

Our priorities



*A stronger
economy*



*Stronger
communities*



*A confident
capable council*

City of Wolverhampton Council's Corporate Plan 2015/16

Our mission:
Working as one to
serve our city

Objective: To work in collaboration to improve the region of the Midlands

Accountable Officer: Managing Director

Why is this important to Wolverhampton?

Greater collaboration in the West Midlands and the Midlands as a whole will benefit the city of Wolverhampton in the following ways:

- Greater economic growth
- Improve job prospects and skills training for residents
- Allow access to enhanced funding opportunities from central government
- Improve the movement of people and freight across the Midlands and the rest of the country

What are our key policies and strategies?

There are a number of key policies and strategies which relate to our objective. These include:

- Regional transport strategies and policies
- Skills Commission work
- Economic Growth Strategy

What will we do to achieve this?

Action Description	Lead Officer
• Develop the West Midlands Transport Strategy for approval by the Integrated Transport Authority	Managing Director
• Create a Combined Authority for the West Midlands	Managing Director
• Create a prospectus for the West Midlands	Managing Director
• Prepare a proposal for central government to approve a deal for the West Midlands Combined Authority to help develop the economic growth potential of the region	Managing Director
• Deliver the City of Wolverhampton Interchange (train station) as the gateway to the Black Country and Birmingham/Coventry	Managing Director

- Deliver an effective and coordinated consultation and communication plan to support the development of a West Midlands Combined Authority

Managing Director



How will we monitor our progress?

We will achieve the following key milestones:

- Parliamentary approval for the West Midlands Combined Authority, giving the body legal status.
- The 'deal' the West Midlands Combined Authority is able to achieve with central government.
- Prospectus agreed by Leaders for launch by July 2015.
- Have a transport strategy for the West Midlands approved by the Integrated Transport Authority by December 2015.
- Deliver a Wolverhampton Interchange by 2019.

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

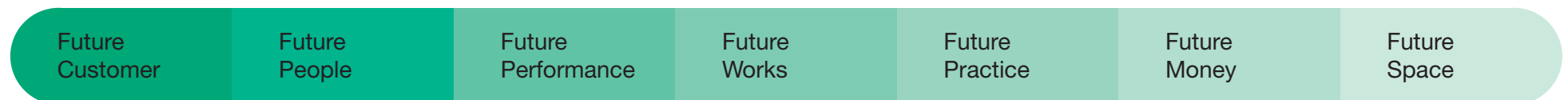
Enabling communities to support themselves

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





Objective: Keeping the City Clean

Accountable Officer: **Service Director for City Environment**

Why is this important to Wolverhampton?

A clean city is a better place to live, work and visit and will attract investment and create job opportunities.

Maintaining and improving our streets and green spaces will create pride in our city and improving the quality of our local environment brings environmental, economic, social and health benefits. It can lead to a positive impact on well-being, quality of life and community cohesion where people take responsibility and care for their local area.

What are our key policies and strategies?

There are a number of documents which support keeping the city clean, including:

- Regeneration Compliance and Regulatory Policy

Please visit our **Policy Portal** for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Undertake a comprehensive spring clean of the city and launch campaigns to combat littering and dog fouling	Head of Public Realm
• Promote use of the report-it app to identify rubbish hot spots and deploy area response teams to clear them	Head of Public Realm
• Engage with local residents through social media and traditional means to establish a community cleansing champion scheme	Head of Public Realm
• Introduce a new improved approach to managing the public realm in the City Centre	Head of Public Realm

- Improve air quality in the city by reducing the emissions from the council's vehicle fleet

Head of Operational Services



How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Amount of emissions from the council's vehicle fleet	2,977,284 kgs	2,947,511 kgs
• Percentage of customers satisfied with street cleaning	53%	55%
• Percentage of customer street cleaning enquiries responded to within set time frame	94%	94%



Objective: **Keeping the City Moving**

Accountable Officer: Service Director for City Assets

Why is this important to Wolverhampton?

A safe, efficient and effective Transportation network supports economic development, social and regeneration aspirations and Environmental objectives of the city.

Our transportation networks are major assets, which need to be properly maintained and developed to allow the safe and efficient movement of people and goods across the city and wider region.

Our transportation network needs to support all modes of transport including car, bus, coaches, rail, tram, cycling and walking.

What are our key policies and strategies?

There are a number of documents which support keeping the city moving, including:

- West Midlands Local Transport Plan
- Black Country Core Strategy

Please visit our **Policy Portal** for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Establish plans for an effective transportation network to support development across the city	Transportation Manager
• Progress the £20 million scheme to extend the Midland Metro line into the new Wolverhampton Interchange	Transportation Manager
• Progress delivery of the £20 million Wolverhampton Interchange as a regional transport hub involving the redevelopment of Wolverhampton Train Station	Transportation Manager

• Improve traffic flows in the city by implementing a new Urban Traffic Control (UTC) system	Urban Traffic Control Manager
• Invest £0.4 million in the city's highways network to improve safety and operations	Transportation Manager
• Improve the co-ordination of works on the highway to avoid unnecessary delays to users	Urban Traffic Control Manager
• Promote and encourage walking, cycling and public transport to reduce the number of car journeys	Transportation Manager

How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of people killed or seriously injured (KSI) in road traffic accidents	75	73
• Number of uses of cycle routes	69,888	70,857
• Percentage of traffic light faults responded to within 2 hours	90%	100%
• Total length of cycle network	23km	26km



Objective: Improving the City Housing Offer

Accountable Officer: **Service Director for City Assets**

Why is this important to Wolverhampton?

Improving the quality and supply of housing is crucial to support current and future residents who will have a fundamental role to play in the city's future.

This includes supporting people who are considered as vulnerable households and building new housing to support the growing economy and regeneration agendas.

What are our key policies and strategies?

There are a number of documents which support improving the city housing offer, including:

- Housing Strategy
- Homelessness Strategy

Please visit our **Policy Portal** for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Stimulate the private housing market to encourage a wider range of housing to reflect the full range of needs	Head of City Housing
• Deliver and support projects that will see the creation of 650 new homes in the city	Head of City Housing
• Prepare a strategy to develop various housing estates such as the Heath Town estate	Head of City Housing
• Provide a support service to prevent vulnerable people from becoming homeless	Head of City Housing
• Improve the private rented sector in the city	Head of City Housing

• Deliver plans to tackle the issues of long term empty properties and bring 200 houses back into use	Head of City Housing
• Support households in vulnerable situations to get into long term housing solutions	Head of City Housing

How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of additional homes provided (net) (as part of the New Build programme)	677	650
• Number of affordable homes completed	145	115
• Number of homes improved to meet the statutory housing standard	291	300
• Number of vacant dwellings returned to occupation or demolished	200	200
• Number of homes improved to meet the decent home standard	1755	540
• Number of households accessing housing options services	3110	3110
• Number of landlords accredited through the Midland Landlord Accreditation Scheme (MLAS)	191	200



Objective: **Developing a Vibrant City**

Accountable Officer: Service Director for City Economy

Why is this important to Wolverhampton?

To attract and retain high value businesses and a skilled workforce, the city needs to develop a distinct and attractive offer. This means securing further inward investment and growth funds into our three main economic growth areas. We need to address viability gaps, support collaborations and joint ventures, as well as develop inspiring places that support the creative and learning sectors. This will allow them to flourish, generate vibrancy, footfall and in turn stimulate the retail sector.

The provision of an excellent cultural offer is an essential part of ensuring we have a strong visitor economy. Our heritage and leisure facilities support improved footfall and the economic development of our city.

What are our key policies and strategies?

There are a number of documents which support developing a vibrant city, including:

- Black Country Strategic Economic Plan
- Black Country Core Strategy
- Wolverhampton City Strategy

Please visit our **Policy Portal** for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Enhance and expand our city marketing approach with partners to raise our external profile and attract new investment into the city	Service Director City Economy
• Start construction on key city centre schemes such as the Wolverhampton Interchange and progress key opportunities at Westside and Southside	Head of City Development

• Begin the £10 million refurbishment of the civic halls complex to enhance its national position	Service Director City Economy
• Enable development of the Springfield Brewery site for specialist vocational and educational provision in construction and manufacturing as part of a thriving canalside quarter	Head of City Development
• Secure further growth opportunities in the M54 Junction 2 strategic growth area including working with occupiers to maximise opportunities for city businesses and residents	Head of City Development
• Commence implementation of £10.9 million programme to deliver new housing, retail, culture and leisure improvements in Bilston Urban Village	Head of City Development

How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Total amount of investment in the city	£61.9 million	£519.7 million
• Number of businesses located in the city's main economic growth areas	3,775	3,964
• Number of jobs created in the city's main economic growth areas	51,500	54,075
• Number of visitors to the city's main cultural venues	New measure	Baseline to be established



Objective: Supporting Businesses, Encouraging Enterprise and Investment

Accountable Officer: Service Director for City Economy

Why is this important to Wolverhampton?

As the public sector shrinks, the city is increasingly dependent on private sector investment and business rates. We need to do all we can to create new job opportunities and address the low wage economy, which significantly contributes to poverty and ill health. This means attracting new businesses who will bring new jobs, and support existing businesses to survive, adapt and grow.

What are our key policies and strategies?

There are a number of documents which will help us support businesses, encourage enterprise and investment, including:

- Black Country Strategic Economic Plan
- Black Country Core Strategy
- Wolverhampton City Strategy

Please visit our [Policy Portal](#) for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Maximise EU and UK external funding to deliver business, enterprise and inward investment support	Service Development Manager
• Develop a targeted programme of activity to enhance the profile of the city to potential investors	Head of Enterprise and Skills
• Improve the Black Country Growth Hub to provide a one-stop-shop for targeted effective business support	Head of Enterprise and Skills
• Introduce a City Procurement Charter to enhance opportunities for local businesses to supply public bodies	Head of Enterprise and Skills
• Increase the number of successful social and community enterprises across the city	Head of Economic Inclusion



How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of business start-ups supported	New measure	Baseline to be established
• Number of businesses surviving after first five years	34.6%	36.9%
• Number of small and medium (SME) businesses supported	Small: 1420 Medium: 305	Small: 1450 Medium: 315



Objective: Improving our Critical Skills and Employability Approach

Accountable Officer: **Service Director for City Economy**

Why is this important to Wolverhampton?

With a global shift towards a knowledge economy, it is critical for the city to meet the needs of existing and future employers, and equip local people to successfully compete for and progress in work. Although it is improving, the city still has one of the worst unemployment levels in the country. Too many people face barriers that mean they are likely to remain workless or trapped in a low wage economy. We therefore need to strengthen all stages of the journey - from taking the first steps in obtaining advice to securing employment.

What are our key policies and strategies?

There are a number of documents which support improving our critical skills and employability approach, including:

- Black Country Strategic Economic Plan
- Black Country Core Strategy
- Wolverhampton City Strategy

Please visit our **Policy Portal** for more information.

What will we do to achieve this?

Action Description	Lead Officer
<ul style="list-style-type: none"> • Implement a City Skills and Employability Programme with all providers following the completion of the independent Wolverhampton Skills and Employment Commission 	Service Director City Economy
<ul style="list-style-type: none"> • Build on the 'outstanding' Adult Education Service to focus on supporting people to obtain the skills needed for the world of work 	Head of Adult and Cultural Learning
<ul style="list-style-type: none"> • Develop the role of the council as a leading employer in the city by maximising apprenticeships, traineeships and work experience opportunities 	Head of Enterprise and Skills

<ul style="list-style-type: none"> • Further develop an innovative recruitment approach with new and existing employers to maximise employment opportunities for people in the city 	Head of Enterprise and Skills
<ul style="list-style-type: none"> • Provide co-ordination and facilitation across the city's leading organisations that prepare people for the world of work, particularly in the city's most deprived areas 	Head of Economic Inclusion
<ul style="list-style-type: none"> • Introduce an improved approach to make it easier for people in the city to access a range of critical employability support 	Head of Economic Inclusion

How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
<ul style="list-style-type: none"> • Number of people accessing the creative economy, learning, training or volunteering opportunities 	New measure	Baseline to be established
<ul style="list-style-type: none"> • Number of residents supported through education, training, employment or enterprise 	New measure	Baseline to be established
<ul style="list-style-type: none"> • Number of residents in key deprived areas supported through education, training, employment or enterprise 	New measure	Baseline to be established



Objective: Promoting and Enabling Healthy Lifestyles

Accountable Officer: Service Director for Public Health and Wellbeing

Why is this important to Wolverhampton?

Infant mortality, smoking, poor diet, a lack of physical activity and alcohol misuse is having a major impact on life expectancy in the city. Tackling the issues in these areas will improve quality of life and reduce the time spent with illness prior to death.

What are our key policies and strategies?

There are a number of documents which support promoting and enabling healthy lifestyles, including:

- City Strategy
- Health and Wellbeing Strategy
- Alcohol Strategy for Wolverhampton
- Obesity Call to Action
- Infant Mortality Action Plan

Please visit our **Policy Portal** for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Introduce specific programmes to increase the number of women who stop smoking during pregnancy	Consultant in Public Health
• Kick-start a whole school ‘Stop Smoking’ and smoking prevention programme across the city	Consultant in Public Health
• Roll out a local smoke-free campaign for the city to help people stop smoking and improve the environment	Consultant in Public Health
• Launch a range of focused health programmes across the city to drive up physical activity levels	Head of Healthier Place

• Develop a programme to support businesses and organisations to be healthy workplaces. Start with the council, the University of Wolverhampton and the Royal Wolverhampton NHS Trust	Head of Healthier Place
• Support GPs to spot when their patients are starting to have problems with alcohol	Consultant in Public Health
• Investigate why alcohol related emergency admissions are still on the increase	Consultant in Public Health

How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of mothers smoking at the time of delivery	18.7% (2013/14)	To reduce
• Percentage of individuals achieving targeted weight loss through a weight management programme	39.9% (2013/14)	To increase
• Rate of alcohol related emergency admissions (under 75 years per 100,000 population)	782 (2012/13)	To reduce



Objective: Promoting Independence for Older People

Accountable Officer: Service Director for Older People

Why is this important to Wolverhampton?

Older people of Wolverhampton have a right to protection and support so that their life chances can be improved and they can be safe in their homes.

What are our key policies and strategies?

There are a number of documents which support promoting independence for people for older people, including:

- Information and Advice Strategy

Please visit our [Policy Portal](#) for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Develop a network of advice centres that can provide financial health checks for older people across the city to support financial independence and stability	Head of Welfare Rights
• Develop an offer to community associations to support vulnerable older people	Head of Commissioning Older People
• Develop services closer to home for older people that optimise independence	Head of Assessment and Care Management
• Shift the balance of care to support more older people at home	Head of Libraries
• Develop integrated reablement services work with partners, to prevent and delay the need for high intensity support	Head of Assessment and Care Management
• Achieve 'Dementia Friendly' city status to ensure Wolverhampton is a welcoming place for older people with dementia	Head of Commissioning Older People



How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of new users of Telecare services	New measure	500
• Number of financial health checks undertaken	New measure	2000
• Number of carer assessments	1124	1350
• Rate of permanent admissions to care homes for older people (per 100,000 population) (ASCOF 2A(2))	650	638
• Percentage of older people who have received reablement services who remain in their own home six months after discharge from those services	83.2%	84.0%



Objective: Promoting Independence for People with Disabilities

Accountable Officer: Service Director for Disability and Mental Health

Why is this important to Wolverhampton?

It is important that clients in contact with Disability or Mental Health Services are enabled to live their lives as independently as possible and that they have choice and control over the services that they receive.

We must also manage the demand for services so that the services can be more efficiently provided within the available resources.

What are our key policies and strategies?

There are a number of documents which support promoting independence for people with disabilities, including:

- Mental Health Commissioning Strategy
- Learning Disability Joint Commissioning Strategy

Please visit our [Policy Portal](#) for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Embed Special Educational Needs and Disability (SEND) reforms to ensure that each individual has a personalised plan	Head of All Age Disability
• Transform the transition pathway from children’s services to adult services for young people with disabilities to promote their independence	Head of All Age Disability
• Reduce the number of adults with mental ill health in residential nursing care to enable them to have more independent living	Head of All Age Disability
• Promote the independence of adults with learning difficulties with a care plan	Head of All Age Disability
• Enable vulnerable adults to live more independently	Head of All Age Disability

How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of Education, Health and Care Plans (EHCP) converted	25%	35%
• Percentage of disabled children in year 9 that have a Transition Plan	100%	100%
• Rate of adults aged 18-64 in contact with Mental Health Services who are in permanent residential or nursing care (per 100,000 population)	33.9	14.3
• Number of adults aged 18-64 in contact with Mental Health Services who have been resettled from permanent residential care into community based services	New measure	35
• Rate of adults aged 18-64 in contact with Learning Disability Services who are in permanent residential or nursing care (per 100,000 population)	109.4	96.4
• Number of new supporting living placements created for people with learning disabilities	New measure	50



Objective: Safeguarding People in Vulnerable Situations

Accountable Officer: Strategic Director of People

Why is this important to Wolverhampton?

Vulnerable children and adults in the city have a right to protection and support so that their life chances can be improved and they can be safe in their homes.

What are our key policies and strategies?

There are a number of documents which support safeguarding people in vulnerable situations, including:

- Domestic Violence Protocol

Please visit our **Policy Portal** for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Take practical steps to ensure that Child Sexual Exploitation (CSE) is understood and prioritised across the city	Head of Safeguarding and Quality
• Promote a 'whole family' approach across the council to demonstrate and achieve positive sustained change	Strategic Director People
• Work across the partnerships to improve understanding of safeguarding priorities	Head of Safeguarding and Quality
• Introduce and embed an integrated model of support for domestic violence across social care	Strategic Director People
• Develop a Multi-Agency Safeguarding Hub (MASH) in Wolverhampton	Strategic Director People



How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Proportion of children identified as been at risk of Child Sexual Exploitation (CSE) whose level of risk has reduced	New measure	60%
• Percentage of referrals to Children's Social Care where domestic violence is an identified factor	38.4%	40%
• Percentage of referrals to Adults Safeguarding where domestic violence is an identified factor	10.4%	12%
• Proportion of people who use social services who feel safe	74.8%	75.5%



Objective: Strengthening Families Where Children are at Risk

Accountable Officer: Service Director for Children and Young People

Why is this important to Wolverhampton?

Targeting effective early help and support to vulnerable families at the earliest point works. It will strengthen families, keep children and young people safe and improve their life chances.

What are our key policies and strategies?

There are a number of documents which support strengthening families where children are at risk, including:

- Children, Young People and Families Plan
- Wolverhampton Youth Justice Board Plan
- Early Help Plan
- Looked After Children Sufficiency Strategy

Please visit our **Policy Portal** for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Work together to keep children safe and in stable families	Service Director for Children and Young People
• Work with the whole family to demonstrate and achieve positive sustained change	Heads of Early Help
• Ensure families get swift and co-ordinated access to the right services	Service Director for Children and Young People
• Improve the engagement and achievement of young offenders and care leavers in education, training, employment or enterprise	Service Director for Children and Young People
• Deliver quality services through ensuring we have a stable, skilled and effective workforce	Service Director for Children and Young People



How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of families who have been identified and with whom work has commenced as part of the second phase of the Troubled Families programme	New measure	483
• Percentage of young people engaged in education, training, employment or enterprise	Young offenders: 46% Care leavers: 67%	Young offenders: 55% Care leavers: 70%
• Rate of Looked After Children (LAC) (per 10,000 population)	138	112



Objective: Challenging and Supporting Schools to Provide the Best Education

Accountable Officer: Director of Education

Why is this important to Wolverhampton?

Education outcomes across the city are unacceptably poor and limit the children's life chances and wellbeing of Wolverhampton citizens, as well as the longer term development and prosperity of the city.

The city is also experiencing demographic change and the local authority has a duty to ensure there are sufficient school places to meet the city's need. There is therefore a pressing need to raise expectations, secure rapid school improvement and ensure there are sufficient school places and resources to support children's learning.

What are our key policies and strategies?

There are a number of documents which support challenging and supporting schools, including:

- School Improvement and Governance Strategy

Please visit our [Policy Portal](#) for more information.

What will we do to achieve this?

Action Description	Lead Officer
<ul style="list-style-type: none"> • Strategically lead education services and ensure that the council is well informed about the quality of school provision in the city, including the analysis of performance data 	Director of Education
<ul style="list-style-type: none"> • Maintain an excellent working relationship with all schools so that early support and advice can be offered when required 	Head of School Standards
<ul style="list-style-type: none"> • Identify issues in maintained schools and offer appropriate levels of challenge to those identified as at risk, holding them to account for school improvement and implementing formal powers of intervention where necessary 	Head of School Standards

<ul style="list-style-type: none"> • Maximise available funding and resources to support school improvement activity and quality learning environments, including Building Schools for the Future and Local Education Partnership resources 	Head of School Planning and Resources
<ul style="list-style-type: none"> • Ensure there are sufficient school places to meet demand in the city and that there is fair access for all 	Head of School Planning and Resources

How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
<ul style="list-style-type: none"> • Percentage of schools judged by OFSTED to be 'good' or 'outstanding' 	68%	78%
<ul style="list-style-type: none"> • Percentage of pupils achieving level 4 in combined Reading, Writing and Maths at Key Stage 2 	78%	80%
<ul style="list-style-type: none"> • Percentage of pupils achieving 5 A* - C Grades including English and Maths 	46.4%	54%
<ul style="list-style-type: none"> • Percentage of maintained primary and special schools with uncommitted balances greater than 8% of budget share 	40%	20%
<ul style="list-style-type: none"> • Percentage of maintained secondary schools with uncommitted balances greater than 5% of budget share 	12%	0%



Objective: Enabling Communities to Support Themselves

Accountable Officer: Strategic Director of People

Why is this important to Wolverhampton?

Supporting local communities to continue to develop local support for local communities is a key role for the council to build resilience in the city.

What are our key policies and strategies?

There are a number of documents which support enabling communities to support themselves, including:

- Advice and Information Strategy

Please visit our [Policy Portal](#) for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Develop the Wolverhampton Information Network (WIN) across the city to have locally accessible information advice points to support self-help and independence	Head of Libraries
• Trial the use of creative initiatives to support the development of sustainable and self-reliant communities	Head of Healthier Place
• Develop an asset based approach with the community to develop a network of support	Head of Libraries
• Transform the role of libraries to better support communities to access quality information and advice	Head of Libraries
• Strengthen the work of Community Hubs and Community Association	Head of Welfare Rights



How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of unique hits on the Wolverhampton Information Network (WIN)	14,040	19,040
• Number of listings on the Wolverhampton Information Network (WIN)	550	688



Objective: Keeping the City Safe

Accountable Officer: Service Director for Public Health and Wellbeing

Why is this important to Wolverhampton?

Reducing crime and improving feelings of safety in Wolverhampton is important in enhancing the experiences of those who live, work and visit the city. Year on year reductions in crime and improved feelings of safety will contribute towards creation of a stable economic climate; attracting inward investment, and supporting a vibrant night time economy.

What are our key policies and strategies?

There are a number of documents which support keeping the city safe, including:

- Crime Reduction, Community Safety and Drugs Strategy

Please visit our **Policy Portal** for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Work with partners to reduce the risk of people being radicalised and spot those who might be enticed into terrorism	Head of Community Safety
• Trial use of new legal powers to tackle anti-social behaviour and assess the impact of this	Head of Community Safety
• Work with partners to reduce gang-related crime	Head of Community Safety
• Tackle relationship-based violent crimes which are more likely to harm women and girls	Head of Community Safety
• Work together with partners such as the Fire Service, Police and other agencies, to target earlier support to those in need	Strategic Director People



How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Rate of recorded crime (per 100,000 population)	6,686	To reduce
• Rate of young people involved in violent crime (with injury) (per 10,000 population aged 10-17)	Victims: 361 Offenders: 275	Victims: To reduce Offenders: To reduce
• Number of referrals made to Channel Panel (Prevent Agenda)	21	To increase



Objective: Confident, Capable Council

Accountable Officer: Managing Director

Why is this important to Wolverhampton?

A Confident, Capable Council will underpin the delivery of the council's Corporate Plan and create a better, stronger council ready and able to deliver the change the city needs.

The programme will transform the way the council does its day to day business by changing and strengthening council-wide management practices, corporate controls and establishing efficient processes in its core internal services. In short, this means that we will transform the council into a modern business organisation and become a customer service focussed organisation; all of which will lead to a better experience for the customer.

What are our key policies and strategies?

There are a number of documents which support being a Confident, Capable Council, including:

- Medium Term Financial Strategy
- Customer Services Strategy
- ICT Strategy

Please visit our **Policy Portal** for more information.

What will we do to achieve this?

Action Description	Lead Officer
• Develop more creative approaches to maximising income streams for the council	Director of Finance
• Secure a 'clean bill of health' from the external auditors on the statement of accounts and value for money	Director of Finance
• Maximise the benefit to the city through the council's procurement activities	Director of Finance
• Improve the way we make our decisions and secure value for money for our residents, by ensuring we have robust internal controls and governance processes in place	Director of Governance

• Improve facilities for customers, modernise and use our frontline buildings as best we can, keeping only those we need and saving money from those we do not	Strategic Director of Place
• Ensure our land and buildings directly benefit residents, offer value for money and are well managed	Service Director of City Assets
• Ensure that our customers can contact us and access our key services in a way and at a time that suits them through increased use of innovative digital channels	Head of Customer Service
• Enhance the customer experience when contacting the council to ensure that we exceed the expectations they have of us	Head of Customer Service
• Transform the council into a modern business organisations using ICT to maximise the customer experience and enable service efficiencies	Head of ICT
• Develop our workforce to ensure we have the right people, with the rights skills, in the right place at the right time	Head of Transformation
• Ensure we use evidence to inform our decisions, monitor performance and address problem areas as soon as possible	Head of Transformation
• Make sure that our customers, service users and members of the public are informed about council performance and can influence the decisions we make	Head of Transformation

Objective: Confident, Capable Council

Accountable Officer: Managing Director

How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of council tax collected	95.0%	95.0%
• Percentage of business rates collected	96.5%	96.7%
• Percentage of spend with suppliers whose address includes a WV postcode	28.58%	31.08%
• Cost per square meter of our operational property portfolio	New measure	Baseline to be established
• Percentage of customers satisfied with the customer service they received from the council	70%	70%
• Percentage of calls to Customer Services resolved at 1st contact	61%	70%
• Percentage of completed website transactions	New measure	Baseline to be established
• Percentage of our eligible workforce who have a current appraisal	73.4%	100%
• Number of workings days lost per Full Time Equivalent (FTE) to sickness absence	New measure	Baseline to be established
• Percentage of Freedom of Information (FOI) requests responded to within the statutory timeframe	94.9%	97%



Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of Subject Access requests responded to within the statutory timeframe	82.5%	85%
• Percentage of customers who feel informed about council performance	New measure	Baseline to be established
• Percentage of employees who are aware of the council's corporate priorities and understand how they contribute to them	44%	80%