

Transforming Our City

Our Corporate Plan 2016-2019



Transforming

Our City

Introduction

Our Corporate Plan sets out how we will deliver better outcomes for residents and businesses in the City of Wolverhampton. It is also the cornerstone of our transformational plans to build an ever more *Confident, Capable Council*.

At its heart is our desire to deal with the things that really matter to local people. We will do this by working together with city, regional and national partners to create an even stronger economy and more resilient communities, building on the solid foundations laid in recent years.

It prioritises economic development and regeneration to bring jobs, growth and opportunity to local people and businesses. It will also tackle some of the social challenges the city faces. Safeguarding the most vulnerable people in our communities continues to be a top priority



for the council alongside transforming the aspirations of residents and valuing fairness and equality in everything we do.

This plan is consistent with, and complements, the City of Wolverhampton's Vision 2030 – a strategic blueprint commissioned by the council and developed in close collaboration with key partners. It's about achieving real outcomes for the citizens of Wolverhampton and is underpinned by solid and sustainable plans, ensuring that the council can be held to account for what it has promised to deliver.

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

Performance will be monitored on a quarterly basis using a new digital performance management tool and reported to Scrutiny Board and Cabinet Performance Management Panel.

Our Corporate Plan

Working as one to serve our city

Place Stronger Economy

Delivering effective core services that people want	An environment where new and existing businesses thrive	People develop the skills to get and keep work
Keeping the city clean	Developing a vibrant city	Improving our critical skills and employability approach
Keeping the city moving	Supporting businesses, encouraging enterprise and attracting inward investment	
Improving the city housing offer		

People Stronger Communities

People live longer, healthier lives	Adults and children are supported in times of need	People and communities achieve their full potential
Promoting and enabling healthy lifestyles	Safeguarding people in vulnerable situations	Challenging and supporting schools to provide the best education for children and young people
Promoting independence for older people	Strengthening families where children are at risk	Enabling communities to support themselves
Promoting independence for people with disabilities		Keeping the city safe

Confident, Capable Council Stronger Organisation

Future Council - stronger council ready and able to deliver change



A stronger economy

The City of Wolverhampton is an ambitious city with big plans. We have strong foundations to build on. We are **one of the top ten fastest growing areas in the UK for economic growth** and **billions of pounds of investment** are either planned or being spent across the city.

However, we also have significant challenges that we are determined to tackle. We have the highest proportion of adults with no qualifications in the UK and are the tenth most deprived area based on employment levels. That's why driving economic investment and growth, improving skills and creating jobs are central to the whole of our corporate plan.

Local residents and businesses must benefit from the growth that we will experience over the coming years. We will create an environment where new and existing businesses thrive and people can develop the skills they need to get and keep work and secure better-paid jobs.

Keeping the city moving and improving our

connectivity to the wider UK economy through free-flowing roads and easily accessible public transport are key to our growth strategy. We will also create a cleaner, greener city with a vibrant, attractive city centre that people are keen to visit and welcoming neighbourhoods in which people are proud to live.

Housing growth and choice – boosted by an innovative, new council-owned housing company delivering 1000 homes in the next five years – will encourage more people to set down their roots in the city, further contributing to economic growth.

Our 25 outcomes show how we intend to deliver these broad ambitions, in close collaboration with city partners.



Delivering effective core services that people want

An environment where new and existing businesses thrive

People develop the skills to get and keep work

Keeping the city clean

Improvements to our streets and green spaces will forge greater pride in our city and improve the quality of our local environment.

By 2019/2020 we will:

- have welcoming neighbourhoods and an attractive city centre by making them cleaner and greener
- encourage community engagement and pride in neighbourhood cleanliness
- safeguard our environment and reduce waste by increasing residents' and businesses' recycling and reuse rates
- have good and improving air quality in the city.



Keeping the city moving

Our transport networks are major assets which need to be maintained and developed so that people and goods can move safely and efficiently.

By 2019/2020 we will:

- drive economic growth across the city and the wider region by investing in an effective and integrated transport network
- have a well maintained highway network boosted by an integrated approach to traffic management across the city and wider Black Country region
- reduce the city's dependency on cars by providing improved facilities for alternative modes of transport.



Improving the city housing offer

Improving the quality and supply of housing for current and future residents is essential to encourage investment and active participation in our communities.

By 2019/2020 we will:

- have better quality housing by delivering new homes, supported housing, increased private renting and sale through our council-owned company
- build affordable council housing and new starter homes for people on lower incomes in areas where people want to live
- ensure that prospective tenants can “rent with confidence” from private landlords who will be supported to improve the quality of homes
- reduce the risk of becoming homeless by supporting vulnerable people with advice and guidance



- increase the availability of homes within the city by bringing empty properties back into use quickly.

Developing a vibrant city

The council and its partners have a distinctive offer to attract investment, developers, new occupiers and visitors to the city.

By 2019/2020 we will:

- transform gateways to the city to improve first impressions
- have a leisure, retail, visitor and cultural experience to be proud of
- have well-designed, safe public spaces where people want to walk, meet and relax
- prepare key sites to attract major investment and development by leading companies to create new jobs
- deliver good quality, sustainable urban design based on ‘smart city’ principles.



Supporting businesses, encouraging enterprise and attracting inward investment

Our city will be a place that is attractive to new companies, where business can innovate and grow and new forms of entrepreneurship are encouraged.

By 2019/2020 we will:

- be well positioned within the UK and overseas as a “location of choice” for trade, conferencing and inward investment
- support local businesses and entrepreneurs to grow, prosper and innovate
- strengthen local supply chains and job opportunities.

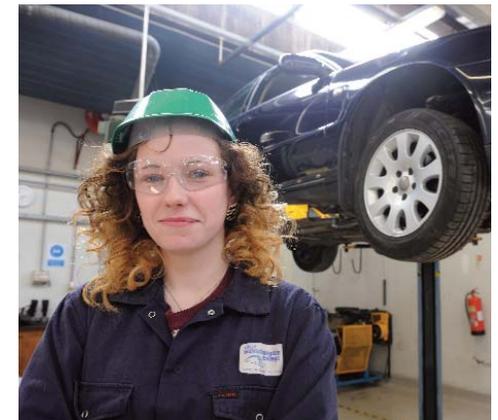


Improving our critical skills and employability approach

We want more people to be in employment with better-paid jobs. By working with partners, we will increase opportunities for local residents.

By 2019/2020 we will:

- have a joined-up skills and employment service which will give people of all ages access to career guidance and a range of routes into work
- have fast-track programmes that help prepare local people to compete successfully for new job opportunities
- encourage more local businesses to participate in skills, education, employment and corporate social responsibility programmes
- be a dynamic regional centre for learning, training, creativity and innovation
- increase the number of people with digital and financial skills.



Building even stronger communities

The City of Wolverhampton's greatest asset is its people. New ways of working aimed at transforming service delivery are central to building even stronger communities.

We are moving at pace to develop and implement new models of commissioning that deliver services more efficiently and, most importantly, improve outcomes for service users.

Our focus has shifted to early intervention and prevention, in order to help strengthen families and promote greater independence for vulnerable and older people.

By making early intervention a key strategic priority we are more able to prevent problems from escalating and manage demand for core services by helping and supporting families and individuals of all ages to live trouble-free and independent lives.

Not only will this approach help the council live within its means, more importantly, it will improve the lives and futures for thousands of families and vulnerable people.



People live longer, healthier lives

Adults and children are supported in times of need

People and communities achieve their full potential

Brighter futures for our youth – boosting educational quality, attainment and skills from early years to post-16 education – are also critical to transforming the city. We will challenge and support schools to help young people achieve their maximum potential, opening up new opportunities and broadening horizons for the next generation of Wulfrunians.

The city already has some of the most cohesive communities to be found anywhere in the country. A priority for the Corporate Plan is to improve the individual resilience and wellbeing of residents.

Successful partnerships between the council, health, police, voluntary, community and private sectors are essential to the successful delivery of

our plan and to tackling the social challenges in the city. Increasingly, collaboration, co-production and shared services will be the order of the day, building on the achievements we have already delivered through our Multi-Agency Safeguarding Hub (MASH) and Youth Offending Team.

These 28 outcomes detail how we will deliver our priorities and build even stronger communities in the City of Wolverhampton.

Promoting and enabling healthy lifestyles

Tackling lifestyle issues will improve quality of life, reduce the time spent with illness and have a positive effect on life expectancy in the city.

By 2019/2020 we will:

- have fewer smokers in the city
- have more families supported to reduce obesity
- have fewer people with harmful drinking habits in the city through earlier identification and intervention
- help more people to live healthier lives through access to preventative health advice.



Promoting independence for older people

Older people in the city are able to live full and active lives, with support where necessary to promote independence and choice.

By 2019/2020 we will:

- be a welcoming place for older people with information and advice locally available
- enable people to be supported at home through integrated health and social care
- enable older people to live independently with more choice and control over their daily lives.

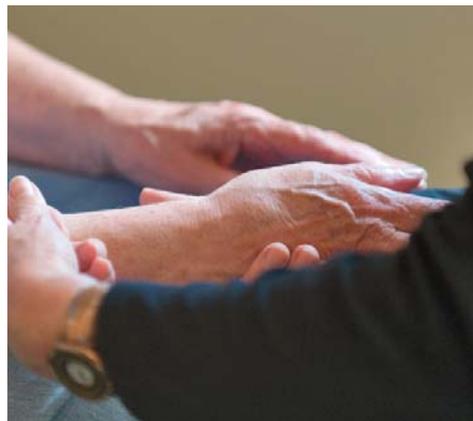


Promoting independence for people with disabilities

Vulnerable people are able to live independently and have choice and control over their lives.

By 2019/2020 we will:

- increase access to early intervention and prevention services to improve resilience and mental wellbeing of children and young people
- maximise the independence of children and young people with a disability or a special educational need by ensuring they have a personalised Education, Health and Care Plan
- maximise access to post-16 education and employment opportunities for young people with disabilities and mental ill health through a transition pathway
- support vulnerable adults to live more independently.



Safeguarding people in vulnerable situations

Vulnerable people in the city will have the support and protection they need to improve their life chances and ensure they feel safe in their community.

By 2019/2020 we will:

- continue to identify and protect children at risk of harm
- prioritise early identification and protection of young people at risk of child sexual exploitation
- enable vulnerable adults to feel safe within their community.



Strengthening families where children are at risk

Targeting effective early help and support will strengthen families, keep children and young people safe and improve their life chances.

By 2019/2020 we will:

- ensure that children and families have swift and co-ordinated access to the right services at the right time
- achieve positive and sustained change by working with the whole family
- safely prevent family breakdown by supporting children and families.



Challenging and supporting schools to provide the best education

Raising expectations, securing swift school improvement and ensuring there are sufficient school places and resources to support children's learning are essential to providing the best education for our young people.

By 2019/2020 we will:

- encourage a strong local school-to-school support network that drives up standards and attainment
- have a robust, targeted and proportionate programme to challenge and support schools across the city
- ensure every resident who wants a school place in the City of Wolverhampton for their child is offered one and that the majority receive their preferred choice
- ensure that pupils in need of support receive the maximum benefit from additional government funding in our maintained schools
- be sustaining the delivery of excellent education, training and employment outcomes for our young people through strong professional relationships
- ensure that vulnerable children and young people receive suitable education in local schools or effective alternative provision.



Enabling communities to support themselves

Supporting communities to develop local support will build resilience in the city.

By 2019/2020 we will:

- maximise income and independence by ensuring people have access to information and advice
- ensure people can easily find local support, preventative and universal services in their local communities
- encourage people and communities to play an active part in delivering the best services possible for our city.



Keeping the city safe

A safe city creates a stable economic climate and a vibrant night-time economy which in turn improves the experience of residents, workers and visitors.

By 2019/2020 we will:

- improve outcomes for families affected by domestic violence by ensuring earlier access to information, advice and support services
- increase community cohesion through active citizenship
- give victims of youth crime a greater voice in the justice system.



Delivering a confident, capable council

Our mission, “working as one to serve our city”, is the starting point for our approach. It provides the “golden thread” to all that we do.

It also helps us to understand that we have a common purpose and that working in isolation is no longer acceptable.

Excellent performance starts with having a clearly articulated corporate plan, which sets out what our strategic priorities are for the city – a stronger economy, stronger communities, supported by a Confident, Capable Council.

Delivering a Confident, Capable Council is about being professionally excellent in all that we do – put simply, it’s having the right people, with the right skills, doing the right things at the right time.

This Confident, Capable Council priority is underpinned by the C3 transformation programme – a rigorous and robust process put in place to drive service improvement and transform the way the council works.



Future Council – stronger council ready and able to deliver change

There are seven strands to the programme:

- **Future Customer:** becoming more customer-focused and communicating effectively with our communities, businesses and key stakeholders
- **Future People:** creating a skilled, flexible workforce, increasing employee engagement, developing a can-do culture and living our core behaviours
- **Future Performance:** improving the performance of the council in line with our priorities and making effective decisions based on robust evidence, supported by accurate and up-to-date information
- **Future Works:** making use of new technology and a “digital by design” ethos to redesign and improve services, reduce bureaucracy and cost
- **Future Practice:** creating a strong culture of compliance with effective governance throughout the organisation and working in a consistent way to maximise efficiency, manage risks and reduce bureaucracy.
- **Future Money:** making the most efficient use of our financial resources, including delivery of the medium-term financial strategy
- **Future Space:** maximising the use and potential of the council’s physical assets, ensuring a better experience for our customers.

Future Customer

High quality customer services provide easily accessible services and information promptly, in a way that reflects customers' choices, needs and circumstances.

By 2019/2020 we will:

- deliver responsive, joined-up and inclusive services that put the user at the heart of all that we do
- provide first-time resolution across more service areas and timely updates to customers when enquiries require further investigation
- have the right skills and abilities to deliver effective, customer-focused services
- use real-time, operational information to proactively improve service delivery.



Future People

Creating a skilled, flexible workforce, increasing employee engagement and developing a can-do culture.

By 2019/2020 we will:

- have an even safer, legally compliant working environment for employees
- enhance performance, productivity and efficiency by providing support to employees to ensure their health and wellbeing
- have a leadership development plan and workforce strategy to help the organisation deliver the Corporate Plan
- maximise the capability of the workforce to deliver the council's priority outcomes by ensuring that it is flexible, engaged and agile
- develop and maintain a more diverse and inclusive workforce.



Future Performance

Information, data and intelligence provide insight to make evidence-based decisions which drive service improvement.

By 2019/2020 we will:

- have a corporate plan that demonstrates how our strategic objectives will be delivered and monitors progress against delivery
- drive service improvement through a consistent and robust approach to performance management
- provide accurate and good quality information in an appropriate, accessible and timely manner
- ensure that data is accurate and managed consistently across the council.

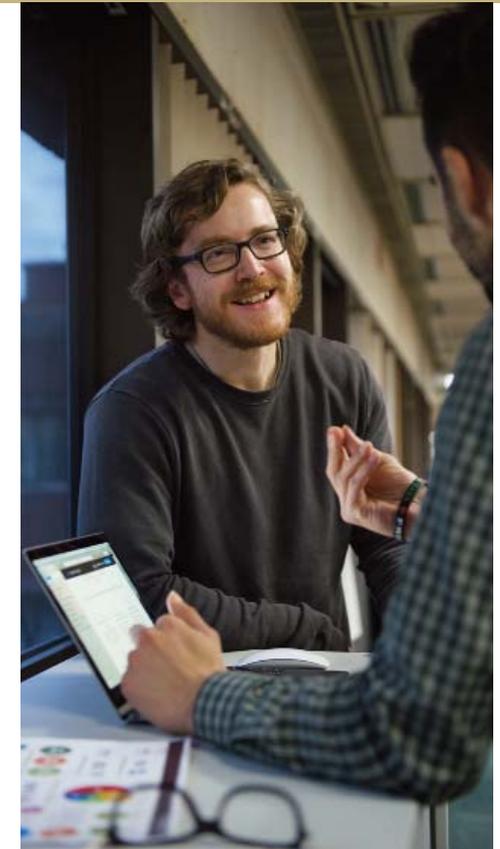


Future Works

Becoming a national leader in digital services which better serve the customer and organisation.

By 2019/2020 we will:

- provide innovative and robust ICT solutions to support performance and transformational improvement
- have digital services that are accessible to everyone all of the time
- ensure workspaces are digitally enabled
- provide value for money through investment decisions in ICT and digital services
- have a responsive, agile and customer-centric ICT service to enable and support better outcomes.



Future Practice

A confident, capable council needs policies and procedures that reflect industry best practice, meet statutory obligations and are efficient.

By 2019/2020 we will:

- store and manage all records securely, in accordance with national legislation
- have well-established and effectively managed standard operating procedures for corporate processes
- be a strong and trusted brand through effective use of a vibrant visual identity and excellent key stakeholder engagement
- manage key business risks effectively by being fully compliant with policy, governance and constitutional requirements
- make it simple for organisations to find and tender for opportunities by ensuring a



co-ordinated approach with other public sector partners in the city and across the Black Country

- have a strong procurement function to effectively manage and maximise the impact of the council's third party spend.

Future Money

Making the most efficient use of our financial resources, including delivery of the medium-term financial strategy.

By 2019/2020 we will:

- have an annual, balanced budget and outturn and have delivered a sustainable, medium-term financial strategy
- have achieved a financial “clean bill of health”
- maximise efficiency and income generation opportunities.



Future Space

Repairing, rationalising and modernising our buildings to be more efficient and improve services to our customers.

By 2019/2020 we will:

- deliver a cost-effective asset management portfolio by rationalising our property estate
- establish an income stream from property assets
- operate within a modern, flexible and fit-for-purpose work-place
- have improved energy efficiency in our buildings
- reduce risk and maintenance costs through effective facilities management
- ensure maintenance and construction-related programmes are customer-focused and cost-effective.



Our core behaviours

PRIDE in our city

How we will behave

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

For more information on our work visit:

wolverhampton.gov.uk 01902 551155

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