



Council Plan

Working together to be a city of opportunity

wolverhampton.gov.uk

CITY OF
WOLVERHAMPTON
COUNCIL

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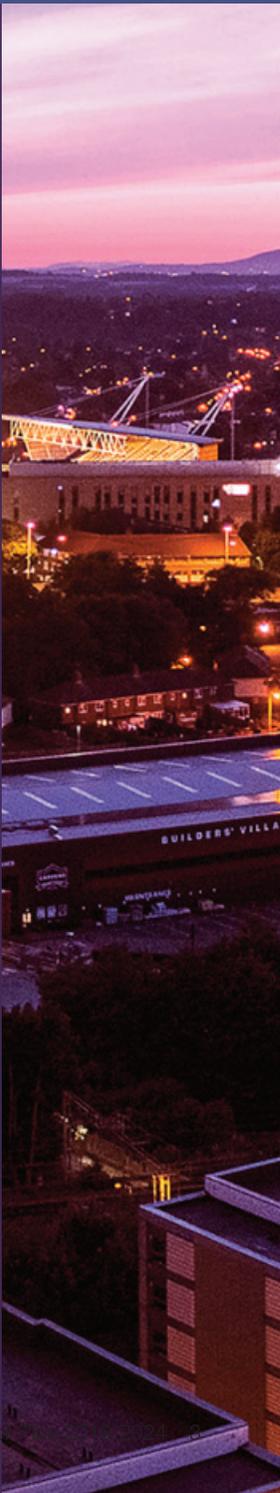




Our city

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 healthy, thriving and sustainable 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.



Working together to be a city of opportunity

The City of Wolverhampton is going through a period of significant transformation with new investment, new opportunities and new challenges. We are an ambitious city and council. This plan sets out how we will continue to deliver consistently good services, in tough financial times, whilst managing our money so we can invest in the things that matter to local people and continue to transform our city for their benefit.

Our Council Plan was developed following feedback with thousands of residents and the principles and priorities that they told us about are still central to this plan. We committed to reviewing the plan regularly and this latest refresh introduces a number of improvements. It focusses on the core areas where we need to make the biggest difference, more jobs, better opportunities for young people and tackling the climate emergency. These priorities are your priorities, and the council is determined to work with partners across the city to make sure that we deliver upon them.

We're improving outcomes for local people across a range of areas, young people are doing better at school, older people are living more independent lives, there is over £4.4 billion pounds of investment planned or on site and over 1,500 new homes have been built in the city over the last 24 months (2018-2020) following £226 million of investment.

Realising our ambitions for this great city means working much more collaboratively than in the past and developing new relationships with residents, businesses, the voluntary and community sector and other partners to pool the resources and creativity of everyone with a stake in the City of Wolverhampton.



Councillor
Ian Brookfield
Leader of the Council



Tim Johnson
Chief Executive

Our Plan

Our Council Plan sets out how we will work with our partners and communities to build a more prosperous and inclusive Wolverhampton where everyone can share in the success of our city.

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 £235 million as a result of funding reductions from Government, whilst balancing increased demand on our services. The financial pressures facing this council and the wider public sector will continue. Moving forward, we will continue to work with our partners and communities to empower residents to thrive, reducing demand for services and ensuring the Council is financially sustainable.

The City of Wolverhampton and the Council has undergone rapid transformation, there is £4.4 billion of investment underway or planned, a 'Good' Ofsted rating for our Children's services and improving educational attainment across the city. However, we recognise that not everyone has benefitted equally from this transformation and the life chances of residents in the city still differ significantly.

There are deeply entrenched inequalities in different communities within the city, including unemployment, health issues and deprivation. For example, there is a persistent

difference in life expectancy for people living in the most and least deprived areas. These challenges are not unique to the City of Wolverhampton. The challenge then, within this context of continuing financial pressures, is to tackle some of the most entrenched issues which impact on the opportunities of local people.

To make progress against these entrenched challenges, we need to make Wolverhampton a city for everyone by working with all of our partners to connect people, places and communities to unlock potential and create change. We will do this by using a systematic place based approach, which will provide opportunities to co-design and co-produce with our communities, developing long-term resilience and capacity to tackle inequalities and reduce deprivation. 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. We will continue to build a people powered city through initiatives such as Love Your Community.

Our Council Plan 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. 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**
- **Well skilled people working in an inclusive economy**
- **More good jobs and investment in our city**
- **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.

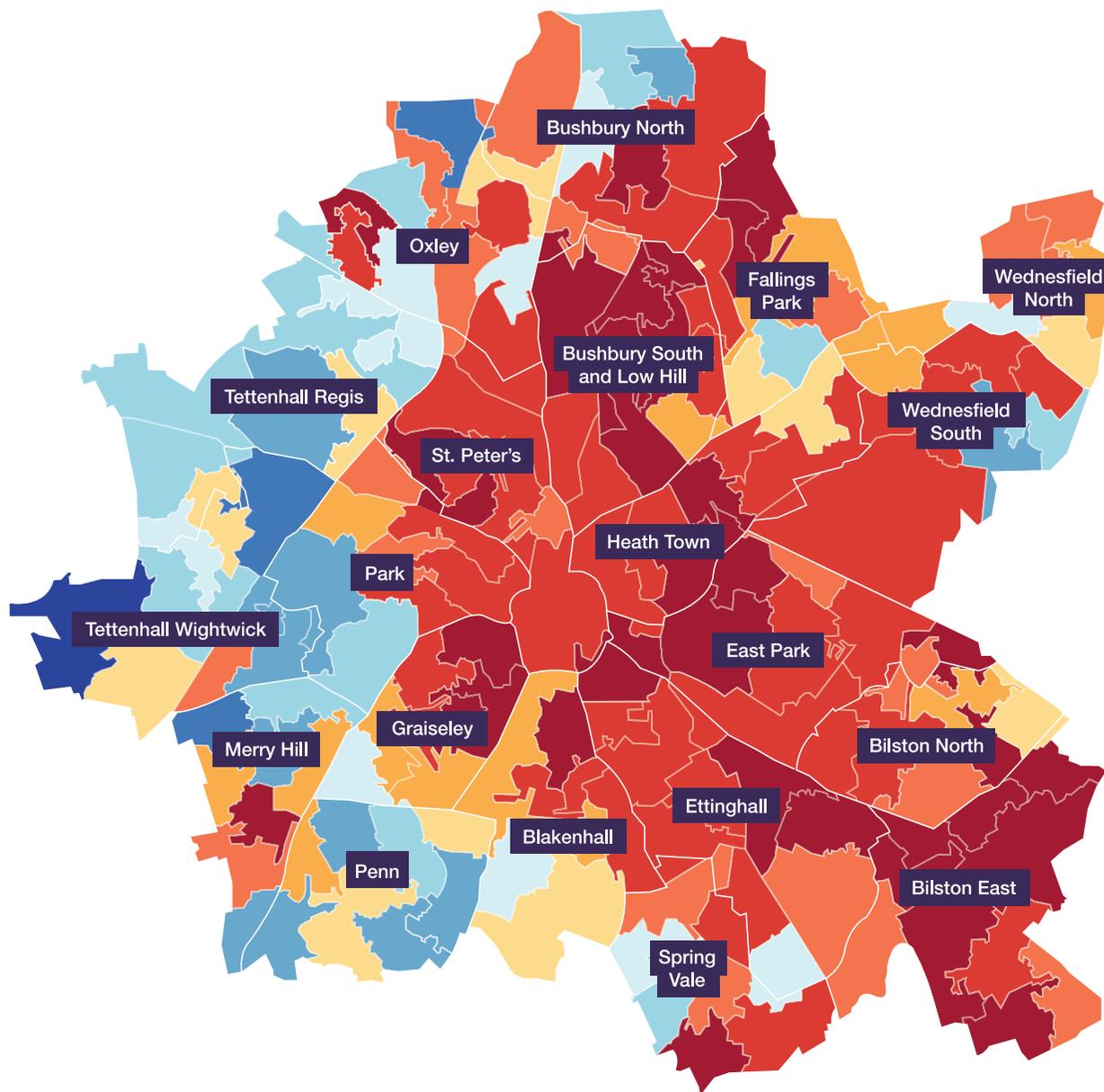
Our Council Plan sets out how we intend to target these key areas and the ongoing challenge which many of our people face. It is outcome led, and all activity we engage in will be to achieve the outcomes that matter most to them. Improvement against these will be our organisation's priority and form 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 that 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.

Ward-level deprivation in our city

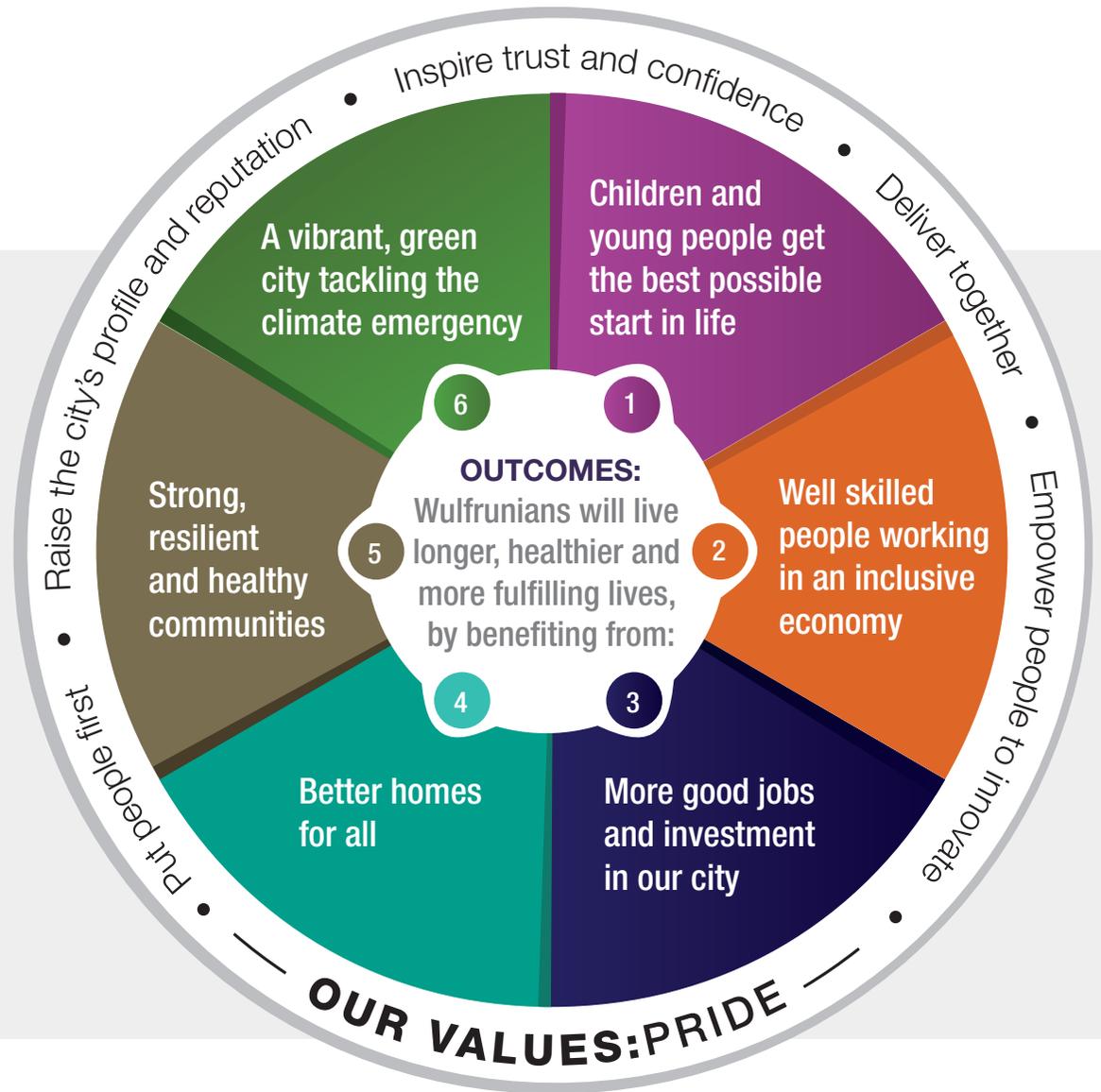
KEY

1 = most deprived
10 = least deprived



Council Plan

Working together to be a city of opportunity, a city for everyone and deliver our contribution to Vision 2030



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 Well skilled people working in an inclusive economy**

 - Improve skills to ensure residents are work ready now and in the future
 - Provide lifelong learning and skills opportunities
 - Improve employment and participation
 - 3 More good jobs and investment in our city**

 - Attract new investment and quality jobs
 - Support local businesses to thrive and grow
 - Grow the number of jobs and businesses
 - Encourage inclusive economic growth
-
- 4 Better homes for all**

 - Safe and healthy homes
 - More and better homes
 - Access to a secure home
 - 5 Strong, resilient and healthy communities**

 - Communities that support each other
 - Active healthy life
 - A safer, more cohesive city community
 - Maintain independence for adults with care and support needs
 - Protecting the most vulnerable with the right care and support
 - 6 A vibrant, green city tackling the climate emergency**

 - Great culture, entertainment and pride in the city
 - A digitally enabled and inclusive city
 - A clean, welcoming and environmentally sustainable city
 - A well connected transport system

Our Council Programme

-  Our Assets
-  Our Data
-  Our Digital
-  Our Money
-  Our People

Measuring Success

Our Corporate Performance Framework



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. 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 as well as supporting disadvantaged or vulnerable learners to grow their skills and aspirations.

As a council we will lead work across the city to develop and embed a ‘culture of belonging’ where all children and young people feel a part of their school and local community. We see belonging as the link

that runs through and across our support for disadvantaged and vulnerable children and which places child centred educational and social inclusion at the heart of all our strategies.

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, to ensure children and young people are safeguarded and improve long term outcomes.

The City of Wolverhampton has a strong track record of engagement and co-production with children and young people. We are committed to leading a whole city approach to embed a culture of co-production with partners and communities through our Youth Engagement Strategy #YES to ensure that we continue to improve the wellbeing of all children and young people in the city.

Image: Rocket Pool Strengthening Families Hub

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 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. We will continue to create opportunities for children and young people to be their best. During consultation for our Youth Engagement Strategy #YES we engaged with 238 children and young people recognising the importance of young people's voice in shaping future services.

% of children who attain a 'Good' level of development at foundation stage
% of children who live in deprivation (IDACI)

Education that fulfils potential

High quality and inclusive education is key to maximising outcomes for children and young people. 86% of schools in the City of Wolverhampton are rated good or better by Ofsted. We will continue to work closely with our schools and other partners to prioritise investment in our children and young people, particularly those who may be vulnerable or have special educational needs and/or disabilities. We will support the emotional wellbeing of all learners, to ensure they have the opportunity to fulfil their potential and that no child in the city is left behind. We also want to develop greater collaboration between our schools and businesses to improve the transition from education to work.

Key stage 2 attainment for reading, writing, and maths
Key stage 2 attainment gap for reading, writing, and maths between disadvantaged and non-disadvantaged pupils
Key stage 4 average 'attainment 8' score per pupil
Key stage 4 attainment gap at 'attainment 8' between disadvantaged and non-disadvantaged pupils
% of schools rated 'Good' or 'Outstanding'

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. The City of Wolverhampton has seen a continued reduction in the number of children working with social care over the last five years which is in contrast to the majority of other local authorities in the region. Moving forward, our relationship-based approach to all children's services will empower families to remain together and achieve positive and sustained change.

Children and young people rate per 10,000 population: Children in need, Child protection, Children in care
Rate per 10,000 of referrals to Childrens Social Care
% of re-referrals to children's social care within 12 months of previous referral
% of children who become the subject of a child protection plan for a second or subsequent time



Well skilled people working in an inclusive economy

Our ambition is to embed inclusive growth by giving more people the skills to get and sustain good jobs and careers. Having the right skills and experience is vital to being able to fully participate in the economy. Whilst our unemployment rate has decreased since the height of the 2008 recession, unemployment levels in the city are still a challenge. We need to do more with partners to ensure that local people have the right skills to access employment opportunities, clear pathways into work and lifelong learning opportunities to progress their careers. Our ambition is to continue to develop a joined up, agile and responsive skills system in the city and region, which meets the needs of our residents, business and the labour market.

Developing our city's skills base is vital if we are to attract new businesses and increase productivity. The structure of the labour market is changing, driven by technology, global trade and an emerging fourth industrial revolution led by data. This presents new challenges and opportunities. We are working closely with further education providers, as well as businesses, to identify the skills needed to drive

forward the industries of the future and match skills to new jobs being created. We will continue to work closely with the West Midlands Combined Authority to deliver the Regional Skills Plan.

We will build on the success of local, 'place based' approaches to reaching those who are furthest from employment. Our Wolves@Work programme has supported over 5,000 people into work since its launch in March 2017. Clearly identified pathways are vital to enhancing the employment prospects for people in our communities which face the most challenge. We are working across many city partners to develop our approach to apprenticeships to ensure that the City of Wolverhampton can provide local people with a clear route into employment. Working closely with businesses and partners is key to unlocking the potential of our communities and ensuring people are in the right place, with the right skills, to benefit from growth now and in the future.

Image: Apprentice Chanelle Vernon joined Jessup Brothers 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 ensure residents are work ready now and in the future

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. We will identify the key skill areas the city needs to develop in order to maximise productivity and competitiveness in the future ensuring that residents are able to access these opportunities to progress their careers.

% of working-age adults with no qualifications
% of working-age adults with level 4+ qualifications

Provide lifelong learning and skills opportunities

We will support our young people who are not in education, employment or training (NEETs) through initiatives which include the Black Country Impact project and Connexions. We will continue to develop the city's apprenticeship offer with city partners to ensure that all local people regardless of their social or economic background have access to good job opportunities.

Key stage 5 attainment
Apprenticeship starts
% of young people who are not in education, employment or training (NEET) (16-17s)

Improve employment and participation

We will support our young people who are not in education, employment or training (NEETs) through initiatives which include the Black Country Impact project and Connexions. We will continue to develop the city's apprenticeship offer with city partners to ensure that all local people regardless of their social or economic background have access to good job opportunities.

Employment rate



More good jobs and investment in our city

We have strong foundations to build on, with £4.4 billion of investment already underway or planned in the city, and great sector strengths in aerospace technologies, advanced manufacturing and financial services. Our ambition is to support local business to grow whilst continuing to attract new investment to the city, developing a diverse and resilient local economy that offers greater employment opportunities to all.

Attracting new investment and the high growth industries needed to provide good quality jobs is becoming increasingly competitive, in regional, national and global markets. To stand out, we need ensure that the City of Wolverhampton is well-connected with an attractive offer of a skilled accessible workforce, good living offer and available, well served sites and premises. The i54 development has established a world class employment site in the city, bringing thousands of local job opportunities, £1 billion of private investment and further strengthened the city's local supply chains. We will continue to position the city as a prime destination to do business, whilst also working actively with regional partners to provide more high-quality transport, workspace and infrastructure.

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

We will continue to take the initiative to support local businesses to thrive and grow in a rapidly changing marketplace. Our flagship partnership with eBay supported 67 small businesses in the City of Wolverhampton to bridge the 'digital gap' between the high street and online retail. In the first year of the initiative the collective turnover increased by £7 million, propelling growth, job creation and business expansion. We will continue to futureproof our economy and safeguard our environment by working with businesses to embed a 'circular economy' in the city. The £100m Springfield regeneration will place the city at the forefront of the growing low carbon industry by transforming the historic brewery site into a National Centre for Sustainable Construction and Circular Economy.

We want Wolverhampton to be a fairer, more equal city for everyone. We are committed to local purchasing and social value to ensure that growth and investment in the city benefits local people. We will continue to encourage businesses to demonstrate corporate social responsibility to maximise opportunities to deliver benefits for local people.

More good jobs and investment in our city

City priorities

How we will measure

Attract new investment and quality jobs

We will 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 continued transformation of our city and town centres, alongside new high-quality infrastructure will ensure the city stands out as a prime place to do business attracting new jobs and investment.

Gross Value Added (GVA) per head
Resident earnings
Employment rate
Proportion of jobs in professional and technical occupations

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 not only manage but capitalise on a changing market place, embracing digital technology, low carbon industries and a changing high street. We also need to actively encourage social enterprise and start ups in the city to support our growing digital tech and creative industries.

Active business enterprises per 1,000 population

Grow the number of jobs and businesses

The City of Wolverhampton is already home to 120,000 jobs and we have seen a significant expansion of Jaguar Land Rover and the arrival of Wiggle to our city. Wolverhampton is the fourth 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.

Total number of jobs in the city

Encourage inclusive economic growth

We want to secure more opportunities for the people and City of Wolverhampton through social investment by partners, stakeholders and private industry. Work has already commenced but there are significant opportunities to grow this to achieve great benefits for the city.

£ of Social Return on Investment (SROI)



Better homes for all

Home to more than 100,000 households, our city's housing market is rapidly changing and forecast to grow in the future. Good quality housing plays a fundamental role in developing Wolverhampton's identity and economic function on the regional, UK and international stage. Good quality housing is important to attract and retain skilled employees within the city, which in turn will attract businesses to move or set up and grow here. It is vital we continue to provide enough good quality homes, including affordable homes, in our city whilst ensuring we provide greater housing choice and encourage high-quality housing design and property management standards.

We believe in the growth of our housing market and along-side developers, registered providers and other investors we will invest in the housing market. We will work at the forefront of best practice and create opportunities to maximise new housing delivery and the land available for new housing. We will make the best use of the assets in the city, creating the right infrastructure for growth, working with partners and accessing funding such as One Public Estate and Home England Strategic Partnership funding. We have secured Housing Growth funding to accelerate the

development of new homes and our local housing company, WV Living, supported by an investment of £40 million is building 1,000 new homes over the next 5 years.

We will continue to enable greater housing choice to meet our current and future needs, using new technology to enable lower carbon homes. We have built the first new council homes in over 30 years with a rolling programme of new build in place across a number of small and large sites throughout the city. Our Housing First pilot has provided entrenched rough sleepers with a route off the streets to housing and support.

We will continue to invest in our existing homes to ensure they are safe, secure and well managed for the future. Our £100 million investment in the Heath Town Estate redevelopment has refurbished over 1,000 homes and will deliver 200 new homes in the city. We will continue to work with our communities, partners and investors to bring forward new housing opportunities to enable better homes and housing choices for all. Our new housing strategy Better Homes for All 2019 – 2024 sets out ambitious plans to shape and deliver a new housing offer for our city.

Better homes for all

City priorities

How we will measure

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 improve the thermal efficiency of our homes by continuing to work in partnership to ensure healthy homes and reduce fuel poverty across our city.

Number of properties managed by approved 'Rent with Confidence' private landlords in our city

Fuel poverty rate

More and better homes

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

Number of empty properties across the city

Access to a secure home

We will continue work to prevent homelessness and rough sleeping by providing support and advice to people who need sustainable accommodation options to meet their housing needs. We will do this through our Homelessness Prevention Strategy 2018 - 2022 and supporting action plan. 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

We want all residents of the City of Wolverhampton to live longer and have a good quality of life. Being in good health for as long as possible (known as having a ‘healthy life expectancy’) will impact on relationships with family and friends, the ability to fully participate in the community, and contribute to the local economy. Staying in good health into older age is also closely related to how much support and care a person needs and their use of services such as adult social care.

The City of Wolverhampton is like many other local authorities in that it faces several entrenched health and wellbeing challenges. There are a number of factors, including both social and economic which strongly influence these challenges, making them very complex and difficult to tackle. We believe that a radically different approach is needed if we are to make sustained progress to enhance the wellbeing of our communities and reduce deprivation. Through our place based delivery model we will work with

communities to build on their strengths and assets to enable local people to make the changes they feel would be most suitable to their local area. Rather than prescribing solutions, the council will help to link need and resource together to make a greater impact and build an environment for communities to thrive.

People are now living longer and are more likely than ever to be living with multiple and complex health conditions. This has led to more people needing support from adult social care. As a result of this, the council are exploring new and innovative ways of supporting people to make the most of the resources available and enable local people to thrive and live more independent lives. Enabling people with learning disabilities, physical disabilities, mental health conditions and age-related frailty to live healthy and fulfilling lives is key to developing an inclusive, understanding society. Supporting residents to develop, regain or retain independence skills brings the best outcomes for our people and communities.

Strong, resilient and healthy communities

City priorities

How we will measure

Communities that support each other

We will continue to take a place-based approach which maximises the potential of communities through their assets and people. Local leadership is key to this, developing links across communities is vital in developing community resilience to reduce dependency on public services.

No. of residents who no longer live in an area in top 20% most deprived in England
Average life satisfaction score of Wolverhampton residents

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, in doing so, tackling inequality. We will improve our infrastructure and how we plan our city, to encourage active travel, promote the use of our city's world-class sporting facilities, as well as our beautiful parks and open spaces. We will continue to work towards increasing the proportion of children with a healthy weight by strengthening partnerships and networks across the city to prevent obesity.

% of children in reception year classified as overweight or obese
% of children in Year 6 classified as overweight or obese

A safer, more cohesive city community

Our Serious Violence and Exploitation Strategy will run from April 2019-2022, bringing together workstreams to tackle 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

Maintain independence for adults with care and support needs

Through digital inclusion, adaptive technology and a focus on the strengths of individuals, we will support residents to live independently and realise their full potential. Over 4000 local people have benefited from telecare since March 2016 and our ambition is to continue to grow the service and support a further 3000 people by 2022.

% of people receiving care and support in their own home
Number of adults over the age of 65 living in residential or nursing care
% of adults with a learning disability in paid employment (ASCOF)

Protecting the most vulnerable with the right care and support

Wolverhampton was the 18th best performing health and social care system at the start of April 2019 (up from 104th in April 2017) and is in the top quartile of health and social care systems nationwide. The number of people experiencing delays when ready for discharge from hospital in Wolverhampton, has fallen by over 70% in the last 24 months. We will 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 tackling the climate emergency

We will continue to safeguard our environment and ensure the City of Wolverhampton remains a vibrant, green city we can all be proud of. To achieve this, we will continue to work actively with our communities to increase sustainability and lead a whole city response to tackling climate change which endangers our planet, our nation and our city.

In July 2019 the City of Wolverhampton Council became the first local authority in the Black Country to declare a Climate Emergency. We have set the ambitious target of making the Council net carbon zero by 2028 and have already invested heavily in green technology, improving the energy efficiency of our assets and powering all Council buildings with renewable energy. We are making good progress and our climate footprint has reduced by 45% since 2013 but there is much more to do. Moving forward, we will continue to invest in the infrastructure our city needs to make the shift towards a low carbon society.

We will support great connectivity within our city through transport and digital infrastructure, whilst promoting the use of our natural open spaces, to better engage with our local people and ensure all our communities feel at home in their city. 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. It will improve access for residents and businesses via sustainable modes of travel, further strengthening our ambition to make Wolverhampton a city for everyone.

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 will continue to work 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.

Image: Wolverhampton Festival of Food and Drink, Wulfruna Street, July 2018

A vibrant, green city tackling the climate emergency

City priorities

How we will measure

Great culture, entertainment and pride in the city

We will continue to promote new events, and our green open spaces, to 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.

No. of people attending civic events
City centre footfall

A digitally enabled and inclusive city

Our digital infrastructure strategy will deliver smart technology into our city to improve connectivity and accessibility for all. We will continue to roll out 5G and futureproof our assets through initiatives such as smart enabled street lighting.

5G coverage
Internet Coverage by speed

A clean, welcoming and environmentally sustainable city

We will continue to lead a whole city response to tackle climate change, building on our Citizen Assembly held in February 2020 as part of our Future Generations: Our Climate Commitment Consultation. By working with partners to support the delivery of green technology, energy efficient buildings and the use of low carbon energy we will reduce the city's carbon footprint. 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.

Kilotons of CO2 emitted per head of population
Customer satisfaction with environmental services in the city

A well connected transport system

We will continue to deliver an ambitious transport capital investment programme to further improve our existing transport network. We will further embed sustainable low carbon modes of travel, building on our electric vehicle charging network and delivering our Active Travel strategy.

% of journeys to work made using sustainable transport

'Our Council' programme

All of this will be supported by the **'Our Council' programme**. This is our internal change programme which will help us drive organisational improvement and development. 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

We 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 wider economic benefits.



Our Data

We 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 Digital

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

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 WolverhamptonToday  @WolvesCouncil  WolverhamptonToday

City of Wolverhampton Council, Civic Centre, St. Peter's Square,
Wolverhampton WV1 1SH