

Our priorities



*A stronger
economy*



*Stronger
communities*



*A confident
capable council*

The Wolverhampton Way

Our plan for 2015/19

Our mission:

Working as one to
serve our city

wolverhampton.gov.uk



Our Corporate Plan

Working as one to serve our city

Place Stronger Economy

Delivering effective core services that people want

An environment where new and existing businesses thrive

People develop the skills to get and keep work

Keeping the city clean
Keeping the city moving
Improving the city housing offer

Developing a vibrant city
Supporting businesses, encouraging enterprise and attracting inward investment

Improving our critical skills and employability approach

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
Promoting independence for older people
Promoting independence for people with disabilities

Safeguarding people in vulnerable situations
Strengthening families where children are at risk

Challenging and supporting schools to provide the best education for children and young people
Enabling communities to support themselves
Keeping the city safe

Confident, Capable Council Stronger Organisation

Future Council - stronger council ready and able to deliver change



How we'll deliver it



Service Delivery to our City

Effective service delivery is an essential function of local government - it is why the City of Wolverhampton Council is here. In order to achieve the outcomes in our corporate plan, we need to work, operate and think as 'one council'.

The city council delivers over 140 services to communities, families and businesses in the city - many of which operate day-in-day out, 365 days a year. From protecting vulnerable children, young people and adults to maintaining our city's roads, from licencing premises to educating our future generations; we need to ensure a high quality of service delivery.

We will do this by working effectively nationally, regionally, sub-regionally, with business, third sector and with communities and families in our city to ensure our limited resources are prioritised towards services that meet the city's needs. We will collaborate with other organisations and influence and broker deals to the benefit of the city, creating pride and building confidence.



West Park, Wolverhampton

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Medium Term Financial Strategy

The council's Medium Term Financial Strategy or 'Financial Plan' complements our Corporate Plan and City Strategy which together portray our combined vision, ambition and priorities for Wolverhampton.

The Financial Plan not only reflects the council's corporate priorities, but also plays a critical role in shaping the council's vision, providing a framework within which decisions about future services can be made. The Financial Plan details strategies in place to plan for the medium term for our revenue budget, capital investment, treasury management and the housing business plan.

The environment in which the council works is also constantly changing. The Financial Plan tries to anticipate those changes and put the council in the best possible position to respond to them. For example, the performance of the UK economy since the 'credit crunch' of 2007/08 has been poor, although there are signs that it is now beginning to recover. However this has meant a reduction in the

council's spending power and a poorer return on our investments in recent years.

Since the economic downturn took hold, the Government's priority has been to reduce public sector borrowing. This has resulted in funding cuts in local government of an unprecedented scale. Over the last five years, the value of general grants awarded to the City of Wolverhampton Council by central Government has reduced by over 50% in real terms leaving the council with over £148 million less to spend in 2015/16 than in 2010/11.

There are also a number of social and demographic challenges the city faces – such as a growing population, pockets of deprivation, and relatively high levels of unemployment and worklessness which all contribute to an increased demand for council services at a time our budgets are reducing.

However the council has tried to safeguard those services that it considers to be highest priority, as articulated in our Corporate Plan and guided by consultation with

residents and our partners. The council's budget and Financial Plan reflects locally identified priorities and continues to make the most vulnerable in our city its priority for services and investment.

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PRIDE: our core behaviours

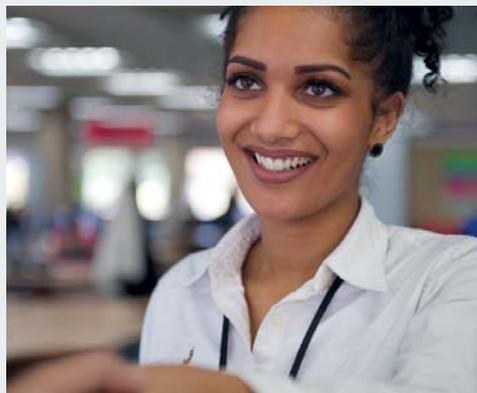
Working as one to serve our city

	How we will behave	
P	Put customers first - <i>be customer focused</i>	We deliver for our customers, satisfying their needs and empowering employees to do the right thing.
R	Raise the profile of the City - <i>be positive</i>	We are confident advocates for the city and the council. We are positive about what we do and work actively with our partners to build confidence.
I	Inspire trust and confidence - <i>be open</i>	We value each other's contribution, empathise with colleagues, are self-aware and remain open in difficult situations. We are flexible and open-minded in our approach. We listen and respond to new ideas.
D	Demonstrate a can-do and tenacious attitude - <i>be a change agent</i>	We take the initiative, take ownership of problems and see them through, challenging where appropriate and acknowledge uncertainties. Importantly, we will be evidence-led in our decision-making.
E	Encourage teamwork - <i>be a team player</i>	We work as one council, sharing ideas, each other's priorities and problems. We work together to develop shared, sustainable solutions to complex problems.

The Customer Experience

Delivering customer service

Providing excellent customer service is the acid test as to how we are performing as an organisation. It is important that, as an organisation, we understand what we mean when we talk about our customers. They are not exclusively traditional customers such as service users or other people with whom we have a 'transactional relationship'.

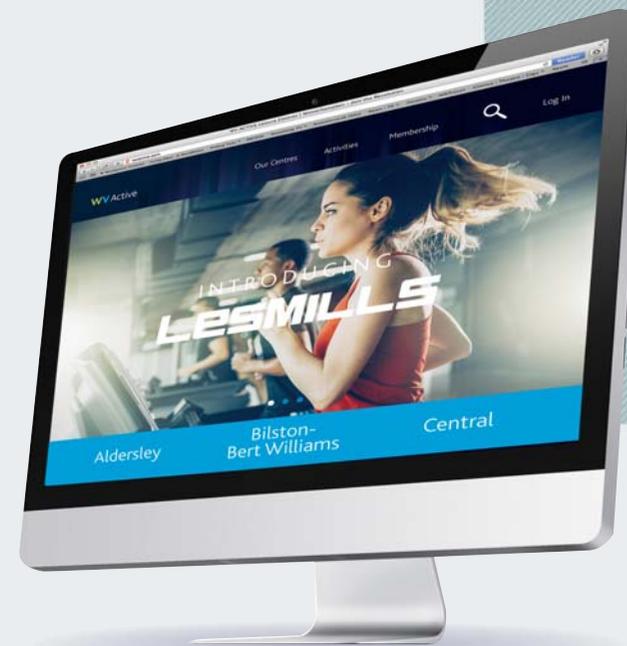


As community leaders, our customers also include visitors, local, national and international business and partner organisations. Whilst we undoubtedly face an organisational budget challenge it is vital that we not only deliver 'business as usual' but we continue to enhance our services in line with customer expectations, evolving technologies and opportunities. This in turn will heighten the view that Wolverhampton is 'making it happen'.

Involving our customers throughout our transformation programme will be the recipe for our success - it is vital that we question whether we are building services that anticipate and meet customer requirements.

Our new Customer Service Strategy will detail how the City of Wolverhampton Council aims to offer joined-up services which are designed for customers and puts their needs at the heart of our business

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Performance Culture

Developing a strong culture and framework for excellent performance

Our mission, ‘working as one to serve our city’, is the starting point for our performance 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.

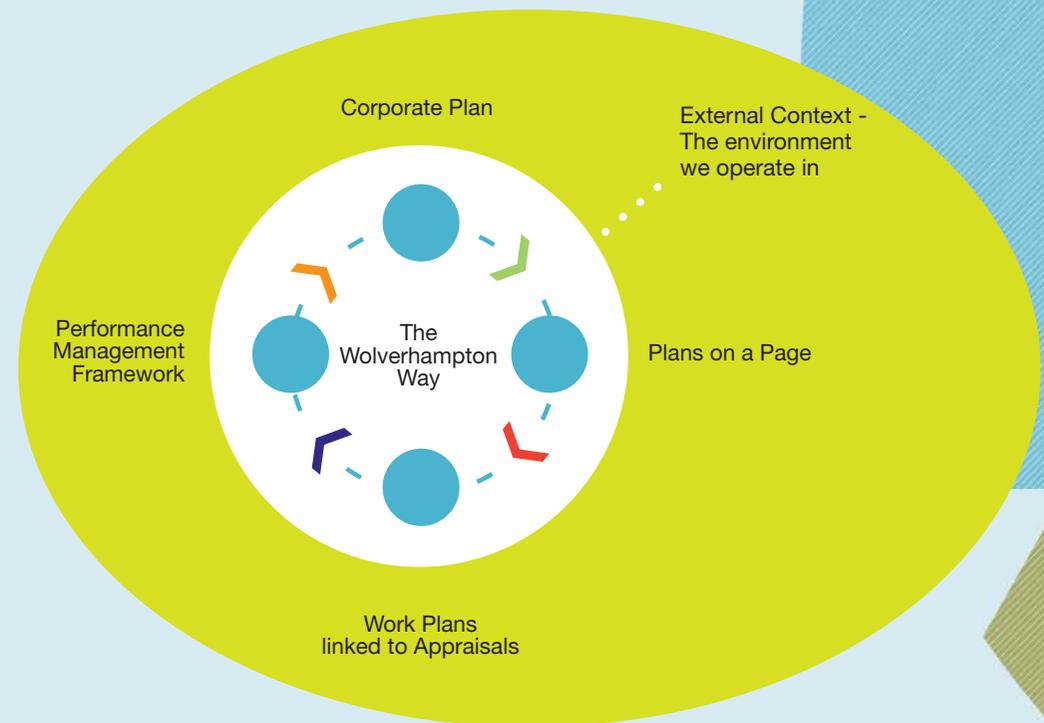
Excellent performance starts with having a clearly articulated Corporate Plan, which sets out what our strategic priorities are for the city – a stronger economy, stronger communities, supported by a Confident Capable Council. Our Corporate Plan articulates the seven outcomes we are working to achieve and the objectives which underpin these. Each objective has a more detailed ‘plan on page’, which is owned by a Director or Service Director and sets out the key things we need to do to achieve it. This will ensure clear leadership and accountability for performance across the council.

Underneath these ‘plans on a page’ there will be directorate, service, team and project plans which provide more detail on how we will deliver our key actions and business as usual services. Most importantly, every employee should understand how they contribute to, and are accountable for, the objectives in the Corporate Plan through their own individual work plans.

Through clear and accountable performance management the council will ensure its goals and objectives are being consistently met. The process by which performance and outcomes are monitored is set out in our Performance Management Framework (see right). Performance management is an integral part of everyday practice, and includes the use of business intelligence to ensure all our decisions are evidence-based.

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Every employee should have a work plan, annual appraisal and regular (at least quarterly) opportunities to discuss their performance and how they demonstrate PRIDE: our core behaviours.



Confident Capable Council (C3) Transformation Programme

Confident, Capable Council (or the C3 programme as it is sometimes referred to) is one of the three priorities in our Corporate Plan.

Being a Confident, Capable Council means that we will have the right people, with the right skills, doing the right things at the right time in the right way. We will embrace transformation as core business practice.

The aims of the C3 programme are to:

- Transform the council into a modern business organisation
- Be a customer service focussed organisation
- Increase employee engagement and satisfaction
- Ensure delivery of the Medium Term Financial Strategy
- Create a can do culture
- Create a culture of matrix working to deliver as one council
- Make effective use of our land and property assets
- Make the most effective use of technology



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There are seven strands to the programme which are:

- **Future Works** - making use of new technology and working practices to redesign service deliver to reduce bureaucracy and ensure efficient, cost effective services.
- **Future Money** - making the most efficient use of our financial resources, including delivery of the Medium Term Financial Strategy, an effective capital programme, the Housing Revenue Account 30 year business plan and maximising income generation.
- **Future People** - creating a skilled, flexible workforce, increasing employee engagement, developing a can-do culture and displaying PRIDE: 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 Customer** - becoming a customer-focussed organisation that communicates effectively with our communities, businesses and key stakeholders.
- **Future Space** - maximising the use and potential of the council's physical assets, ensuring a better experience for our customers when dealing with council services.
- **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.