alongside the National Brownfield Institute, will create an international centre of excellence for urban innovation.

Wolverhampton is also home to a great cultural offer including a Premier League football team in Wolverhampton Wanderers, a unique live music and comedy venue in the Civic Halls, an excellent art gallery and our beautiful, Victorian Grand Theatre.

Working together to be a city of opportunity

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

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

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

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

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



Councillor
Roger Lawrence
Leader of the Council



Tim Johnson
Managing Director

Our Plan

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

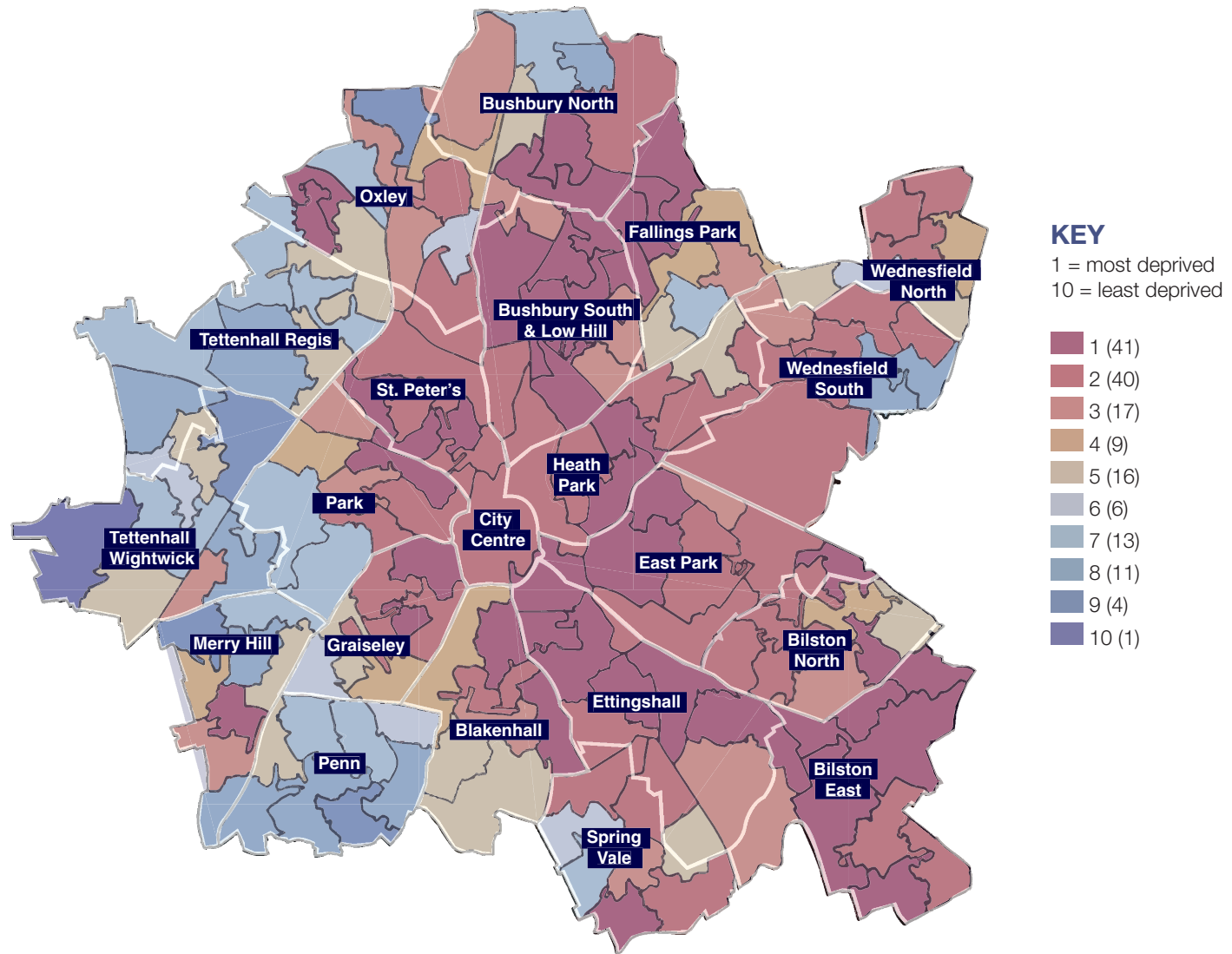
We have made many great strides to improve our services and outcomes for local people whilst at the same time managing continued financial pressures. Since 2010 we have reduced our spend by £220 million as a result of funding reductions from Government, whilst balancing increased demand on our services.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

Our services have seen rapid transformation resulting in a more efficient and confident council, a 'Good' Ofsted rating for our children's services, improving educational attainment across the city and over £3.7bn of investment on site or planned. However, we recognise that not all of our communities have benefitted equally from this transformation.

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

Ward-level deprivation
in our city

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

We recognise that communities are best placed to understand the issues that they face, the priorities for their area and to lead the development of solutions to these issues, but without the input of the council and other agencies, may not be in a position to fulfil these changes. The community brings its passion, knowledge, networks, understanding and skills, through the individuality and diversity of its people.

Wolverhampton for Everyone is a way of working in partnership, which supports local people to unlock potential within their communities and create positive change within the city. The approach was developed by Wolverhampton's voluntary and community sector and key partners in the city, including the council. Its core belief is that ***'our city will be more vibrant and inclusive if it is powered by people who live and work here, working together inclusively'***.

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

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

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

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

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

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

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

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



Our Assets

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



Our Data

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



Our Technology

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



Our Money

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



Our People

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

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

P

Put people first

R

Raise the city's profile and reputation

I

Inspire trust and confidence

D

Deliver together

E

Empower people to innovate

Image: The Takeover Challenge 2018

Council Plan:

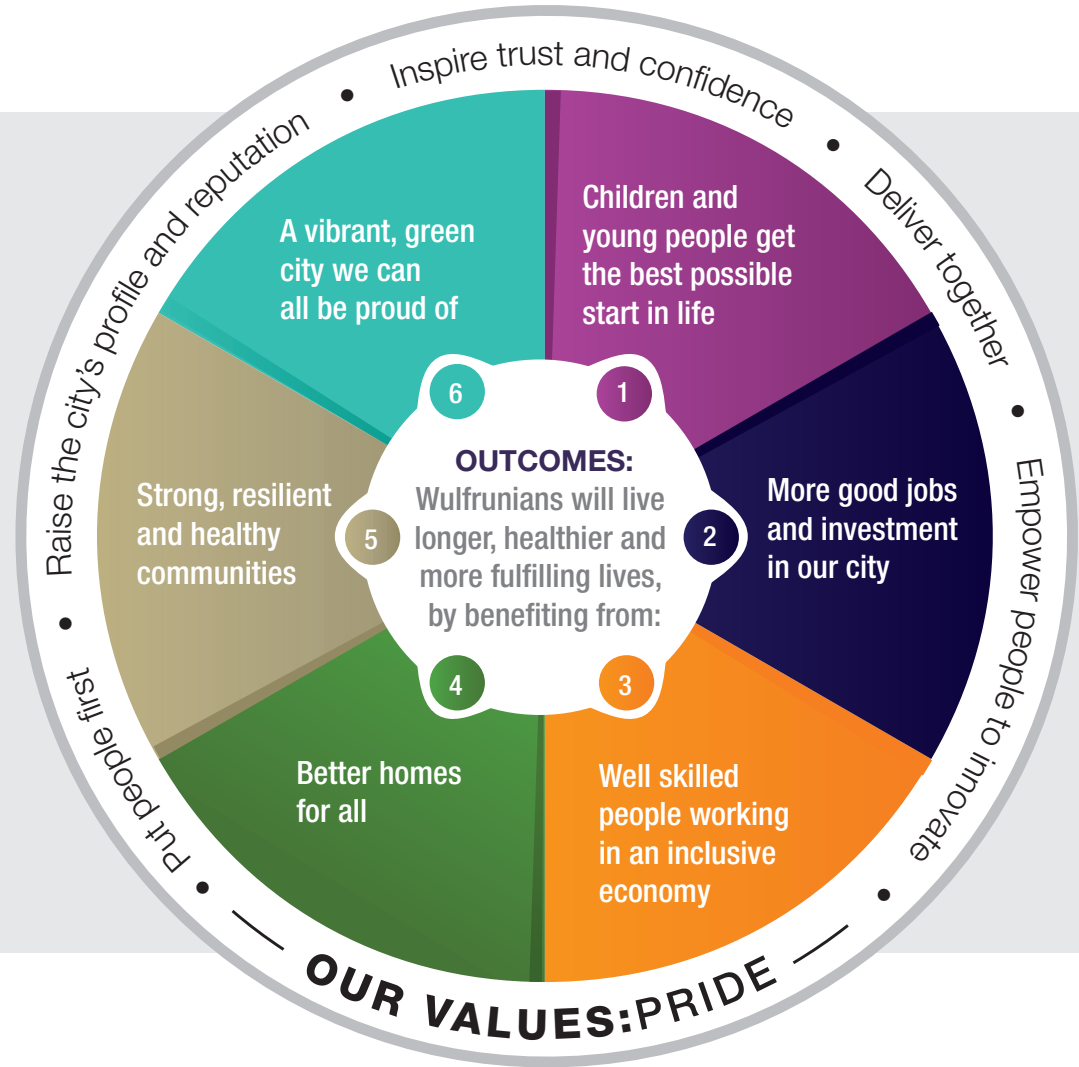
Working together to be a city of opportunity

CITY OF
WOLVERHAMPTON
COUNCIL



Wolverhampton for Everyone
a people powered city

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



Delivery We will deliver our vision and better outcomes through:

Our City's Priorities

- 1** Children and young people get the best possible start in life
- Opportunity for a great start in life
 - Education that fulfils potential
 - Strengthening families where children and young people are at risk

- 2** More good jobs and investment in our city
- Grow the number of jobs and businesses
 - Support local businesses to thrive and grow
 - Attract new investment and quality jobs
 - Improve employment and participation

- 3** Well skilled people working in an inclusive economy
- Improve skills to access work now and in the future
 - Life-long opportunities to learn

- 4** Better homes for all
- More and better homes
 - Safe and healthy homes
 - Access to a secure home

- 5** Strong, resilient and healthy communities
- Communities that support each other
 - Active healthy life
 - A safer city environment
 - Greater independence for adults in old age
 - Protecting the most vulnerable with the right care and support

- 6** A vibrant, green city we can all be proud of
- Great culture, entertainment and pride in the city
 - Continually strengthen our relationships with our residents
 - A clean, welcoming and confident city
 - A great transport system and sustainable, digitally inclusive city

Our Council Programme

Our Assets

- Rationalising assets
- Better use of buildings
- Collaboration and co-location

Our Data

- Manage demand
- Open data
- Predictive analysis

Our Technology

- Customer led innovative technology
- Self service
- Smarter working

Our Money


- Balance the budget
- Maximise social value from our spend
- Be commercial

Our People

- Health and well-being
- Accountable leadership
- Workforce development

Measuring Success

Our Corporate Performance Framework

A photograph of a man with a beard and short hair, wearing a dark jacket, holding a baby in his arms. The image is overlaid with a semi-transparent purple filter. The man is looking down at the baby with a gentle expression. The baby is wrapped in a light-colored blanket.

Children and young people get the best possible start in life

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

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

Children and young people get the best possible start in life

City priorities

How we will measure

Opportunity for a great start in life

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

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

% of children in low-income families

Education that fulfils potential

Wolverhampton has made fantastic progress on improving school performance, with 80% being rated as Good or Outstanding by Ofsted. We will continue to work closely with our schools to prioritise investment in our young people, to enable them to succeed while continuing to close the gap for disadvantaged learners. We also want to develop greater collaboration between our schools and businesses to improve the transition from education to work, whilst supporting the emotional wellbeing of all learners.

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

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

Key stage 4 average 'attainment 8' score per pupil

Gatsby benchmark of 8 indicators about school/business liaison

Children and young people get the best possible start in life

City priorities

How we will measure

Strengthen families where children and young people are at risk

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

Children & young people rate per 10,000 population

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

% of young people who are Not in Education, Employment or Training (NEET) (16-17s)



More good
jobs and
investment
in our city

To develop and strengthen our city's economy in the longer-term, the City of Wolverhampton needs to continue to attract good-quality jobs and investment. We have strong foundations to build on, with £3.7 billion of investment already underway or planned in our city. Our ambition is to enable our local businesses to flourish and grow whilst continuing to attract new companies to the city. Historically, the City of Wolverhampton has been a centre of excellence for manufacturing. We need to build on these strengths whilst ensuring that we diversify our economy further by attracting high-skilled, value-added industries including advanced manufacturing, information and communications technologies and digital industries. Attracting a greater breadth of businesses, particularly in high-growth industries, is vital to enhance the economy of the city and provide greater employment opportunities for our people. We must ensure that, the city plays an active role in the West Midlands Industrial Strategy and benefits from the wider economic growth of the region.

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

More good jobs and investment in our city

City priorities

How we will measure

Grow the number of jobs and businesses

The City of Wolverhampton is already home to 113,000 jobs and we have seen a significant expansion of Jaguar Land Rover and the arrival of Wiggle to our city. Wolverhampton is the 4th best place to start a business and we are determined to build on this and continue to attract major new investment to our city including growing our knowledge economy. We will continue to shape our city centre and make it an attractive place for investment and jobs, whilst ensuring our residents benefit from the new opportunities being created. With over one billion investment happening, we will see business growth and more opportunities.

Number of jobs

Support local businesses to thrive and grow

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

Active business enterprises per
1,000 population

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

More good jobs and investment in our city

City priorities

How we will measure

Attract new investment and quality jobs

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

Proportion of jobs in professional and technical occupations

Gross Value Added (GVA) per head


New office floor space in strategic centres

Resident earnings

Improve employment and participation

Although we have been successful in bringing jobs to the city, we recognise we need to do more to support our residents to access them, as unemployment remains a challenge and we need to reduce the number of children growing up in poverty by reducing the number of low-income families. We will build on our success with the Wolves@Work programme which has provided jobs for 3,600 people as at January 2019 and work with businesses across the city to ensure opportunities are promoted for local people, and that new companies invest in Wulfrunians.

Employment rate



Well skilled
people working
in an inclusive
economy

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Our ambition is to develop inclusive growth across the city to enable all people and places to realise their full potential in contributing to the successes of our city. The people of Wolverhampton will be at the heart of this.

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

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

Well skilled people working in an inclusive economy

City priorities

How we will measure

Improve skills to access work now and in the future

Having the right skills and experience is vital to being able to fully participate in the economy. Too many of our residents have poor levels of qualifications which limits their ability to participate in our growing economy. We need to improve the skills of our working age population to ensure that they benefit from the new jobs and investment coming into our city. Alongside this we will improve digital inclusion to empower local people to access further opportunities through digital means, whilst also developing their digital skills to be able to meet the needs of businesses expanding in our city. Working closely with businesses and partners, is key to unlocking this potential and ensuring people are in the right place, with the right skills, to benefit from growth now and in the future.

% of working-age adults with no qualifications

% of working-age adults with Level 4+ qualifications

% of businesses reporting they have skills-shortage vacancies

Life-long opportunities to learn

We aspire to be a city of learning where an ethos of quality underpins the provision of continuous learning opportunities for all children, young people and adults. We must build on our already strong relationships with our partners, including businesses and education providers, to ensure that the City of Wolverhampton is able to provide local people with the opportunities to thrive in the labour market. We will identify the key skill areas the city needs to develop and maximise productivity and competitiveness in the future, ensuring that residents are able to access these opportunities to progress their careers.

KS5 attainment

Apprenticeship starts

Number of residents accessing Adult Education courses and services



Better homes for all

Home to more than 106,000 households, our city's housing market is rapidly changing and forecast to grow in the future. It is vital we continue to provide enough good quality homes, including new affordable homes in our city, whilst ensuring we provide greater housing choice and encourage high-quality housing design and property management standards. We will continue to invest in our existing homes to ensure they are safe, secure and well managed for the future. We have secured Housing Growth funding to accelerate the development of new homes and our Local Housing Company, WV Living, is building over 1,000 homes over the next five years. We have ambitious plans already delivering and shaping a new housing offer for our city. We will continue to work with our communities, partners and investors to bring forward new housing opportunities and investment to enable better homes and housing choices for all.

Image: WV Living show home at Danesmore Pastures

Better homes for all

City priorities

How we will measure

More and better homes

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

Net additional homes
 Net additional affordable homes
 Net number of empty properties across the city

Safe and healthy homes

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

Number of approved 'Rent with Confidence' private landlords in our city
 Fuel poverty rate

Better homes for all

City priorities

How we will measure

Access to a secure home

We continue to tackle rough sleeping in partnership in the city. We will work to prevent homelessness and provide support and advice to people who need sustainable accommodation options to meet their housing needs. We will continue to work closely with our partners to provide the necessary support for some of our most vulnerable people and new communities settling in our city.

Households in priority need per 1,000 households

Number of households in temporary accommodation

Average number of people rough sleeping in our city



Strong, resilient and healthy communities

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Building community and family resilience is a key priority for the City of Wolverhampton to enable the people of our city to live independent, prosperous and fulfilling lives. Our communities are vibrant, with hugely diverse cultures and beliefs living alongside each other in a truly multi-cultural and cohesive city. The City of Wolverhampton proudly celebrates its rich history as a welcoming place for all people and we need to build on these strengths to maximise the potential of our residents and city.

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

Strong, resilient and healthy communities

City priorities

How we will measure

Communities that support each other

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

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

Active healthy life

Through our public health vision, we will integrate health outcomes across all services as these are strongly linked to people’s inclusion in their local economy and community. Tackling inequality is a top priority for the council. The City of Wolverhampton has world-class sporting facilities and we will continue to ensure these are accessible for residents and cater for our diverse communities.

Healthy life expectancy for residents

Strong, resilient and healthy communities

City priorities

How we will measure

A safer city environment

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

Total recorded crime rate per 1,000 population

Greater independence for adults in old age

Enabling our residents to remain in their homes, brings the best outcomes for our people and communities. Through digital inclusion and adaptive technology we will provide the right sort of support to enable older people to stay at home for longer and the necessary assurance to their families. We will continue to innovate our service offer so that the needs of our older people are met.

% of 65+ receiving care in their own home

Strong, resilient and healthy communities

City priorities


How we will measure

Protecting the most vulnerable with the right care and support

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

Care-related quality of life score

Delayed transfers of care per 100,000 adult population



A vibrant,
green city
we can all
be proud of

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

A vibrant, green city we can all be proud of

City priorities

How we will measure

Great culture, entertainment and pride in the city

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

Number of tourists visiting the city

Continually strengthen our relationships with our residents

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

% of residents satisfied with council services

A vibrant, green city we can all be proud of

City priorities

How we will measure

A clean, welcoming and confident city

Like many growing cities, Wolverhampton recognises the need to improve its air quality by working with partners to encourage more sustainable modes of transport. We will continue to take a zero tolerance policy on fly-tipping and littering and will enable our communities to report any issues through digital means. The rollout of smart infrastructure will enhance the sustainability of our city whilst enabling us to tackle fly-tipping more effectively.

% of people who agree the city is clean and hospitable

A great transport system and sustainable, digitally inclusive city

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

% of people who agree the city is clean and hospitable

Our Council Programme

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

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



Image: i9 bringing quality office space and jobs

Our Council Programme

Priorities

Deliverables



Our Assets

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

The vision of the programme is to:

- Run an efficient and cost-effective asset programme
- Use our assets to leverage regeneration and investment in our city together with our public sector partners
- Empower communities and businesses by managing our asset potential across partners

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

Our Council Programme

Priorities

Deliverables



Our Data

This programme will embed the importance of using data and insight to shape our organisation through evidence-based decision making, intelligence-led policy and robust performance management. A crucial part of this is the development of a council-wide planning and performance framework and a data and insight strategy focusing on:

- Data collection, management and quality
- Data analytics and insight - to drive strategic decision making, predict demand and shape preventative services and improve outcomes
- Performance management – to support service improvement and delivery of outcomes
- Management information – to support day-to-day service delivery through performance dashboards and reporting
- Open data: making data available on the WV Insight website for all to use

- Enabling financial savings
- Demand management
- More effective decision making
- Better outcomes
- More data available on WV Insight

Our Council Programme

Priorities

Deliverables



Our Technology

This programme seeks to digitise customer access to be more efficient and to provide better service to our customers ‘when’ and ‘how’ they want it. We will also improve digital inclusion by providing the provision of internet facilities at libraries and other buildings. The overarching framework will:

- Promote opportunities to access online digital services
- Promote the introduction and wider adoption of emerging ‘bot’ technology to improve the quality and speed of repetitive administrative activities
- Promote the introduction of ‘chatbot’ technology to manage and respond to simple telephone enquiries from the public, where the information is readily available for self-service on the council’s website
- Promote opportunities for the introduction of emerging artificial intelligence and machine learning technologies to ease the burden and automate more complex administrative council activities
- Promote opportunities to further develop a single ‘My Account’ for members of the public
- Promote the use of smart infrastructure to generate efficiencies, savings and income in delivery of wider council services

- Savings to be generated from channel-shift and management review
- Stabilisation of contact centre tech platforms
- Effectiveness and managing demand through business processes
- Financial benefit

Our Council Programme

Priorities

Deliverables



Our Money

We will shape how we operate to ensure a financially sustainable organisation. Since 2010 we have reduced our spend by £220 million as a result of a reduction in government funding but with increased demand for services. Moving forward, we will need to operate differently to ensure we can deliver the outcomes our local people most need. To ensure the council operates efficiently as an organisation, we will work to these core principles:

Focusing on core business

- Focus on those activities that deliver the outcomes local people need. We will target and tailor services to meet needs, working in collaboration with our public sector partners

Promoting independence and well-being

- We will enable local people to live independently by unlocking capacity within communities to provide an effective and supportive environment

Delivering inclusive economic growth

- We will continue to drive investment in the city to create future economic and employment opportunities for people and businesses in our city

- Improved access to digital services to empower local people to self-serve at a time and place that suits them whilst reducing traditional operating costs
- Reduced demand through early intervention and closer collaboration with local people to support greater independence and resilience
- Targeted service delivery by focusing on the areas and places that need us the most and where we can deliver the best possible outcomes within the resources available
- Sustainable business models that deliver the most efficient and effective services possible within the significant financial constraints we face, to meet the needs of local people
- Prioritised capital investment focused on the priorities that deliver the best possible returns and outcomes for local people

Our Council Programme

Priorities

Balancing risk

- We will ensure decisions are based on evidence, data and customer insight
- We will embed a robust risk assessment process throughout programme activity based on clear evidence as to why activity should continue or stop

Commercialising our approach

- We will boost social value in our city by maximising local procurement spend with people and businesses.
- We will consider an even more commercial approach, seizing all appropriate opportunities including:
 - Exploring creative and alternative service models
 - Ensuring services are sustainable, efficient, effective and based on evidence
 - Robust contract management
 - Making a return on our investments
 - Looking for opportunities to reduce budgets and cut costs
 - Generating a surplus through trading services

Deliverables

- Income generated by developing new and innovative opportunities with partners where appropriate
- Efficiencies delivered by reviewing our resources, business processes and better using technology, we will deliver services which meet local people's needs efficiently and cost effectively
- Maximised partnerships and external income through identifying opportunities to collaborate, share resources, reduce costs and seize funding opportunities

Our Council Programme

Priorities

Deliverables



Our People

Our employees sit at the heart of our organisation. The aim of this programme is to ensure that they are effective, productive, happy and healthy in their roles, so that together we will achieve the outcomes set out in this Council Plan. Our People programme has been developed by our employees, for our employees, through extensive engagement and employee working groups.

The programme covers the entire lifecycle of employment – from an employee's first encounter through the recruitment process, to when they leave the organisation.

The programme supports our workforce to have the right skills whilst embedding a consistent organisational culture, where people feel:

Empowered to:

- Think creatively
- Support communities
- Manage demand
- Champion change

- Empowered productive workforce
- Improved health and wellbeing
- Improved efficiency and effectiveness
- Improved employee satisfaction

Our Council Programme

Priorities

Deliverables

Adaptable by:

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

Valued through:

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

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

A City Conversation: Continuous engagement and monitoring

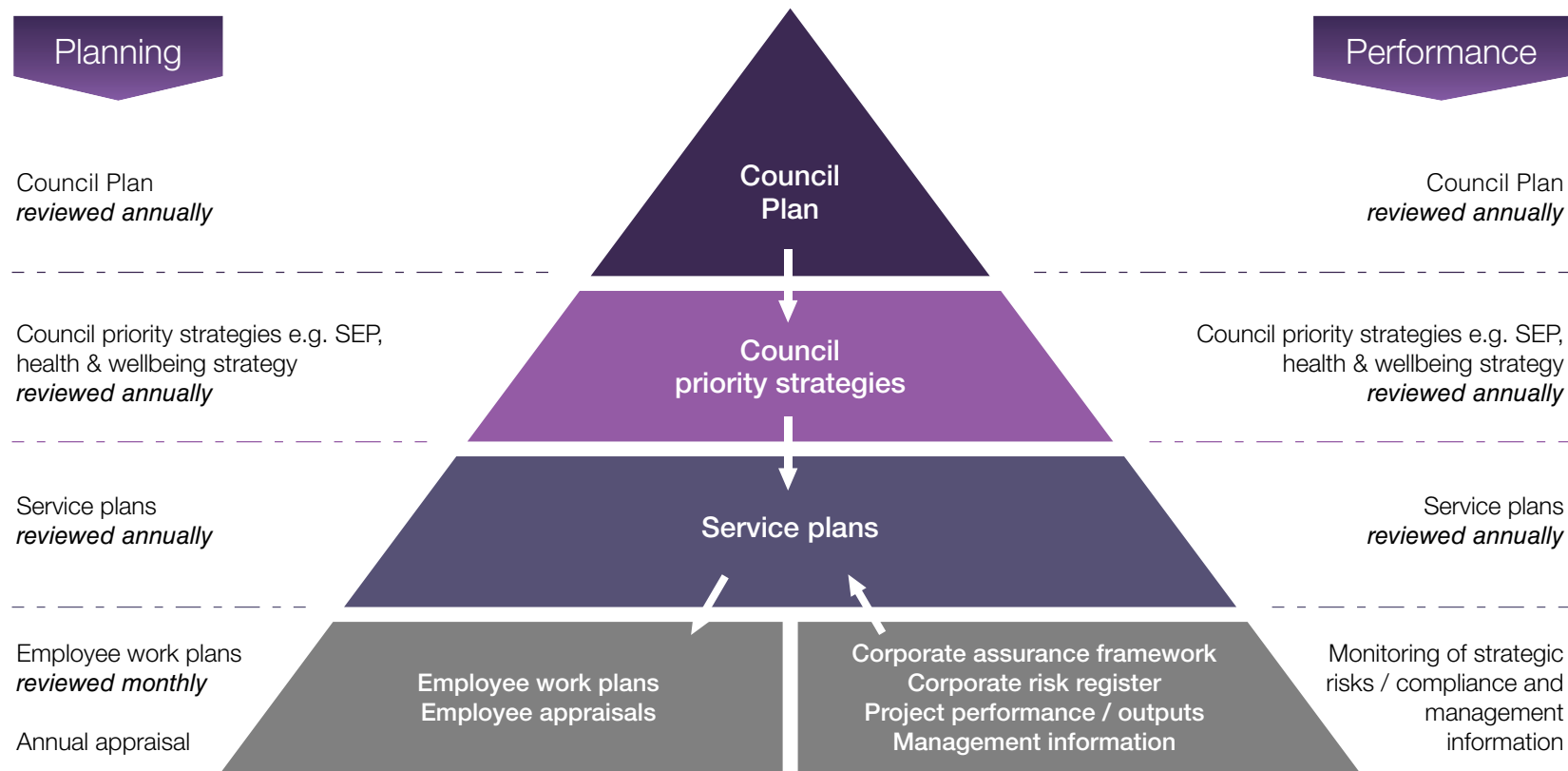
The Council Plan 2019-2024 has been developed in partnership with the people of our city, including residents and local businesses. We consulted with around 3,000 people through surveys and at over 20 events across the city to shape our activity for the next three years. It was clear that people in the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

Our corporate performance framework sets out the strategic indicators we will use to monitor progress, informed through data from national sources, local insight as well as feedback from the people of our city. This framework will be reported to Cabinet (Performance Management) Panel on a quarterly basis.

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

Our Corporate Performance Framework

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