



# OUR CITY: OUR PLAN

2024/2025

# FOREWORD

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

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

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

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

This year we've made major strides to secure our city's position as a growing green economy. Phase 1 of the

Green Innovation Corridor has been named as a major pillar of the West Midlands Investment Zone, whilst also securing further funding from Government through the Levelling Up Fund. Our long term vision for the Green Innovation Corridor builds on Wolverhampton's position as a centre for sustainable construction, and will create skilled jobs for local people in the emerging green economy.

We're continuing to accelerate our city centre regeneration to maximise its role as key driver of economic growth in our city, including hundreds of new homes at Canalside, new employment and leisure space at city centre west and the commercial district.

We secured the best possible deal for Wolverhampton through the West Midlands Deeper Devolution Deal. Bringing new investment, powers and control to the region which will support our ambitions for the city.

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



Councillor  
Stephen Simkins  
Leader of the Council



Tim Johnson  
Chief Executive

# INTRODUCTION

**Our City: Our 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 opportunities and success of our city.**

The city 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 together.

We will work with all of our partners to connect people, places and communities to unlock potential and create change. We will do this by using a systemic place-based approach within wards in the city, 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. Our focus will be on prevention and support and tackling the root causes to shape neighbourhoods around what people need.

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

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

All that we do as an organisation will be to support delivery of these priorities. Whilst they are presented as six separate priorities, they are interlinked and support one another. We cannot deliver in isolation, and we will continue to work as 'one council' and 'one city'. This plan is for residents, local businesses, people who work and visit here and all those providing services for the city. We will work alongside our partners to ensure that no community is left behind and that everyone can share and benefit from the opportunities being created in our city.

# OUR PRINCIPLES

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



## CLIMATE ACTION

The climate emergency remains one of the biggest long-term challenges facing the world today. Our climate change strategy 'Future Generations' sets a target to make the City of Wolverhampton Council carbon-neutral by 2028. We are committed to delivering on the recommendations of our Climate Citizen Assembly and to upholding the promises we made when the Council declared a climate emergency in 2019.



## DRIVEN BY DIGITAL

The city is at the forefront of digital infrastructure and innovation. Wolverhampton is one of the first cities in the world to host a 5G accelerator hub making us truly a world leader in emerging technology. Now more than ever digital skills and connectivity are vital to ensure our residents can access services, interact with friends and family, and enter the job market.



## FAIR AND EQUAL

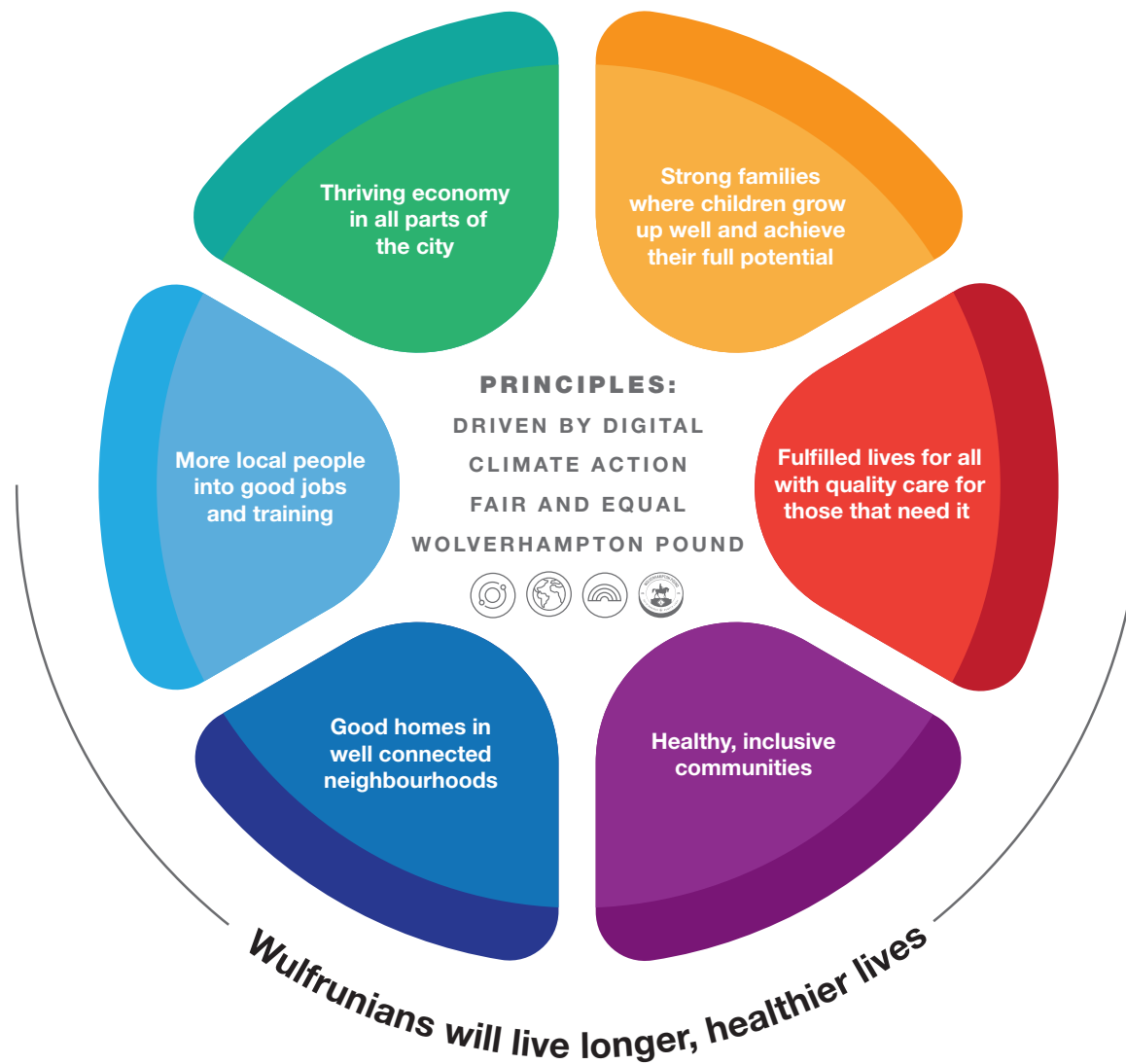
We will continue to tackle the inequalities in our communities which impact on the opportunities of local people. The Council's 'Excellent' rated equalities framework is at the heart of this plan. Everybody in our city, whatever their background, should have a pathway to achieve their potential and succeed.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



## WOLVERHAMPTON POUND

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

# OUR CITY: OUR PLAN



# We will deliver our vision and key priorities through:

## Our City Outcomes

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

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

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

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

### 3 Healthy, inclusive communities

- Support and protect residents from communicable diseases such as influenza and Covid by preventing, containing, and managing outbreaks
- Close the gap on healthy life expectancy
- Help people live happier more active lives
- Protect vulnerable people at risk of harm and exploitation
- Inclusive, welcoming communities where people feel safe and look out for each other

### 4 Good homes in well connected neighbourhoods

- Work together to deliver more new homes
- Safe and healthy homes for all
- Access to a secure home for all
- Clean, green neighbourhoods and community space

### 5 More local people into good jobs and training

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

### 6 Thriving economy in all parts of the city

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

## Our Principles



**CLIMATE ACTION**



**DRIVEN BY DIGITAL**



**(FAIR AND EQUAL**



**WOLVERHAMPTON POUND**

Measuring Success

Our Corporate Performance Framework



# 2023/2024 SNAPSHOT



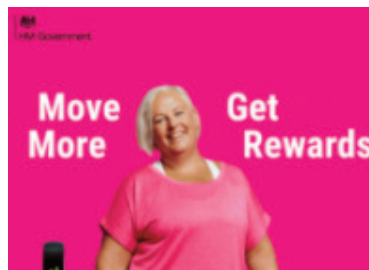
## FAMILY HUBS

We launched new Family Hubs network across the city, providing 'one stop shops' for guidance on a range of circumstances to support families through pregnancy and beyond, including infant feeding, mental health and wellbeing, health visiting support and parenting classes.



## STAYING CLOSE PROGRAMME

Wolverhampton joined the 'Staying Close' programme, which provides a package of support and guidance to young people leaving care, including ensuring they have accommodation, resources, and practical and emotional help provided by a member of staff from their former children's home, to help them thrive as independent adults.



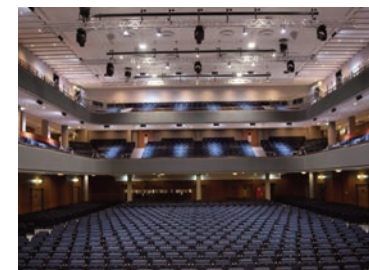
## BETTER HEALTH: REWARDS PROGRAMME

Wolverhampton was selected by government to exclusively pilot Better Health: Rewards, which allowed residents to earn points for completing health and wellbeing challenges, which they could then exchange for rewards including discounts for cinema or theme park tickets, and clothes or food vouchers.



## WOLVERHAMPTON BUSINESS WEEK

In September 2023, Wolverhampton celebrated its tenth anniversary, with hundreds of people from the city and beyond engaging in a wide range of events to support and celebrate local businesses.



## REOPENING OF THE HALLS WOLVERHAMPTON

Wolverhampton celebrated the completion of major construction works on The Halls Wolverhampton and the official handover of the iconic venue to world class operator AEG Presents UK. The venue opened to the public in May 2023.





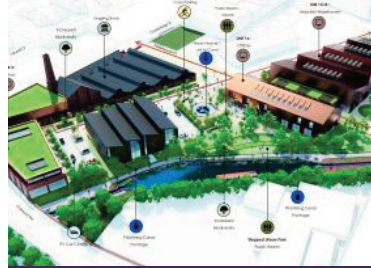
**CITY LEARNING QUARTER**

We have secured the main contract with our chosen constructor to ensure the new City Learning Quarter city centre site is completed for the start of the 2025/26 academic year. The site will establish transformational facilities for the City of Wolverhampton College, Adult Education Wolverhampton and Central Library.



**CANALSIDE TRANSFORMATION**

We have reached a major milestone in the Canalside regeneration plans after completing a land deal with developer Placefirst. The development will deliver a new canalside community as part of a wider regeneration project in the area, working alongside the Canal and River Trust and West Midlands Combined Authority.



**GREEN INNOVATION CORRIDOR**

We have secured Investment Zone status and up to £20 million of investment from Government to bring forward the Green Innovation Corridor. The GIC will drive the Green Industrial Revolution, building upon Wolverhampton's sustainable construction, green credentials and circular economy for transformation that will create quality jobs for local people.



**HYDROTREATED VEGETABLE OIL (HVO) TRIAL**

We are trialling the use of Hydrotreated Vegetable Oil (HVO) to fuel our fleet as a way of reducing carbon emissions. The trial, which involves different types of council vehicles, is aimed at exploring the use of HVO as an eco-friendly fuel in place of diesel. Initial results show that HVO consumption (miles per gallon) is similar to that of diesel, but the carbon emissions are around 90% reduced.



**COST OF LIVING SUPPORT**

Since 2020 we've awarded £15 million to help all those experiencing financial difficulties as a direct result of the cost of living crisis. This year we've again designated 20 warm spaces in venues across the city, supported homeless households evicted through the private rented sector, tackled bed poverty through our Good Night Project and provided energy support.



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

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

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

There is strong evidence to show that the first 1,000 days of a child's life have a profound effect on outcomes for that child's entire life. Well supported parents, good health advice and opportunities for high quality early learning provide the foundation all children need to be healthy and to make the most of their abilities and talents as they grow up. This is particularly important for disadvantaged children where support in the early years can have the greatest impact. Working with our city-wide network of partners we will continue to deliver integrated high quality early years support increasing the number of children who are school ready.

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

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

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

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

We continue to make real progress supporting some of our most vulnerable residents through our Supporting Families programme, working with families to improve their life chances. Moving forward we will continue to build on this to transform services which support families, investing in early help approaches, delivering services early through family hubs and intervening early to prevent problems developing or escalating. In July 2023 Wolverhampton was one of three areas in England chosen to deliver the Families First for Children programme. As a 'pathfinder' we will test new ways to reform the children's social care system, helping children to stay with their families in safe and loving homes, whilst protecting vulnerable children where and when needed. We want all children and young people to grow up in a safe and secure home, stepping in to safeguard and protect them when required to improve their long-term outcomes.

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

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

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

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

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

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

## Measuring Performance

In the Levelling Up White Paper (February 2022), the government have set out the following long term mission in relation to this area:

- By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.

## Key System Indicators

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

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

## Key Council Indicators

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

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



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

**We want all residents of the city to live independent lives for longer and to have a good quality of life.** Being in good health for as long as possible impacts on our relationships with family and friends, and our ability to fully participate in the community and to 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.

Through Adult Social Care we will continue to maximise people's independence and connect individuals with people and places that will help them to get on with their lives. Where people need formal support, that support will be shaped to focus on what a good life looks like for that individual and their family, recognising that each individual's needs will be unique to them. This can include support to engage in work, training, education, volunteering, or support to socialise with family and friends, maintain personal relationships and improve wellbeing.

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



We will continue to strengthen our health and care system through our Wolverhampton Cares programme which is our commitment as a Council to work with partners to support the city's care sector, care workers and family carers ensuring equality of access to high quality care for all. We will support our family and young carers by ensuring they are aware of the help and support that is available to them. We will work to improve access to and the provision of the best possible services by developing a Wolverhampton Cares set of standards.

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



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

Outcomes	Objectives	
<p><b>2.1 Build a resilient and responsive Health and Social Care system</b></p>	<ul style="list-style-type: none"> <li>• Support our partners to improve access to healthcare services and ensure the quality of those services.</li> <li>• Develop new ways to support care providers to recruit and retain staff to build a stable and sustainable care workforce in the city.</li> </ul>	<ul style="list-style-type: none"> <li>• Support health and care providers to build resilience and thrive in a changing health and care market.</li> <li>• Ensure the health and care system has the support, resources, skills, and capacity to deal with any future outbreaks of infectious diseases.</li> </ul>
<p><b>2.2 Maximise independence for people with care and support needs</b></p>	<ul style="list-style-type: none"> <li>• Connect more people to their communities and ensure they have easy access to information and advice when they need it.</li> <li>• Support people with care and support needs to live as independently as they can in their own homes, for as long as possible.</li> <li>• Supporting more people with care and support needs to have more choice and control and be able to live their idea of a good life.</li> <li>• Make sure people are able to leave hospital as soon as they are well enough with support from community care.</li> <li>• Support disabled and older people to regain their independence following time in hospital or personal crisis.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to invest in preventative services and technology to increase independence and reduce long term pressure on the health and social care sector.</li> <li>• Work with partners to tackle the barriers to sustainable employment and participation for disabled people.</li> <li>• Support families to build financial resilience and independence, so they can thrive.</li> <li>• Deliver services and systems that work for carers, support young carers, and recognise and support carers in the wider community</li> <li>• Build research and evidence to improve outcomes for carers.</li> </ul>

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

Outcomes	Objectives
<p><b>2.3 Work as a system to make sure people get the right support at the right time</b></p>	<ul style="list-style-type: none"> <li>• We will develop our local integrated care networks to provide responsive and integrated care linking primary care, community health services, mental health and social care.</li> <li>• Work across health and care to develop integrated and place-based care to support residents in their neighbourhoods, with a focus on prevention.</li> <li>• Work in partnership with local people to ensure health and care pathways are informed and co-produced by people with lived experience, under-represented and protected groups.</li> <li>• Safeguard adults whose circumstances make them vulnerable and protect them from harm.</li> </ul>

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

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

## Measuring Performance

In the Levelling Up White Paper (February 2022), the government have set out the following long term mission in relation to this area:

- By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
- By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.

## Key System Indicators

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

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

## Key Council Indicators

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

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



## HEALTHY, INCLUSIVE COMMUNITIES

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

The City of Wolverhampton is similar to most local authorities in that it faces common public health challenges. These include high obesity and physical inactivity levels, smoking, alcohol misuse and a high prevalence of long-term conditions. Our City Lifestyle Survey has helped us to better understand the complex health landscape in Wolverhampton, and what we can do as an organisation to improve health outcomes.

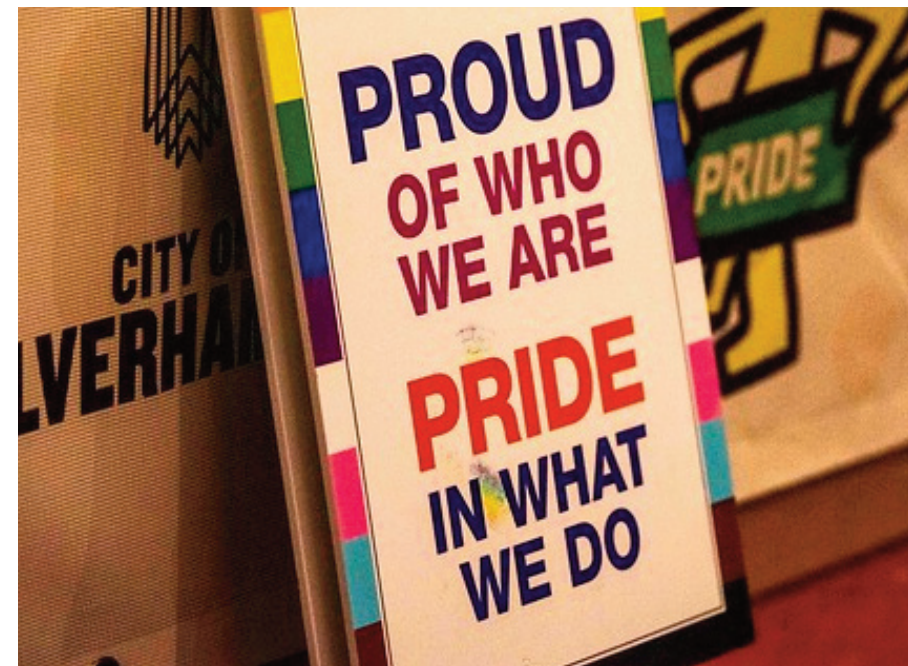
There are a number of factors which strongly influence these challenges, meaning tackling them requires an innovative multi-agency response building on our established strong partnership working practice, and with local people at the centre of this approach.

Community empowerment is central to these efforts. We are committed to further embedding an approach which builds on local assets and works with local people to ‘co-produce’ sustainable solutions to local issues, creating capacity, sustainability and resilience. Alongside this we will continue to engage with communities to assess the longer-term impacts of the Covid-19 pandemic and the current cost of living crisis on their mental health and wellbeing and roll out new initiatives which support local people to be active and well.

We will continue to work with our partners to support safe, inclusive and connected neighbourhoods to thrive. We recognise that some groups of people face additional barriers or challenges, such as those who experience domestic abuse or are vulnerable to exploitation. Together we will ensure vital safeguarding responses are in place to protect those who need us most.

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

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



## Healthy, inclusive communities

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



## Healthy, inclusive communities

Outcomes	Objectives	
<p><b>3.3 Help people live happier more active lives</b></p>	<ul style="list-style-type: none"> <li>• Work with partners, including our grass roots sports organisations, to create a city where everyone can be physically active.</li> <li>• Maximise the use of our city's green spaces to get Wolverhampton moving more.</li> <li>• Upgrade our council leisure facilities and offer so that residents have first class facilities.</li> <li>• Apply the learning from the successful pilot of the Better Health: Rewards programme and create further opportunities to increase physical activity participation rates, informed by behaviour change methodologies.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with partners from across the city to develop a strategic mental health and wellbeing framework for Wolverhampton outlining the actions we will take together to make sure local people can feel good and function well in our communities.</li> <li>• Work with partners to reduce the prevalence of smoking across Wolverhampton, supporting the Government's ambition for a 'Smokefree Generation'.</li> <li>• Support behaviour change through the commissioning of tier 2 adult weight management and smoking cessation services in partnership with the local NHS.</li> </ul>
<p><b>3.4 Protect vulnerable people at risk of harm and exploitation</b></p>	<ul style="list-style-type: none"> <li>• Safeguard young people on the cusp of, or at risk of, becoming involved in youth violence and/or exploitation.</li> <li>• Increase identification, reporting and recording of modern slavery to protect victims and disrupt offenders.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase early identification of domestic abuse reporting to ensure that victims are supported at the earliest possible point.</li> </ul>
<p><b>3.5 Inclusive, welcoming communities where people feel safe and look out for each other</b></p>	<ul style="list-style-type: none"> <li>• Growing voluntary and community sector which supports local people to thrive in their communities.</li> <li>• Develop multi-agency approaches to tackle and reduce Hate Crime based on a zero-tolerance approach: crime targeted at people because of their race, religion, disability, sexual orientation or transgender identity.</li> <li>• New and transient communities are welcomed into the city; people can resettle as equal citizens and/or feel safe when visiting.</li> </ul>	<ul style="list-style-type: none"> <li>• Raise community confidence and reduce the fear of crime using our relationships with partners and communities as well as our physical assets including the built environment.</li> <li>• Target hyper local areas of high deprivation working collaboratively with system partners and co-producing interventions with residents and communities contributing to wider ward based interventions.</li> <li>• Embed Love Your Community to increase community connections and pride.</li> </ul>

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

- Help our city effectively manage the risk from communicable diseases by working with partners to prevent, contain and manage outbreaks, including the promotion of vaccinations, treatments, education and awareness to keep people safe from harm.
- Implement Health and Wellbeing Together board's Physical Activity Strategy.
- Take action to improve mental health and wellbeing in the city including support for working age adults and isolated older people.
- Coordinate and commission targeted, multi-agency preventative interventions to safeguard those on the cusp of, or at risk of, becoming involved in exploitation and youth violence, and victims of domestic abuse and modern slavery.
- Refresh the current interpersonal violence strategy ensuring the voices of victims and survivors of violence and abuse are central in determining priorities.
- Deliver targeted, partnership interventions to tackle the harm caused in our families through alcohol and drug abuse.
- Utilise the findings from our updated Joint Strategic Needs Assessment to focus on shared priorities which tackle health inequalities and improve outcomes for our city's residents.
- Fund your local GP to carry out a healthy heart check for all eligible residents aged 40 and over to help identify health risks such as high blood pressure and cholesterol levels and also provide advice to keep all residents healthy.
- Aim to increase cancer screening uptake across bowel, breast and cervical cancer screening programmes through working with our colleagues in the NHS and respective cancer screening hubs.
- Work with partners to deliver targeted, multi-agency interventions in our most deprived neighbourhoods and streets to transform the livelihoods of local families and individuals in the places they live.
- Develop a Voluntary and Community sector strategy to enhance partnership working and focus on supporting the sector to grow and thrive.
- Sign up to the national Prevention Concordat for Better Mental Health to galvanise system wide commitment to strengthening protective factors, reducing risk factors and reducing mental health inequalities across the city.
- Work with partners to ensure residents have equal and fair access to all wellbeing support services.

## Measuring Performance

In the Levelling Up White Paper (February 2022), the government have set out the following long term mission in relation to this area:

- By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
- By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
- By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.

## Key System Indicators

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

- Hypertension prevalence
- Diabetes prevalence
- Coronary Heart Disease prevalence
- Chronic Kidney Disease prevalence
- Stroke prevalence
- Dementia prevalence
- Alcohol specific mortality per 100,000
- % of physically inactive adults (Public Health Outcomes Framework)
- % of less active children (Active Lives Survey)
- % Domestic Abuse related incidents and crimes
- Suicide rate (all persons) per 100,000

## Key Council Indicators

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

- % of 40-74 years attending offered health checks
- Number of individuals in treatment for alcohol (increase)
- Number of successful completions of alcohol treatment (no representation - increase)
- Number of alcohol detoxes (increase in referred, initiated and completed)
- WV Active membership numbers with breakdowns by - long term health conditions, disabilities, low-socioeconomic groups, minority ethnic groups.
- Number of 'free' activities for CYP in the city and uptake by - long term health conditions, disabilities, low-socioeconomic groups, minority ethnic groups
- Number of referrals to physical activity opportunities by a health professional
- Number of people receiving specialist domestic abuse support in the community to prevent further harm
- Number of domestic abuse cases referred to Multi Agency Risk Assessment Conference (MARAC)



## GOOD HOMES IN WELL-CONNECTED NEIGHBOURHOODS

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

Key to achieving this ambition is to ensure that we have enough homes to meet local need and to attract new people to live and work in the city. Following the achievements of the Housing Strategy 'Better Homes for All' 2019-2024, we are developing our refreshed Housing Strategy to set out how we will continue to develop our partnerships to increase housing development, improve quality, choice and affordability of homes on offer so that our housing market meets the needs and aspirations of existing and future residents.

The city has been named one of the top UK cities to raise a family and over 600 new homes were built last year in the city. We are delivering our ambitious plans to revitalise our city centre with a new high quality living offer at key sites including The Royal, Brewers Yard and Canalside South which will increase footfall, diversify our city centre offer and support local businesses to grow. Through our own council led new build, housing regeneration and council owned housing company WV Living we will support the development of new homes. We will continue to ensure that new housing developments have the right housing to support older, disabled and vulnerable residents.

We are continuing to drive up the quality of existing housing in the city, so all residents have a safe and healthy home. Working with private landlords and tenants to improve the standards of housing and security of tenure in the private rented sector. We are pushing forward with ambitious plans to transform our housing estates with new homes, refurbished housing, and improved leisure space.

Focusing on just the number of new homes is not enough. That is why we will continue to raise the quality of life for all our residents by ensuring neighbourhoods in the city are places of opportunity with good quality education, excellent transport links and local health services close by. Good local amenities and services are a key component to growing resilient, inclusive communities, helping to reduce isolation, and building connections that enable residents to support each other.

We will continue to protect and invest in our parks and green open space. The benefits of spending time outside are widely recognised, with access to green spaces, including trees and woodland, proven to improve both our physical and mental wellbeing. Access to green spaces can encourage physical activity and help reduce obesity, relieve stress, encourage social interaction and improve quality of life.

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

We are committed to ending rough sleeping in the city and through our Homelessness Prevention Strategy we will tackle the underlying causes which can lead people to become homeless, including mental health, family breakdown, substance misuse and poverty. Working with our public, private and voluntary, community and social enterprise (VCSE) partners to offer early assistance and timely advice to help people secure suitable accommodation and support services which enable them to live independently and to stay in their own homes. This will include continuing our successful work through the Housing First programme which has supported 48 people into secure tenancies since its launch.

## Good homes in well-connected neighbourhoods

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

## Good homes in well-connected neighbourhoods

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

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

- Deliver over 1,000 new low carbon homes and thousands of new local jobs at our Canalside South development – one of the largest city centre residential developments in the West Midlands.
- Increasing the pace and scale of council house new build by bringing forward suitable sites and promoting a supply of homes that meet the needs of those residents in the greatest housing need.
- Boldly plan a programme of renewal and targeted interventions that replaces defective council homes with new homes fit for the future. Aligning ourselves to maximise regeneration funding and investment opportunities.
- We will redevelop over 1,000 non-traditional properties using energy efficient modern methods of construction, transforming Heath Town estate and New Park Village.
- Use our Council owned housing company, WV Living, to build new homes, and require that any external contract appointments evidence a commitment to the training and employment of local people.
- Continue to progress the Wolverhampton Local Plan to make sure we have the right site opportunities available to help meet our long-term housing needs.
- Help rough sleepers rebuild their lives and send out a clear message that no-one needs to sleep out on our streets with £4.5 million investment in a new, city centre hub and multi-agency support team.
- Continue to deliver our Housing First programme to support people with a history of entrenched rough sleeping to access secure homes with intensive wraparound support, so they can start to rebuild their lives.
- Switch all 30,000 street-lights across our city to energy efficient LED lighting with smart sensors - saving around 4,000 tonnes of carbon a year.
- Tackle fly-tipping in our city through partnership working keeping our neighbourhoods clean and green.
- Work to resettle and integrate refugees in the city utilising affordable and sustainable privately rented accommodation.
- Improve the city's transport infrastructure with investment in new, major schemes such as the City East Gateway, investment in upgrading existing infrastructure and investment in digital and new technology.



## Measuring Performance

In the Levelling Up White Paper (February 2022), the government have set out the following long term mission in relation to this area:

- By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
- By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government's ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.

### Key System Indicators

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

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

### Key Council Indicators

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

- % of planning application decisions made with 13 weeks or agreed timescales
- % of planning application decisions made with 8 weeks or agreed timescales
- Number of homeless families moved into secure housing
- Average time spent in temporary accommodation
- Energy efficiency of housing stock
- Carbon reduction against 2024/25 target
- Number of council homes where energy performance has been improved through retrofit programmes
- % fly tipping incidents on CWC land resolved in 5 working days
- % of recycled and composted household waste
- % of trees on public land inspected every two years
- % of carriageways in city assessed as high quality



## MORE LOCAL PEOPLE INTO GOOD JOBS AND TRAINING

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

Wolverhampton is home to thousands of businesses which offer a range of fantastic employment opportunities. Skill levels in the city have been steadily increasing with the numbers of local people securing higher level qualifications at record numbers. However, there remain areas for improvement and the current education, skills and employment system in the city faces a number of challenges arising from a legacy of deindustrialisation, low aspirations, pockets of entrenched worklessness, relatively low pay, low skill levels and more recently the impact of the Covid-19 pandemic and cost of living crisis. We also know that some of our residents face a range of barriers to employment from poor health to caring responsibilities.

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

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

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



## More local people into good jobs and training

Outcomes	Objectives	
<p><b>5.1 Help create good quality local jobs</b></p>	<ul style="list-style-type: none"> <li>• Ensure investment in the city increases the number of quality jobs for local people.</li> <li>• Incorporate and monitor social value/local employment clauses through the council's supply chain.</li> <li>• Leverage agreements with investors and partners to maximise benefits for local people, including by securing the delivery of S106 skills and training opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Through our business growth programme develop those sectors of the economy which offer the best employment opportunities for our residents.</li> <li>• Work with our public sector partners and the Wolverhampton Anchor Network to set a high standard for employment across the city.</li> </ul>
<p><b>5.2 Work in partnership to support local people into work and better jobs</b></p>	<ul style="list-style-type: none"> <li>• Continue to work with partners to ensure that employment support in the city is joined up and new national programmes complement existing local activity.</li> <li>• Establish clear pathways and entry routes for unemployed adults, particularly those from under-represented groups to access employment in growth sectors or where there are skills shortages.</li> <li>• Build on the city centre Wolves at Work Youth Hub and Adult Hub using our community venues to deliver co-located employment and skills support to residents in their local areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Grow and diversify our adult and community education offer to support local people to develop digital and other skills to increase their employability and wellbeing.</li> <li>• Provide wrap around support and dedicated work coaches for local people looking for work or to retrain through our Wolves at Work programme.</li> <li>• Provide a one stop shop for employment and skills support in the city through our Wolves Workbox digital platform, making easier for local people to find advice and support.</li> <li>• Work with employers and other city partners to champion inclusive employment practices to ensure there is a pathway to success for all residents in our city.</li> </ul>

## More local people into good jobs and training

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

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

- Increasing employment in our city with new job, training and apprenticeship opportunities through our Wolves at Work programme.
- Futureproofing our skills system through the City Learning Quarter, a partnership between the City of Wolverhampton Council and Wolverhampton College, which will establish a skills and learning hub, safeguarding hundreds of jobs and increasing footfall in the city centre, as the scheme will see thousands of students located at the new city centre campus.
- Continuing to deliver jobs and opportunities for city residents through our employment and skills programmes. Providing one to one employment support for job seekers of all ages, plus targeted support, e.g. over 50s; people with disabilities.
- We will work with partners in communities to ensure that support is inclusive, and reaches the most vulnerable and furthest away from the jobs market.
- We will support the participation of our young people aged 16 to 19 into education, employment or training, supporting those at risk of NEET and those who drop out of education or work to re-engage.
- We will offer specialist training in key economic sectors or in sectors where recruitment of appropriately qualified staff is particularly acute, e.g. childcare.
- We will offer skills training to those residents whose learning needs are unmet by existing programmes.
- Through our Wolverhampton Anchor Network, we will develop skills plans for the health and wellbeing, cultural and creative and green sectors in the city, so we can align training and education opportunities to the industries of the future.
- Continuing our specialist employment support programmes for our most vulnerable residents, including adults with learning disabilities.

## Measuring Performance

In the Levelling Up White Paper (February 2022), the government have set out the following long term mission in relation to this area:

- By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.

## Key System Indicators

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

- Number of working age adults (16-64) claiming unemployment benefits
- Number of young adults (18-24) claiming unemployment benefits
- Levels of 16-17 year olds Not in Education, Employment or Training

## Key Council Indicators

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

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



## THRIVING ECONOMY IN ALL PARTS OF THE CITY

**Our approach to economic growth is centred on a principle of ‘good growth’. This means achieving both the right quantity and the right quality of growth;** creating a strong, productive and resilient economy where a radical uplift in business competitiveness, productivity and profits goes hand in hand with access to good jobs that pay higher wages, and where all residents have access to opportunity and enjoy improved quality of life.

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

We are launching our new Business Growth Offer which will work in partnership with Business Growth West Midlands and other public and private business support providers to help businesses increase their productivity through investing in new technology, new products, processes and employee skills. Support is available to help businesses to invest to create growth and new jobs. SMEs are the backbone of our economy and are critical to closing the city’s productivity gap with London and the South East of England.



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

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



## Thriving economy in all parts of the city

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

## Thriving economy in all parts of the city

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

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

- First class economic growth support with a focus on the issues most important to local businesses, including: access to finance, net zero transition, workforce planning, innovation and accessing new markets.
- Leverage the Wolverhampton Pound's spending power so millions more are spent in our city to create job and business opportunities.
- Speed up the roll out of ultra-fast broadband and 5G to every home and business in our city and develop the region's first super-smart networked council tower block to help hundreds of residents access health and wellbeing support and jobs.
- Supporting local businesses with £381,000 of grant funding to support SME growth and investment in net zero innovation
- Utilise £6m of investment from the Future High Streets Fund to develop the Bell Street Box Space to draw in an estimated 250,000 visitors to the city centre a year.
- Launch our new strategic economic plan for the city, our Good Growth strategy setting out future growth sectors, skills needs and infrastructure investment.
- Bring in hundreds of thousands of visitors a year and millions of pounds to the local economy with a new five-year 'Event City' plan, supported by first class cultural venues and multi-million pound investment in new public spaces.
- Deliver thousands of new, local jobs by expanding i54, growing our commercial district, building 10,000 new homes and developing new employment land covering the same area as 77 football pitches.
- Deliver our Bilston Health and Regeneration programme which includes the Bilston Health and Wellbeing Hub. As well as improvements to the Town Centre this will bring new commercial space, market enhancements, public realm comprising pocket park and urban garden, complemented by active travel.
- Deliver the £3 million Wednesfield Towns Fund which aims to boost the high street by providing enhancements to the public realm, shop fronts and market, increasing footfall, job retention and improved connectivity.

## Measuring Performance

In the Levelling Up White Paper (February 2022), the government have set out the following long term missions in relation to this area:

- By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
- By 2030, domestic public investment in R&D outside the Greater Southeast will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
- By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
- By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.

## Key System Indicators

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

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

## Key Council Indicators

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

- Wolverhampton based businesses supported by the Council
- Number of new investment opportunities generated by the Council

## OUR COUNCIL

To deliver our ambitions for the city and the priorities set out in this plan, the council needs to ensure it has the right people, technology, assets and resources. The Our Council priority sets out six workstreams to achieve this;



### Our Assets

Sustainable assets which support our workforce, partners and communities.



### Our Data

Evidence led decision making and analytics with robust performance framework.



### Our Digital

Maximise how we use digital and other technologies to deliver better services and outcomes.



### Our Money

Financially sustainable making the best use of our resources ensuring timely, transparent and accountable local decision making and governance.



### Our People

Retain and attract the best talent, support all of our workforce to develop in an inclusive organisation.

## OUR CUSTOMER PROMISE

**We recently published our Customer Experience Strategy, which sets out a framework for how we will work as One Council to deliver first class customer services to our communities.**

Our motivation is simple; we want to make sure our services deliver what our customers really want, when they want it, and that they are able to access those services in a way that suits them best.

**To support our Customer Promise we will deliver five overarching priorities:**

- Provide a seamless customer journey;
- Design customer centred services;
- Unlock the power of data and digital;
- Deliver value for money;
- Provide inclusive and accessible services for all.



# DELIVERING BEST VALUE FOR WOLVERHAMPTON

**A key role for us at the City of Wolverhampton Council is to ensure we are delivering best value to our residents, businesses, partners, and City. We will do this by supporting delivery of Government's Best Value Duty:**

- 1. Continuous improvement:** Make arrangements to secure continuous improvement in performance and outcomes.
- 2. Leadership:** Ensure political and administrative leaders have a clear vision and set of priorities for their area, to build local economic growth, social cohesion and a healthy local democracy.
- 3. Governance:** Have clear and robust governance and scrutiny arrangements in place that are fit for purpose, appropriate to the governance arrangements adopted locally (executive/committee system), understood by politicians and staff alike and reviewed regularly.
- 4. Culture:** Ensure that our organisational culture is determined by our shared values, ethics and beliefs, how decisions are made, as well as how elected members and officers behave, interact and carry out their roles.
- 5. Use of resources:** Ensure we have an effective internal control environment to safeguard the use of resources, and clear and effective processes to secure value for money.
- 6. Service delivery:** Provide services at a comparable level to other authorities of a similar size and location when benchmarked.
- 7. Partnerships and community engagement:** Demonstrate a clear understanding of and focus on the benefits that can be gained by effective collaborative working with local partners and community engagement in order to achieve its strategic objectives and key outcomes for local people.



## OUR PARTNERS

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

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

Our ask of city partners;

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

## PRIDE VALUES

P

Put people first

R

Raise the city's profile and reputation

I

Inspire trust and confidence

D

Deliver together

E

Empower people to innovate

### Key Council Indicators

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

- Gender pay gap of council employees
- Ethnicity pay gap of council employees
- Customer Service call wait times
- Sickness absence rates
- Employee turnover rate
- Spend with local businesses

## MONITORING AND EVALUATION



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

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

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

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

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

**wolverhampton.gov.uk** 01902 551155

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