

Wolverhampton CAN

The Sustainable Community Strategy for Wolverhampton
2008 - 2026

Welcome to the Wolverhampton Sustainable Community Strategy. It has been developed by the Wolverhampton Partnership – the city’s Local Strategic Partnership – working jointly with the city council and the residents of the City.

A better future for Wolverhampton’s people...

The challenge of transforming our City is a very special task. Wolverhampton’s history, heritage and culture are unique and we know it is really important that we improve for today, and for future generations. The success of how we deliver today’s ambitions and plans will be judged in years to come. What’s exciting about this strategy is that it is *not* more of the same! More than ever we have included people at the heart of developing our priorities and we have set a long term vision for the future which gives us a clearer picture of what life in Wolverhampton will look like in the year 2026.

We have listened to you and know what matters most. As a result, this strategy is more focussed on what’s most important. We can therefore be sure that we are making the biggest difference where it’s needed most. From today, we have made a commitment to bring together the key decision takers and our service users, to deliver on the most important things for Wolverhampton:

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What the Strategy is about

The Sustainable Community Strategy (SCS) is about the people of Wolverhampton and the places where they live. It describes the kind of city that residents, partner organisations and stakeholders would like Wolverhampton to be by 2026.

It is based around a vision of how Wolverhampton will be in 2026:

“By 2026, Wolverhampton will be a City where people can thrive. The economy is transformed and the gap in health, wealth and prosperity between communities and neighbourhoods in the City is substantially reduced. Wolverhampton is a place with safe, strong, diverse and popular neighbourhoods; a place where everyone has an improved quality of life and the chance to reach his or her full potential and where the benefits of the City’s growth are widely shared.”

In short, we intend Wolverhampton to be known as a ***“City where people can thrive”***.

We will report regularly on our progress by means of five “resident outcomes”:

- We like where we live
- We have the employment opportunities we need
- We live longer, healthier lives
- We feel safer and more involved
- We have the skills and knowledge we need

These five outcomes were developed out of consultations with residents and our Local and Neighbourhood Arrangements. They are also at the heart of our new Local Area Agreement with Government designed to make clear progress in the most important challenges facing the City. By succeeding in our Local Area Agreement, we will put in place the foundations for delivering the Sustainable Communities Strategy.

Our Key Long-term targets

A growing population

Our population is falling. From 248,000 in 1991 to 236,000 today and if we do nothing to make life better in the City, indications are that it may fall as low as 225,000 by 2026.

What would that mean? If population continues to fall our strong and vibrant communities will break down, houses will become empty and neighbourhoods will lose their spirit and pride. It also means that public organisations such as the Council or Schools would receive less funding from Government which would mean delivering fewer services to the remaining residents.

But if we act, we know we can reverse this downward trend. We are committed that over the next few years, not only will we stop our population decline, but we will reverse it. We will ensure that people who are born in Wolverhampton have everything they need to stay here. We will also attract people because of our educational and cultural assets and our strong and vibrant communities.

By 2026 our population will have grown to at least 252,000.

We Have the Skills and Knowledge We Need

In order for our young people to succeed, we need to make sure they have the right attitude, skills and knowledge. We have made huge progress in recent years and some of the educational achievement of our young people now outperforms the national average.

But still too many young people leave school without the skills and experience they need to be the best that they can be. This means that as adults they don't have the skills for work. In 2007, just 22% of our population was qualified to Level 4, the equivalent of having been to University. The national average was 27.1%.

We know that the workforce of the future is going to need ever higher levels of skills. We have ambitious plans to grow a knowledge economy, and we need to ensure our young people can play their part.

By 2026 we will match the Government's target of 40% of our population having a Level 4 qualification.

We Like Where We Live - Providing the homes of the future

Everyone deserves to live in a high quality affordable home, this is a basic need. To do this, we know we must provide more houses, especially as our population grows. In line with Government policy, the solution in Wolverhampton lies in building more houses. In fact, we know that if we are to supply decent and affordable homes for everyone, we will have to increase our housing stock from 97,122 today to over 110,000 in 2026.

By 2026 we will have built at least an additional 13,000 homes.

We will live long and healthy lives

Health levels in Wolverhampton are not good. Living in some parts of the City, you can expect to live just over 4 years less than the national average. You are 21% more likely to die from cancer and 24% more likely to die from circulatory disease than the national average.

This is not good enough. But to address the health inequalities is going to take a long time: so many of our residents suffer from long term illness. We need to ensure that those who are middle aged now, will not suffer the same long term illnesses in their old age in the future.

By 2026 we will match the national average life expectancy of age 82 for men and 85 for women.

We Have the Job Opportunities We Need

We know how important it is for people to be in work: for the wellbeing of the individual, their family and their community. But in Wolverhampton, too many people are out of work often placing children in poverty. In fact 30% of children in Wolverhampton live in poverty.

Our current performance has been good but we entered the current recession earlier than most places. We are a long way behind the Government's target of 80% of working age people being in work. Our 2007 figure was just 60%. But we are driven to help people into work. We understand the barriers that people in Wolverhampton face and we have new and innovative approaches designed to address them.

We know that through our partnership approach, through our exciting regeneration developments, and through our work on the Local Area Agreement we will get more people jobs.

By 2026 we will have an employment rate of at least 76%.

We Feel Safer and More Involved

Wolverhampton has a strong commitment to involving residents in shaping the future of the city and its neighbourhoods. This commitment is key to achieving the Wolverhampton that we would like to see by 2026.

Although it is widely acknowledged that crime rates have fallen sharply in the City over the last eight years, people in the City do not still feel safe. In part this is due to the media attention given to crime and in part is the consequence of a growth in violence in the City Centre, which is more visible.

If the City is to attract people to live in it and businesses to grow in it, people need to feel they are safe. Consequently, we will continue to ensure crime levels are reduced in the City as well as making sure that people feel safe. Currently, 23% of the population tell us they feel safe, we want to increase that level significantly.

By 2026, the majority of the City's residents will feel safe.

We Like Where We Live – Sustainable Communities

We all understand the challenge of climate change. It is real, it is happening and in Wolverhampton, we are doing our bit. But the impacts of climate change won't be clear for a number of years. We also know that some of our actions to manage climate change will take a long time to have any effect. Action must however start now.

Our carbon footprint is 6.3 tonnes of carbon emissions per person. We are ranked 392 out of 408 local areas in the UK in terms of carbon emissions. This is in part due to issues such as low car ownership. However, as our City changes, as our population grows and more people find work, we know that this will change. The Government is committed to an 80% reduction in carbon emissions by 2050. We will play our part.

By 2026 we will reduce our carbon emissions to 4.1 tonnes per person.

We know that if we don't start now, we will not achieve our long term vision. We start by focusing on the most important issues first. We will harness the powers of the new Local Area Agreement framework not just to focus even more clearly on the most important issues to our communities, but to transform public services to deliver even better outcomes.

Turning strategy into action

We have already started. We have brought four groups together to design innovative solutions to the issues and challenges identified in the Local Area Agreement, but we will also bring them together to bring their mainstream resources and discretionary funds to the table. We already have a successful track record in aligning and pooling budgets to ensure the delivery of innovative initiatives; we have built this approach into the four cross-cutting Delivery Plans, which will support the delivery of our Local Area Agreement. These four Delivery Plans are tied to the delivery of our five Resident Outcomes.

The Government has made it absolutely clear in the Local Government and Public Involvement in Health Bill that Local Government is responsible for the allocation of the Area Based Grant, a non-ring-fenced, non-specific grant to be used to ensure the delivery of local priorities. This is already being used to add value and resources to our Local Area Agreement

In Wolverhampton, our strength lies in our local partnership. We will use the resources in the Area Based Grant to ensure that we deliver on our Sustainable Communities Strategy through commissioned activity through the innovative approaches our groups design.

In Wolverhampton, the Third Sector already delivers a wide range of projects and initiatives on behalf of the key public sector partners and some of the work of the Sector has received national recognition. We welcome the new emphasis and importance that the Government has placed on the Sector. In many ways we have already recognised the value of the Sector in Wolverhampton in recent years and we are absolutely committed to going further, where the Sector can play an effective part in the planning, design and delivery of services together with an advocacy role.

Through our new approach, we are totally committed to developing innovative solutions and to involving residents in addressing the challenges that face our communities and where appropriate, commissioning the Third Sector to deliver on our behalf.

Where are we starting from?

Wolverhampton's story is one of innovation, enterprise and resilience. It is a city which made the best use of its natural resources, placing it at the centre of the industrial revolution and leading the growth in manufacturing industries; it is a city with an international reputation for its sporting tradition and it is a city where the contribution of migrants and newcomers has added to the vibrancy and dynamism of the economy and local culture. Wolverhampton is also a place with a strong track record of partnership-working committed to overcoming many of the ravages caused by the collapse of the local economy in the last quarter of the twentieth century and building an ethnically diverse and ambitious city with a clear sense of direction.

While the downturns of the 1970s and 1980s and the global economic restructuring of more recent years have affected the whole of the country, Wolverhampton hasn't coped with these challenges as well as other cities.

The comparisons are quite stark. Whereas in the late 1970s our shopping and retail offer was comparable to that of Birmingham, Birmingham's performance now outstrips ours. The image of our night time economy has declined largely due to fear of crime and the 'vertical drinking' culture. Our economy is 'flatlining', contributing to a range of social and environmental stresses that go beyond high levels of worklessness. For example, more and more people who work in Wolverhampton now live outside the city and commute by car, reducing air quality and particularly affecting the health of our most disadvantaged communities and neighbourhoods.

We also know from past experience that Wolverhampton is usually one of the first places to be affected by recession and the last to emerge from it. Furthermore, those living in deprived neighbourhoods and some Black and Minority Ethnic communities suffer disproportionately in hard times.

However, the economic picture isn't overwhelmingly bleak. Over the last decade, Wolverhampton has seen record levels of inward investment and significant regeneration, with more high-value developments planned. We have a developing knowledge infrastructure based around the University, Science Park, Caparo Innovation Centre, City College, Light House Media Centre, SPARK, Learning Quarter and the Art Gallery. A number of energetic IT/creative businesses can be found in Wolverhampton already. Meanwhile, the Aerospace Cluster Development gives us an opportunity to engage global companies in our economic development programmes.

There's also good news about education and skills. Wolverhampton has one of the UK's highest school 'staying on' rates at 16 years and we've had national recognition for our 14-19 Strategy. Education attainment levels have seen year-on-year improvements, bringing our performance up to the national average and we're bucking the trend in terms of BME (Black and Minority Ethnic) attainment. We've also achieved a two percentage point reduction in the number of young people 'not in education, employment or training' (the so-called 'NEETs'). Looking ahead, the £350 million Building Schools for the Future

programme will transform the educational experience for young people, while the Extended Schools Programme will spread those benefits in the wider community.

We have an excellent partnership infrastructure in place for adult learning. Between them, the Voluntary Sector, Wolverhampton College and the Adult Education Service provide learning for in excess of 25,000 learners a year. Meanwhile, the University is recognised as a national leader in attracting young people from non-traditional backgrounds into higher education and is gaining an international reputation for excellence.

In housing, £400 million is being invested in public sector housing stock to meet 'Decent Homes' standards. Elsewhere, £10 million has been allocated to provide more affordable housing, with scope for further investment in the future. Wolverhampton is also one of 14 towns and cities developing a pilot Local Housing Company, aimed at securing more affordable homes in the City. The Regional Spatial Strategy (RSS) has identified land in Wolverhampton for 6200 new dwellings. Overall, 14,000 additional homes will be built in Wolverhampton by 2026.

Finally in health, the LIFT and the PFI Health Improvement programmes will improve the nature and quality of services for residents and provide further stimulus for the city's regeneration.

But a great deal remains to be done...

- Crime, fear of crime and antisocial behaviour are major issues for local people. In some of our neighbourhoods, residents are three times more likely to be a victim of crime than elsewhere. Violence and robbery are particular areas for concern, as is domestic violence. Disturbingly, some of our young people are vulnerable to becoming involved in lifestyles that lead to harmful and potentially criminal behaviours such as gangs and gun culture.
- A quarter of the city's working age population have no qualifications at all. This is particularly significant at a time when we hope to move from traditional manufacturing towards a knowledge-based economy, placing a greater premium on higher-level skills developed from qualifications.
- Significant numbers of children are growing up in households where no-one has ever worked. This causes extensive damage to social, psychological, and emotional health and well-being. It is a major contributor to Wolverhampton's high rates of child obesity and teenage pregnancy. It also has the potential to creating communities of the 'haves' and 'have nots', perpetuating inequality and social exclusion and undermining community cohesion.
- Health inequality, low life expectancy, teenage pregnancy and obesity are just some of the health issues that our local communities face. Growing numbers of older people could mean increased pressure on budgets and, potentially, more

people with dementia. Higher levels of worklessness today mean that the older population in 20 years time will have had long periods of unemployment and low income, affecting their overall prosperity, life expectancy, health and well-being.

- Climate change is a global problem with local consequences. In 2007, tracks buckled on the Intercity West Coast line in what wasn't even categorised as a heatwave. Storms are also becoming heavier and more frequent – and despite being in a national watershed, local roads are regularly flooded. Wolverhampton must play its part in ensuring that climate change doesn't become more rapid and more extreme. These challenges are faced by communities, organisations and individuals across the city – and to meet them, we need new solutions.
- The requirement for new housing and for new jobs in the city will put pressure on land that is available for recreation, green space and nature conservation. Much of the green space is of poor quality being too polluted to be used for housing or other purposes. Grass verges and gardens are being sacrificed to provide more space for cars. Wildlife is being crowded out by the impact of people. We need to improve the green open spaces and think carefully about how it is used for passive and active recreation whilst retaining as much biodiversity as we can.

The lesson we must draw from these facts is that Wolverhampton will not achieve economic success if we don't tackle poverty and inequality, high levels of worklessness and low levels of qualifications and poor health and well-being.

The SCS will address these challenges by creating a framework for long-term, sustained improvement. It will build on the strong foundations we already have and seize on every available opportunity to make transformational impacts. It will also make sure that all partner's decisions about priorities and resource allocation are aligned to the Strategy.

How we plan to get there

Having a vision for Wolverhampton in 2026 is one thing. Having a robust plan for achieving it is another. The SCS brings together the concerns of local residents and evidence and analysis from partners about the challenges Wolverhampton faces under five Resident Outcomes, which will provide the focus for partners to work together to improve the social, economic and environmental well-being of the City. These are:

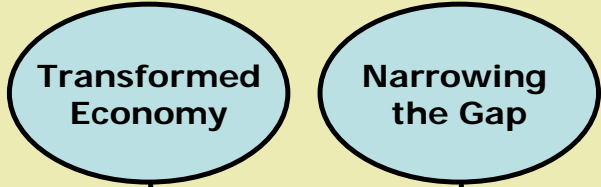
- **We have the Skills and Knowledge We Need** so our children and young people are able to enjoy and achieve their full potential and make choices that promote their health and well-being.
- **We Like Where We Live** and so our current population stays in the City and people want to move into it and achieve more sustainable and socially mixed communities.
- **We have the Employment Opportunities We Need** by promoting the conditions for a flourishing local economy. This means delivering high quality jobs and access to the skills and knowledge that people need and employers want. It's essential for attracting more wealth to the city – and to retaining it.
- **We Live Longer, Healthier Lives** in which we are able to enjoy a high quality of life.
- **We Feel Safer and More Involved** so that we can all make a full contribution to the life of the City and take advantage of all it has to offer.

These are all interdependent. For example, we won't achieve greater wealth and prosperity for the city if significant numbers of our working age population can't work because of ill health. Similarly, we won't draw more wealth into the city (or keep it here) if we don't offer a range and choice of quality housing, first-class services and a safe, attractive environment.

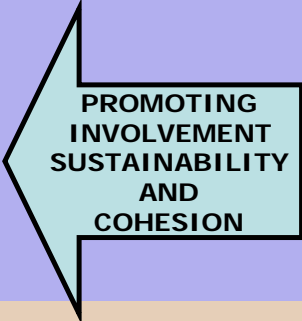
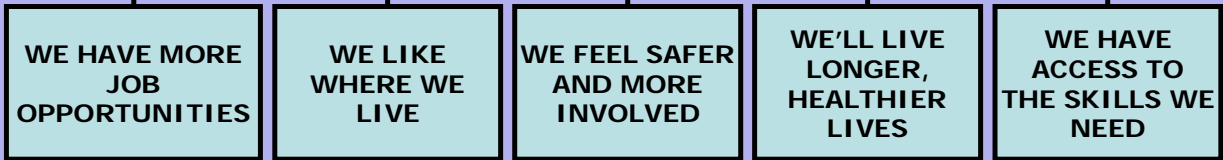
The priority actions we'll take to deliver these Resident Outcomes can be found later in this document. In the meantime, we'll look more closely at each of them and describe what they mean for the future of the city, its people and the neighbourhoods where they live.

WOLVERHAMPTON SUSTAINABLE COMMUNITIES STRATEGY

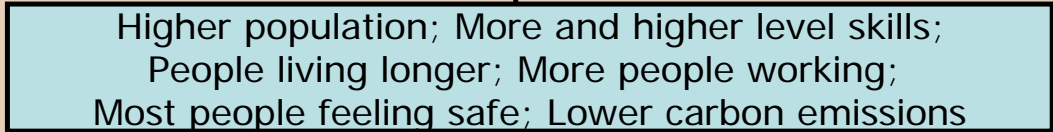
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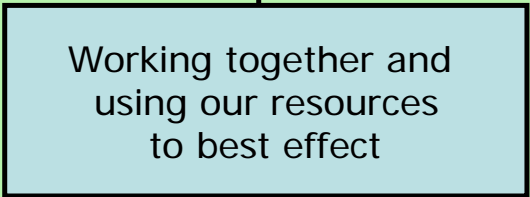
Residents Outcomes



How we will know if we have been successful



How we will deliver our targets



Resident Outcome 1: We Have the Skills and Knowledge We Need

Why this is important

Today's children and young people will have a key part in the city's future success. They need to be supported in making choices that further their personal well-being and add to the economic and social fabric of the city.

In Wolverhampton, 10% of children are growing up in households where no-one has ever worked. The long-term consequences for these children are clear:

- a greater chance of material hardship in later life, linked to continuing economic disadvantage
- knock-on effects on health, psychological well-being and the ability to achieve their goals
- negative implications for their own future children.

Not all of our young people are able to cope with the wider socio-economic changes taking place in the world – whether changes in family structures or the need for greater mobility in the labour market. The result is that young people can become involved in risky behaviours and lifestyles.

While the number of Wolverhampton's young people participating in 'guns and gang' culture is still relatively small, it's an issue nonetheless. It also has the potential to tarnish the city's image and weaken our goal to make Wolverhampton a place where people want to live now and in the future, visitors want to visit, shoppers want to shop and businesses want to invest.

The levels of teenage pregnancy, childhood obesity, the incidence of substance and alcohol misuse are all major challenges affecting some of our young people. We can't achieve a cohesive, sustainable and inclusive city whilst these issues continue to be part of young people's lives.

The Government is anxious to reduce the risk of violent extremism and is looking to local councils and their partners to build resilience against it within communities. We know from national research that it's young people who are most likely to be

susceptible and vulnerable to extremist ideology. We are committed to working with local communities and young people to minimise the risks associated with it.

How we will contribute to delivering the Vision for Wolverhampton

By 2026 Wolverhampton will be a top-quality environment to raise families and for children and young people to grow up. Every child, whatever their background or their circumstances, will have the support they need to:

- stay safe
- be healthy
- enjoy and achieve
- make a positive contribution
- achieve economic well-being

How we'll achieve it

- We'll break the cycle of deprivation that impacts on the lives of children and young people in the city. We'll tackle child poverty and support families, so that by 2026 the number of children growing up in poverty will be significantly reduced.
- We'll support young people in living safely and independently. This includes helping them to avoid being drawn into criminality and behaviours that have a negative impact on their lives and the lives of others.
- We'll reduce young people's vulnerability, particularly with regards to extremist ideology, by putting programmes in place to identify and tackle young people's grievances and risk behaviours, build shared values and help young people to develop their self-confidence and self-esteem.

- We'll ensure a step-change in our performance to reduce the numbers of teenage pregnancies and young people becoming involved in substance and alcohol misuse.
- Making a positive contribution is one of the five Every Child Matters outcomes. Local communities have told us that there "needs to be more things" for children and young people to do in Wolverhampton. We'll increase young people's participation in positive activities and encourage them to be more active, paying particular attention to the contribution of culture, sports, play, arts and music.
- We'll provide a quality of education that will drive up attainment levels and help our children and young people to succeed. Although the number of young people from non-traditional backgrounds going to university has increased, the overall number of attending university hasn't changed in the last six years. This has major implications for their future where the focus will increasingly be on the possession of higher level skills as the primary route into the job market.
- The Building Schools for the Future programme will deliver an unparalleled educational experience for young people. We'll build on the Aim Higher Programme to promote the aspirations of young people into higher education. By 2026, all young people will be in a learning environment, according to their aspirations and needs. We'll build on our successful track record of reducing the number of young people who are 'not in education, employment or training' (NEETs) so that by 2026, this figure will be zero.
- We'll promote intergenerational learning and foster a lifelong interest in learning within families and local communities. We recognise that while we continue to have high levels of adult illiteracy we will not make the progress needed for children, young people and adults to achieve their full potential.
- Childhood obesity is a rapidly growing problem. Making a difference will require interventions that promote the benefits of healthy eating and regular physical exercise. We've already made considerable investment in the Food Dudes and MEND Programme. We'll strengthen partnership working to improve nutrition and activities.

Which Partnership is accountable for delivery?

The Children and Young People Strategic Partnership is responsible for this agenda. It will co-ordinate its work with other thematic partnerships and partner organisations.

What are its key Strategies and Plans?

- Children and Young People Plan
- Building Young People's Capacity: Embedding First Principle: LAA Cross-Cutting Delivery Plan 2008 -2011
- Guns and Gangs Action Plan
- Building Resilient Communities Action Plan
- Economic Strategy
- Learning Strategy
- Employment, Skills and Enterprise LAA Cross Cutting Delivery Plan 2008-2011
- Supporting People Strategy (Housing Support and Social Inclusion)

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Resident Outcome 1: We Have the Skills and Knowledge We Need

What we want to achieve	How we will achieve it	How we will measure performance
<p>By 2026 Wolverhampton will be a top quality environment to raise families and for children and young people to grow up. Every child, whatever their background or their circumstances, will have the support they need to:</p> <ul style="list-style-type: none"> • Stay safe • Be healthy • Enjoy and achieve • Make a positive contribution • Achieve economic well-being 	<ul style="list-style-type: none"> • Tackle child poverty by ensuring improved access to free school meals 	<p>Number of 16-18 year olds who are in education, training and employment. Achievement of 5 or more A*-C GCSEs including Maths and English (NI 75) Young people from low income groups progressing to HE (NI 106)</p>
	<ul style="list-style-type: none"> • Support young people in living safely and independently, including helping them to avoid being drawn into criminality and behaviours that have a negative impact on their lives and the lives of others. 	
	<ul style="list-style-type: none"> • Rebuild and refurbish the City's schools through the Building Schools for the Future programme 	
	<ul style="list-style-type: none"> • Reduce the numbers of teenage pregnancies and young people becoming involved in substance and alcohol misuse 	
	<ul style="list-style-type: none"> • Increase young people's participation in positive activities and encourage them to be more active, paying particular attention to the contribution of culture, sports, play, arts and music 	
	<ul style="list-style-type: none"> • Continue to drive up educational attainment levels and help young people to succeed 	
	<ul style="list-style-type: none"> • Build on the Aim Higher Programme to promote the aspirations of young people into higher education 	
	<ul style="list-style-type: none"> • Promote intergenerational learning and foster a lifelong interest in learning within families and local communities 	
	<ul style="list-style-type: none"> • Tackle childhood obesity 	
	<ul style="list-style-type: none"> • Reduce young people's vulnerability, particularly with regards to extremist ideology 	

Resident Outcome 2: We Like Where We Live

Why this is important

Where people live has a major impact on their health, and social and economic well-being. Residents have also told us that the local environment is a key priority within their neighbourhoods. The quality of our neighbourhoods is also fundamental to delivering sustainable growth (as described in the Black Country Joint Core Strategy) and our ambition to create a wealthier and more prosperous Wolverhampton. People are far more likely to move into and stay living in the city if the local neighbourhoods are great places to live.

Successful neighbourhoods have certain things in common:

- a variety of facilities and services and a civic ethos
- liveliness, ease of movement and 'connectivity' – people can move around easily and have access to public transport
- a distinct identity, high quality physical environment and flexibility – they're places that have evolved and can adapt to change
- cohesiveness and safety – there is a strong sense of community spirit and neighbourliness and people feel safe to go about their daily business
- attractive public spaces – where people interact with each other
- environmental sustainability, health and accessibility – places are well connected and well designed, with priority given to people not cars.

Like many cities, Wolverhampton is a city of contrasts, with affluent neighbourhoods and areas of disadvantage and deprivation. A large percentage of our neighbourhoods are within the 20% most deprived in England. Overall, Wolverhampton is ranked the 4th most deprived authority in the region and 28th nationally (slipping from 35th in 2007).

Housing is basic to people's quality of life. Warm, secure, modern homes are strongly linked to better health, safety and jobs. As our population changes, we need a range of good properties to meet diverse needs. Along with the improved range of properties, we need to make sure that there is also a choice of flexible support services enabling people to remain or gain independence in their own home.

There is an annual need for 702 units of new affordable housing in Wolverhampton for 2007-2012. Overall, out of around 75,900 properties in the private sector, 32.6% are non-decent or need repair and lack modern facilities. There are also large numbers of long term empty private sector properties, which are a waste of resources and a potential focus for environmental crime and antisocial behaviour. In some neighbourhoods there are signs of housing market failure or dysfunction.

A clean and green environment which local people take pride in can also help reduce crime, fear of crime and improve quality of life. For children and young people good open spaces and natural environments have been shown to bring benefits and play a role in reducing fear of crime. The quality and cleanliness of public spaces has improved significantly over recent years. Nevertheless, with the pressure upon land in such a densely urbanised area, there needs to be increased emphasis upon quality and on using every available means of greening the city.

How we will contribute to delivering the Vision for Wolverhampton

By 2026 all Wolverhampton's neighbourhoods will be 'neighbourhoods of choice', where people feel safe and are safe. They'll have good housing, a high quality environment, access to excellent schools, services and local facilities – and economic opportunities. They'll also have a strong sense of belonging and neighbourliness.

How we'll achieve it

- We'll tackle the major crime concerns, fear of crime and anti-social behaviour where these issues have the most damaging effect on individuals, local communities and neighbourhoods. We'll also ensure that people affected by alcohol and substance misuse are supported effectively.
- We'll address some of the wider determinants of crime. For example, getting more people into jobs and providing positive activities for young people can help to deter people from antisocial behaviour and crime.
- We'll reduce the gap in employment, health and benefit claimant rates between the priority neighbourhoods and city average by linking areas/communities with low skills and high unemployment to the job opportunities in the city so that we can help poorer communities to live better lives with higher levels of wellbeing.

- We'll improve the range, choice and quality of housing to meet changing needs and support our economic ambition for the city. This will include raising the city's social housing to 'decent homes standards', delivering more affordable housing and making sure suitable housing is provided to attract and retain people employed in higher income jobs. The West Midlands Regional Spatial Strategy Phase 2 Review proposes 365,600 net dwellings up to 2026, of these, 61,200 (17%) are allocated to the Black Country, with Wolverhampton's allocation roughly equating to around 14,000. We'll ensure a sustainable approach to housing growth is adopted.
- We'll make sure there is a choice of flexible support services to enable people to remain or gain independence in their own home, wherever they choose to live.
- We'll develop the city's digital infrastructure to enable people to access services and information instantly, work more flexibly and reduce the need to travel.
- We'll ensure that our transport networks underpin a sustainable system of housing, employment, leisure and business uses. In particular, we'll improve access by linking people with places that they want to get to and businesses with their customers and staff. We'll raise the quality and broaden the range of sustainable transport choices, so that people and businesses have options to meet their needs and expectations.
- We'll continue to raise the standard of street cleanliness and encourage people to use parks and green spaces for health and leisure by making them safer and more attractive. We'll enhance the natural and built environment and reduce the amount of waste generated to promote environmental excellence and achieve a national reputation for the quality of our neighbourhoods.
- We'll improve local people's satisfaction with Wolverhampton as a place to live by delivering services that build on our strong sense of place. We'll also encourage more people to learn about their neighbourhoods, the communities who live there and the local environment to help build greater civic pride.
- We'll promote proactive work with vulnerable and excluded communities and communities of interest to engage them in their neighbourhood and improve their quality of life.
- We'll continue to build on our commitment to develop and deliver a vision for each of the 15 neighbourhoods to ensure that neighbourhood needs and aspirations are met.

- Through our work on community cohesion we'll make sure that Wolverhampton is a place where the diversity of our communities is valued and people from different backgrounds get on well together. We want Wolverhampton to be a place where no one experiences discrimination or disadvantage because of who they are. We recognise that genuinely sustainable communities must be inclusive, strong and integrated. Our first step will be to finalise the development of the Community Cohesion Strategic Action Plan, setting out how we intend to strengthen cohesion and embed an approach to community cohesion based on promoting good neighbours, active citizens and clear understanding and trusting relationships between citizen and citizen, community and community, citizen and City institution. Second, we will enhance leadership and governance arrangements for community cohesion by extending the brief and composition of the Community Cohesion Forum to bring it within the overall Wolverhampton Partnership family.
- We'll provide a speedy and appropriate response to any issues of tension that may arise within or between communities.
- We'll implement practical action to address the challenge of climate change so that people's lives and businesses are not disrupted by extreme weather. We have already developed a Climate Change Strategy and Action Plan across the city and the Wolverhampton Partnership has made a public commitment to tackle climate change through the Wolverhampton Declaration on Climate Change. We also intend that the city will reduce its own contribution to climate change to levels admired elsewhere in the world. This means much more than recycling; it is about thinking, working and acting in a profoundly different way. We'll therefore inspire people to find solutions to improve their quality of life without storing up problems for the future, or impacting unfairly on other people's lives.

Which Partnership is accountable for delivery?

The Wolverhampton Partnership Board has overall responsibility for co-ordinating this work and will look to thematic partnerships (including the Safer, Environmental and Housing Partnerships) and partner organisations to drive it forward.

What are its key Strategies and Plans?

- Neighbourhoods that Work LAA Cross-Cutting Delivery Plan 2008 -2011
- Housing Strategy
- Environment and Climate Change Action Plan
- Environment Strategy
- Local Development Framework, including the Black Country Joint Core Strategy

- Local Transport Plan
- Community Cohesion Action Plan
- Neighbourhood Action Plans
- Supporting People Strategy (Housing Support and Social Inclusion)

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Resident Outcome 2: We Like Where We Live

What we want to achieve	How we will achieve it	How we will measure performance
<p>By 2026 all Wolverhampton’s neighbourhoods will be ‘neighbourhoods of choice’, where people feel safe and are safe. They’ll have good housing, a high quality environment, access to great schools, services and local facilities – and economic opportunities. They’ll also have a strong sense of belonging and neighbourliness.</p>	<ul style="list-style-type: none"> • Reduce the gap in employment, health and benefit claimant rates between the Priority Neighbourhoods and city average so we can help poorer communities to live better lives with higher levels of well-being. 	<p>Net additional homes provided (NI 154) Number of homes meeting BREEAM “Very Good” or above / meeting the relevant Code for Sustainable Homes +1 % of people who believe people from different backgrounds get on well together (NI 1) The % of people satisfied with Wolverhampton as a place to live (NI 5) Children and young people’s satisfaction with parks and play areas (NI 199) Per capita CO2 emissions in the area (NI 186) Amount of eligible open spaces managed to Green Flag Awards Standard (AMR) Working age people claiming out of work benefits in the worst performing neighbourhoods (NI 153)</p>
	<ul style="list-style-type: none"> • Improve the range, choice and quality of housing to meet changing needs and support our economic ambition for the city, including raising the city’s social housing to ‘decent homes standards’, delivering more affordable housing and making sure suitable housing is provided to attract and retain people employed in higher income jobs. 	
	<ul style="list-style-type: none"> • Make sure there is a choice of flexible support services to enable people to remain or gain independence in their own home, wherever they choose to live. 	

Resident Outcome 3: We Have More Job Opportunities

Why this is important

A successful and vibrant economy is critical to delivering increasing prosperity, wealth and opportunity for all and is a key priority for local residents. Globalisation and technological change have had – and will continue to have – a significant impact on the city’s economic landscape.

Wolverhampton has four main industrial categories covering almost 90% of all employment. By far the largest is in the public sector (which employs almost a third of all workers), followed by distribution, hotels and restaurants, manufacturing, banking, finance and insurance. Our economy is in danger of becomingly over-dependent on a public sector service culture.

By 2026 there will be an additional 20,000 new jobs in Wolverhampton. However, the extent to which local people will benefit from these new job opportunities and share in the wealth generated by them is potentially limited.

Benefit dependency is high and skill levels are low in Wolverhampton. Nearly half of households have an annual income of less than £10,000 and only 3% have an annual income of over £50,000. Over the coming years, new jobs are likely to require qualifications to at least level 3 or above, but today 25% of our working age population have no qualifications, with up to 50% unqualified in some neighbourhoods. Only 22% have level 4 qualifications compared with 30% regionally and 33% in England and Wales – and the trend suggests that this figure is going down.

Unless we address this, opportunities will bypass our residents. While our schools are improving and GCSE attainment levels are now at the national average, ‘A’ level attainment is ‘flatlining’. In addition, those with good qualifications and skills are tending to leave Wolverhampton, due to a lack of job opportunities, poor environment and limited housing choice.

Poor health hinders access to jobs, while a lack of work affects health, particularly if people remain out of work for a long time. Just over 10% (10.2%) of people surveyed say they feel ‘in poor health’ compared with the English average of 7.5%, while 21% report having a limiting long term illness compared with 19% in the West Midlands and 18% nationally. Life expectancy is in the bottom 20% nationally. Almost 29% of the population have a mental health problem which also limits the ability of many people to earn their own living.

The result is that as a city, we are at risk of creating polarised communities. On the one hand, there will be those with high-level skills who are able to access job opportunities and enjoy good quality health and well-being. On the other, there will be people who are unskilled and unqualified, unable to participate in the job market, languishing in poverty and suffering ill health.

As for the city's Night Time Economy, it is too narrowly focused around pubs and bars, which potentially drives down the positive impact which our theatres, concert halls, cinemas and museums have on residents and visitors. The city centre experiences the highest number of criminal damage incidents in Wolverhampton which can contribute to people feeling unsafe and therefore being unwilling to go there, potentially further undermining the city's image and reputation and long term economic goals.

How we will contribute to delivering the Vision for Wolverhampton

By 2026 our local economy will be transformed, generating new levels of employment opportunity and wealth within the city. Our economic performance will match the success of other medium-sized, post-industrial cities in the UK and make an important contribution to the prosperity of the Black Country sub-region.

How we'll achieve it

- We'll develop a robust economic strategy to drive the creation of a flourishing local economy. The strategy will set out the route to creating the 20,000 jobs the Regional Spatial Strategy envisages for the City by 2026. As well as identifying the likely areas of growth, the strategy will also mark additional activities that build on the capabilities and skills that Wolverhampton has or can develop within a reasonable time. It will deliver more efficient and effective services co-located in the community wherever possible.
- We'll encourage the development of a more enterprising culture by enhancing learning opportunities for residents and encouraging businesses which promote innovation, research and knowledge development. At the same time, we'll boost opportunities for social enterprises through developing the environment for a thriving Third Sector. We'll also make our commissioning and procurement processes more accessible to local businesses and small and medium enterprises.
- We'll make certain every child and young person has the opportunity to achieve to their full potential and every adult has the skills for employment in a diverse and changing economy. By 2026, a higher percentage of the workforce will have higher level skills and use those skills in Wolverhampton instead of moving away. We'll engage with employers to invest in the

development of their own workforce, with an emphasis on developing and encouraging qualifications to levels 4 and 5. We'll encourage ongoing learning as a continuous process to support career progression and economic growth.

- We'll transform the city centre to act as a beacon for inward investment and attract and retain more wealth in the city by supporting and investing in our night time economy, office, retail, and cultural offer and ensuring a safe, high quality environment. The renaissance of our city centre is already well underway, with the development of the City Centre Masterplan and major regeneration programmes such as the Transport Interchange. However, we need to do more if Wolverhampton is to play its part in driving the economy for the Black Country sub-region. We'll create a welcoming and distinctive city centre that is valued and used by those who live, visit and work here, without losing the city centre's existing qualities which people value. The impact of additional spend by existing visitors (for example by staying in the city for a meal), or of additional visitors, will significantly improve the city's economy. The Joint Core Strategy will contribute to creating a more economically balanced population, giving another reason to maintain the city centre as a vibrant and attractive entertainment area.
- We'll substantially reduce the impact of crime on businesses, particularly as it affects the image of Wolverhampton as a place that is 'good to do business in'.
- We'll promote Wolverhampton as a centre of excellence for culture, music, sports and the arts. Our thriving cultural and arts scene will contribute to a sense of pride for all communities in the city, while the range of sporting activities will help to improve the health and social welfare of our residents.
- We'll capitalise on our rich ethnic diversity in promoting our distinctiveness, projecting the diverse character of the city, nationally and internationally, as a welcoming, exciting and exceptional city and as a catalyst for investment and economic advantage.
- We'll remove the barriers preventing people from accessing skills development and employment opportunities. In particular, we'll ensure residents are fit and healthy for work by focusing on prevention and targeting the main causes of ill health that limit their capacity to work. We'll also make sure that accessible transport – including public transport – enables people to reach work and training.
- We'll focus resources on the harder to reach and support individuals furthest from the labour market and those residents who are claiming benefits, such as incapacity benefit and income support, in finding and sustaining employment.

- We'll make sure that in delivering the growth agenda, sustainable development is at the heart of everything we do. This means ensuring that new developments are environmentally sensitive – from new homes to retail and economic development programmes – and giving greater emphasis to high standards of urban design through the use of planning and regulatory powers to provide an attractive and stimulating environment.

Which Partnership is accountable for delivery?

The Economic and Learning Partnerships will have joint responsibility for this work and will co-ordinate with other thematic partnerships and partner organisations.

What are its key Strategies and Plans?

- Economic Strategy
- Learning Strategy
- Cultural Strategy
- Environment and Climate Change Strategy and Action Plan
- Environment Strategy
- Employment, Skills and Enterprise LAA Cross-Cutting Delivery Plan 2008-2011
- Night Time Economy Asset Review
- Local Development Framework
- Transport Plan
- Community Sport and Physical Activity Report

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Resident Outcome 3: We Have the Employment Opportunities We Need

What we want to achieve	How we will achieve it	How we will measure performance
<p>By 2026 our local economy will be transformed, generating new levels of employment opportunity and wealth within the city. Our economic performance will match the success of other medium-sized, post-industrial cities in the UK and make an important contribution to the prosperity of the Black Country sub-region.</p>	<ul style="list-style-type: none"> Develop a robust Economic Strategy to drive the creation of a flourishing local economy and setting out the route to creating 20,000 jobs. 	<p>Employment rate (NI 151) Narrowing the gap between the priority neighbourhoods unemployment rates and the city average Working age population qualified to at least level 4 (NI 165) Working age people on out of work benefits (NI 152)</p>
	<ul style="list-style-type: none"> Encourage the development of a more enterprising culture by enhancing learning opportunities for residents and encouraging businesses which promote innovation, research and knowledge development 	
	<ul style="list-style-type: none"> Boost opportunities for social enterprises through developing the environment for a thriving third sector. 	
	<ul style="list-style-type: none"> Make our commissioning and procurement processes more accessible to local businesses and small and medium enterprises. 	
	<ul style="list-style-type: none"> Make certain every child and young person has the opportunity to achieve to their full potential and every adult has the skills for employment in a diverse and changing economy. 	
	<ul style="list-style-type: none"> Engage with employers to invest in the development of their own workforce, with an emphasis on developing and encouraging qualifications to levels 4 and 5. 	
	<ul style="list-style-type: none"> Transform the city centre to act as a beacon for inward investment and attract and retain more wealth in the city 	
	<ul style="list-style-type: none"> Promote Wolverhampton as a centre of excellence for culture, music, sports and the arts 	

What we want to achieve	How we will achieve it	How we will measure performance
	<ul style="list-style-type: none"> • Capitalise on our rich ethnic diversity as a catalyst for investment and economic advantage • Remove the barriers preventing people from accessing skills development and employment opportunities: <ul style="list-style-type: none"> ○ Make sure people are fit and healthy for work ○ Ensure accessible transport, including public transport, enables people to reach work and training • Focus resources on the harder to reach and support individuals furthest from the labour market and those residents who are in claiming benefits in finding and sustaining employment 	
	<ul style="list-style-type: none"> • Make sure that in delivering the growth agenda, sustainable development is at the heart of everything we do. 	

Resident Outcome 4: We will Live Longer, Healthier Lives

Why this is important

Getting more people into work will be impossible without substantial improvement in their health and well-being. The Joint Strategic Needs Assessment (JSNA) identifies some of the major health challenges in Wolverhampton. These include life expectancy, teenage pregnancy, infant mortality, obesity and overweight in adults and children.

Lifestyle choices, levels of inequality and deprivation, employment rate, extent of social housing accommodation and the quality of the environment are all major determinants of health in Wolverhampton. Almost half of the city's neighbourhoods are among the 20% most deprived in the country. Of the city's population, 26% live in social housing, compared with a national average of 18%. In addition, 44% of vulnerable people live in private sector homes that are 'not decent'. Better housing, improved income and access to employment have a long-term beneficial impact on health.

We need to save an additional 100 people per year from dying before the age of 75 years lives to achieve national averages. Most of these "early" deaths are associated with poor lifestyle choices, for example physical activity rates are significantly below the national average and smoking rates well above. These are linked to our high rates of heart disease and stroke. Smoking in pregnancy is nearly 50% higher than the national average. Alcohol causes considerable harm in the city: for example deaths from alcohol-related liver disease are nearly twice the national average and alcohol is associated with much of the very high domestic violence suffered in Wolverhampton.

Wolverhampton's population is also changing. By 2026 the Black and Minority Ethnic (BME) population is projected to rise to 32%. This is important in any consideration of health and well-being, because some health conditions are more prevalent in particular ethnic groups. Greater diversity also means that services will need to cater for wider needs.

The city's population is also ageing. For the first time in Wolverhampton's history, the proportion of people aged 60 and over is higher than that of children under 15. By 2025, the number of people aged 85+ years will increase by just under 50%. The ageing profile of our population means that we are likely to have greater demands for health and social care in the future at a time when we are going to be increasingly reliant on older members of our workforce. Older age can bring some specific health challenges like dementia, stroke and hip fracture as a result of falls, all of which have major resource implications. The number of people with

learning disabilities is also increasing; while better medical interventions means more are surviving with considerable physical disabilities. More investment in preventative services will be required to manage the predicted increased demand.

While there will be greater opportunities for more person-centred support systems for older people and vulnerable adults through individual budgets, the greater use of non-regulated support will also present safeguarding challenges with potentially increased exposure to risk.

It's also true that our middle aged population is generally unhealthy. This means that we have to address the health problems of this group now, before increasing age makes them part of the 'older generation' health problem.

Addressing the health challenges arising from the changing population and improving the well-being of our citizens will call for an increased focus on services that prevent ill-health and social exclusion. This will allow a choice of services, centred on the needs of each individual.

How we will contribute to delivering the Vision for Wolverhampton

By 2026 we will reduce the gap between those communities with the poorest health rates and the city average, achieving good health and well-being for all communities and neighbourhoods. We will have raised life expectancy for men and women to the national average.

How we'll achieve it

- The economic and social conditions under which people live influence their health. We've already identified our ambitions to create a wealthier and more prosperous Wolverhampton and to make our neighbourhoods safer places to live. Both of these things will have a major impact on health and well-being in the city.
- Preventing ill health is a key priority. We'll have a broad strategy covering a range of 'upstream' activities to stop people suffering from preventable illnesses. These will include improving access to employment opportunities, improving housing standards and conditions and reducing poverty amongst the most vulnerable groups.

- We'll also provide targeted and universal preventative services that meet the needs of our citizens, reducing ill health and social exclusion and increasing independence. These will focus on the promotion of healthy lifestyles – stopping smoking, reducing obesity through better nutrition and diet, increasing physical activity, sensible drinking and improving sexual and mental health.
- We'll maximise choice and promote independence for older and vulnerable people, helping them to shape the services they need to live independently at home.
- We'll target health and social care provision on the most vulnerable, so they can live healthy and dignified lives.
- We'll improve access to good quality health, social care and support services, ensuring that the individual is placed at the centre of the service to enable active citizenship, self determination and full access to community life.
- We'll promote a 'healthy ageing' approach to all our developments and practices, ensuring that all partners plan ahead for an ageing society, identify how we will improve services to reflect changing needs of our communities and maximise older people's contribution as citizens.
- We'll support adults who are vulnerable and safeguard them from abuse. We'll put in place a Safeguarding Adults Strategy to prevent adults from being abuse, protect those who have been abused and reduce the risk of re-occurrence.
- Local people have told us that we need to do more to reduce isolation of older people. As people age they are more likely to encounter stressful events such as bereavement, onset of various illnesses and other health problems. These can often lead to isolation and depression. We'll support older people to be more involved in their local community, enjoy socialising and take part in different activities.
- We recognise the important contribution that 'culture' can make to improving health and well-being. We'll make sure that our Cultural Strategy includes a specific focus on identifying vulnerability early and developing programmes to improve health and build skills of both young and older people.

Which Partnership is accountable for delivery?

The Health and Well-being Partnership is responsible for this work and will co-ordinate with other thematic partnerships and partner organisations.

What are its key Strategies and Plans?

- Health and Well-being Plan
- Taking Every Adult Matters Forward: Building on Success; Strategy to Transform Adults and Community Services 2009 - 2014
- Supporting People Strategy (Housing Support and Social Inclusion)
- Supporting Inclusion LAA Cross-Cutting Delivery Plan 2008-2011
- Joint Strategic Needs Assessment
- Cultural Strategy

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Resident Outcome 4: We will Live Longer, Healthier Lives

What we want to achieve	How we will achieve it	How we will measure performance
<p>By 2026 we will reduce the gap between those communities with the poorest health rates and the city average, achieving good health and well-being for all communities and neighbourhoods</p>	<ul style="list-style-type: none"> • Adopt a broad strategy covering a range of ‘upstream’ activities to stop people suffering from preventable illnesses, including: <ul style="list-style-type: none"> ○ Improving access to employment opportunities; ○ Improving housing standards and conditions; ○ Reducing poverty amongst the most vulnerable groups 	<p>All age all cause mortality rate (NI 120) Obesity among primary age children in year 6 (NI 56) % of vulnerable people who are supported to maintain independent living (NI 142) The extent to which older people receive the help they need to live independently at home (NI 139)</p>
	<ul style="list-style-type: none"> • Provide targeted and universal preventative services that meet the needs of our citizens, reducing ill health and social exclusion and increasing independence, focusing on: <ul style="list-style-type: none"> ○ Stopping smoking ○ Reducing obesity through better diet and nutrition ○ Taking part in physical activity ○ Improving sexual and mental health ○ Sensible drinking 	
	<ul style="list-style-type: none"> • Maximise choice and promote independence for vulnerable people, helping them to shape the services they need to live independently at home 	
	<ul style="list-style-type: none"> • Target health and social care provision on the most vulnerable, so they can live healthy and dignified lives 	
	<ul style="list-style-type: none"> • Improve access to good quality health, social care and support services 	
	<ul style="list-style-type: none"> • Promote a ‘healthy ageing’ approach to all our developments and practices 	

What we want to achieve	How we will achieve it	How we will measure performance
	<ul style="list-style-type: none"> • Support adults who are vulnerable and safeguard them from abuse 	
	<ul style="list-style-type: none"> • Reduce isolation of older people and support them to be more involved in their local community, enjoy socialising and take part in different activities 	
	<ul style="list-style-type: none"> • Make sure that our Cultural Strategy includes a specific focus on identifying vulnerability early and developing programmes to improve health and build skills of young and older people 	

Resident Outcome 5: We'll feel Safer and More Involved

Why this is important

The single biggest issue for the City's residents is crime and the fear of crime. In all surveys, this issue is of greatest concern and it applies right across the City.

Surveys consistently point to levels of crime and the environment as the most important factors in making an area a good place to live. Crime has a harmful effect both through its actual impact and through fear of becoming a victim. Despite the downward trend in crime levels over recent years, fear of crime remains high. People in some neighbourhoods are three times more likely to be a victim of crime which may be a factor in explaining fear of crime levels. Drugs are a 'driver' for a large amount of crime in the city and there is a growing alcohol problem, particularly among younger people. Anti-social behaviour continues to be a concern of residents – alongside crime, it's seen as a major determinant of neighbourhood satisfaction. Domestic violence, robbery, guns and gangs are some of the major crime challenges in the city. The relationship between engagement in crime and poor life chances remains high and locally based diversionary activities are important both from this perspective and in responding to the issues raised by residents and neighbourhoods.

Strong, involved, engaged and cohesive communities where local people take an active part in tackling local concerns, looking out for each other and respecting one another can contribute to safer and more inclusive neighbourhoods. As our population changes and becomes more diverse, it will be increasingly important to ensure that there are co-ordinated systems in place across the city to enable strong and positive relationships between people from different backgrounds, as well as between older people and younger people. We'll also need to make sure that all our residents are treated fairly and have equal life chances and access to services and opportunities.

As part of the development of this Strategy, each of the fifteen neighbourhoods was asked to imagine how their neighbourhood would look in 2026. The responses and the issues identified underpin much that is in the Strategy.

How we will contribute to delivering the Vision for Wolverhampton

By 2026, we will make sure that the majority of people in the City feel safe and able to contribute fully to the City and take advantage of all it has to offer.

How we'll achieve it

- Tackle the major crime concerns, fear of crime and anti-social behaviour where these issues have the most damaging effect on individuals, local communities and neighbourhoods.
- Make sure people affected by alcohol and substance misuse are supported appropriately.
- Address the wider determinants of crime, for example, getting more people into jobs and providing positive activities for young people to help deter people from anti-social behaviour and crime
- Substantially reduce the impact of crime on businesses
- Work with persistent and prolific offenders to reduce criminal activity
- Support community cohesion and particularly with those communities most at risk of exclusion
- Engage all communities and neighbourhoods in developing solutions to the challenges and issues they face

Which Partnership is accountable for delivery?

The Safer Wolverhampton Partnership is responsible for ensuring the City becomes a safer place and co-ordinate with other thematic partnerships and partner organisations

The Wolverhampton Partnership Board has overall responsibility for co-ordinating consultation and engagement work and will look to thematic partnerships and partner organisations to drive it forward.

What are its key Strategies and Plans?

- Crime Reduction, Community Safety and Drug Strategy
- Strategic Assessment
- Guns and Gangs Action Plan
- Building Resilient Communities Action Plan
- West Midlands Policing Plan
- Local Neighbourhood Plans
- Alcohol Strategy
- Neighbourhoods that Work LAA Cross-Cutting Delivery Plan 2008 -2011
- Community Engagement Strategy and Action Plan

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Resident Outcome 5: We Feel Safer and More Involved

What We Want to Achieve	How we will achieve it	How we will measure our progress
<p>By 2026, we will make sure that the majority of people in the City feel safe and able to contribute fully to the City and take advantage of all it has to offer.</p>	<p>Tackle the major crime concerns, fear of crime and anti-social behaviour where these issues have the most damaging effect on individuals, local communities and neighbourhoods.</p>	<p>All crime rate / levels of recorded crime compiled by West Midlands Police Perception of crime levels Environment for a thriving third sector (NI 7) Reduction in domestic violence incidents and reduce repeat victims</p>
	<p>Make sure people affected by alcohol and substance misuse are supported appropriately.</p>	
	<p>Address the wider determinants of crime, for example, getting more people into jobs and providing positive activities for young people to help deter people from anti-social behaviour and crime</p>	
	<p>Substantially reduce the impact of crime on businesses</p>	
	<p>Work with persistent and prolific offenders to reduce criminal activity</p>	
	<p>Support community cohesion and particularly with those communities most at risk of exclusion</p>	
	<p>Engage all communities and neighbourhoods in developing solutions to the challenges and issues they face</p>	

How we'll work together to deliver the Strategy

Because of the scale of the challenges we face and the ambitious agenda we have set for ourselves delivering the Strategy will not be easy. It will require new ways of thinking and working and a commitment to putting 'learning' at the centre of everything we do. A lot has already happened in Wolverhampton that we can learn from – for example, the Flight of the Flamingos, new ways of addressing fundamental problems such as drugs and alcohol misuse and the All Saints and Blakenhall Community Development regeneration programme.

These principles and values will inform the way we work together to deliver the Strategy...

- **Empowerment.** We'll empower local communities to have a greater voice, choice and control over the way services are planned, designed and delivered to meet their needs.
- **Voluntary and community sector engagement.** We'll work with the voluntary and community sectors in developing innovative service delivery solutions that respond to local priorities and in contributing to a better, more cohesive future.
- **Community Cohesion.** We'll make sure that all of our actions, strategies, plans and programmes contribute to making Wolverhampton a more cohesive city. People from different backgrounds will have similar life opportunities, everyone will know their rights and responsibilities, and people will trust one another and trust institutions to act fairly. Diversity will be recognised as a strength and the cultures, faiths and lifestyles of everyone who makes up the city will be valued.
- **Innovation and learning.** We recognise that past solutions may no longer be appropriate to the challenges we face today and in the future. We'll encourage 'thinking outside the box' and a culture of learning and innovation. We'll embed a 'whole systems' approach and encourage early intervention and prevention for the most intractable and fundamental problems that we face in order to achieve long-lasting change. We'll draw on lessons learnt to achieve continuously improving services.
- **Sustainability.** We'll work to make sure that the actions of today do not reduce opportunities for future generations.
- **Economic development.** We recognise that economic development plays a vital role in delivering the aims of this Strategy. We'll make sure that all programmes, schemes and initiatives have a clear focus on economic development, identifying opportunities for the creation of high quality permanent jobs for local people, on skills training and enterprise development.

- **Neighbourhood working.** The more that local people are involved in shaping services and engaged in taking responsibility for the things that happen in their local areas, the greater the chances of building sustainable communities. We're committed to neighbourhood working, recognising that there is no 'one size fits all' approach.
- **Partnership working.** Partnership working is fundamental to everything we do. But the challenges ahead will require more than just being 'joined up' as a partnership. We'll build a 'Team Wolverhampton' approach to partnership working. This means encouraging partners to go beyond their traditional organisational or functional remit and 'going the extra mile' to deliver our ambitions and aspirations.
- **Resource planning.** We'll attract more resources as well as make the most of those we have already to deliver the on our ambitions. We'll re-align partners' and the council's mainstream spending plans with the priority goals of this strategy, including targeting and monitoring the effectiveness of resources. Wherever possible, we'll streamline activity and use of resources across partners, avoiding duplication, maximising efficiency and delivering Value for Money.
- **Visionary leadership and robust governance.** We'll ensure that our leadership and governance arrangements are 'fit for purpose' and able to drive the pace of change and performance at a faster rate.

How we developed the Strategy

This Strategy was built on a robust evidence base of the current and future challenges facing Wolverhampton, and consultation on the aspirations and priorities of those who live here and work in the city.

Each of the 15 Local Neighbourhood Partnerships, collectively known as the Local Area and Neighbourhood Arrangements (LANA), participated in a visioning process to both inform the development of the Sustainable Community Strategy and to shape the preparation of Neighbourhood Action Plans. People who had not previously been engaged in consultation initiatives were particularly targeted. Participants were encouraged to put forward ideas about how they would like to see their city and neighbourhoods develop in the future.

We engaged partners at Wolverhampton Partnership events (the City's Local Strategic Partnership), including the annual partnership conference, where they debated community cohesion and sustainability and what these mean for Wolverhampton; and critical success factors for the Strategy. Discussions also took place with each of the Thematic Partnerships that make up the Wolverhampton Partnership and individual partner organisations. A workshop was convened with the Third Sector Forum and a seminar was also organised with Elected Councillors.

We aligned the engagement process on the Sustainable Community Strategy with the consultation process on the Local Development Framework (LDF) Core Strategy options and choices.

Various national and regional strategies set the context for the Sustainable Community Strategy, including the UK Sustainable Development Plan, Black Country Study, Black Country Joint Core Strategy, Regional Spatial Strategy, Regional Economic Strategy and the Local Area Agreement.

We drew on the 'Strategic Direction for Wolverhampton' report¹ which pulled together the outcomes of extensive discussions with young people, councillors, service providers, the community and voluntary sector and special interest groups such as the Older People's Forum and faith organisations about what kind of place they want Wolverhampton to be in the future.

The draft Sustainable Community Strategy was the subject of both a Sustainability Appraisal and a community cohesion impact assessment to ensure that the priorities and proposed activities are consistent with, and do not undermine, cohesion and sustainability goals. We used all the information gathered from each of these processes to write this document, setting out the strategic issues, our vision and ambition for the future and a clear set of priority themes which we need to focus our efforts on in order to improve the social, economic and environmental well-being of Wolverhampton.

¹ Strategic Direction for Wolverhampton, draft final report, June 2006, Shared Intelligence

How we'll deliver the Sustainable Community Strategy

The Wolverhampton Partnership – the City's Local Strategic Partnership – is the body responsible for ensuring delivery of the vision and priority themes set out within this document.

Achieving this will require the support and engagement of a wide range of partners and local people. The Wolverhampton Partnership is not a delivery organisation in its own right; instead it acts as a key mechanism through which actions, strategies and plans to deliver the vision can be co-ordinated and driven.

The Wolverhampton Partnership Board and the seven Thematic Partnerships which make up the Wolverhampton Partnership 'family' will ensure the development and implementation of key plans and strategies to deliver the vision and priority themes in the Strategy and for managing performance to achieve the desired outcomes.

Delivery happens at all levels and we will need to drive and measure performance accordingly. The diagram below demonstrates the hierarchy of plans and strategies that we will use to achieve delivery of the vision.

The Sustainable Community Strategy sits at the top of the Delivery Framework and sets out the vision and high level outcomes for our city, communities and neighbourhoods.

Sitting immediately below is a range of key plans and strategies, setting out specific objectives, lower level targets and actions relating to the themes and outcomes in the Sustainable Community Strategy.

Supporting delivery plans and LAA cross-cutting delivery plans form the next level of plans. These will set out priority actions over the short term (3 year) to deliver the targets in the Local Area Agreement.

Each partner organisation will be expected to produce an organisational plan identifying their role and contribution in achieving the vision, themes and Strategy outcomes and how they will align mainstream resources to the strategic priorities.

Each of the 15 Local Neighbourhood Partnerships will be responsible for producing a Neighbourhood Action Plan, setting out a distinctive vision for the local area and determining local priorities for action to deliver the Sustainable Community Strategy in local areas.

SUSTAINABLE COMMUNITIES STRATEGY
DELIVERY CHAIN



The Local Area Agreement provides the performance framework for delivering key aspects of the Strategy in the short term. We'll use the LAA and its indicators to ensure that the Partnership and partner organisations focus efforts on delivering critical outcomes in consecutive 3-yearly periods. Based on the LAA, we have developed a performance framework, which is to be found on pages 48-49.

We've also developed a small number of high level strategic indicators to chart our progress over the long term. These are outlined on page 5.

We'll report progress regularly, using a variety of ways and through different communication routes to ensure we reach as many people as possible, including One City News, State of the City reports, via the Partnership website and at the Annual City Show

If you want to comment on this Plan, would like further copies or a summary leaflet contact:

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Telephone: (01902) 310805

Email: communications@wton-partnership.org.uk

The summary can also be provided on audio tape, in large print or in community languages.

SUSTAINABLE COMMUNITIES STRATEGY – DRAFT PERFORMANCE FRAMEWORK

RESIDENT OUTCOME	SHORT-TERM BY 2011	MEDIUM-TERM BY 2017	LONG-TERM OUTCOMES BY 2026
WE HAVE THE EMPLOYMENT OPPORTUNITIES WE NEED	Child Poverty (NI 116) Working age people on out of work benefits in worst performing neighbourhoods(NI 153) Employment Rate (NI 151) VAT Registration Rate (NI 171)	Working age people claiming out of work benefits in the worst performing neighbourhoods (NI 153) Employment rate (NI 151)	Employment Rate
WE LIKE WHERE WE LIVE	Net Additional Homes (NI 154) Improved street and environmental cleanliness (NI 195) – litter and detritus Household waste recycled and composted (NI 192) CO2 reductions from Local Authority operations (NI 185) Congestion – average journey time per mile during morning peak (NI 167) Tackling fuel poverty (NI 187) (>65 SAP Rating) % non-decent council housing (NI 158) Affordable Homes (NI 155) People from different backgrounds getting on well together (NI 1) Residents satisfied with local area as place to live(NI 5)	Children and young people’s satisfaction with parks and play areas (NI 199) Net additional homes provided (NI 154) Number of homes meeting BREEAM “Very Good” or above / meeting the relevant Code for Sustainable Homes +1 % of people who believe people from different backgrounds get on well together (NI 1) The % of people satisfied with Wolverhampton as a place to live (NI 5) Per capita CO2 emissions in the area (NI 186) Amount of eligible open spaces managed to Green Flag Awards Standard (AMR)	Population growth Additional Homes Carbon Emissions
	Environment for a thriving third sector (NI 7) Perception of dealing with local concerns about anti-social behaviour and crime by the	All crime rate / levels of recorded crime compiled by West Midlands Police Perception of crime levels Environment for a thriving third	Perception of Crime

<p>WE FEEL SAFER AND MORE INVOLVED</p>	<p>police and local council (NI 21) Rate of serious acquisitive crime (N 16) Increase recording of domestic violence incidents and reduce repeat victims (NI 32) Rate of serious violent crime (NI 15) Young offenders engagement in ETE (NI 45) Substance misuse by young people (NI 115)</p>	<p>sector (NI 7)* Reduction in domestic violence incidents and reduce repeat victims</p>	
<p>WE WILL LONGER AND HEALTHIER LIVES</p>	<p>Early access for women to maternity services (NI 126) No. of conceptions per thousand females aged 15-17 (NI 112) % of 5-16 year olds in schools who spend a minimum of 5 hours on high quality PE and school sport. (NI 57) All-age all cause mortality rate (NI 120) Obesity among primary schools children – year 6 (NI 56) 27 No. of vulnerable people who are supported to maintain independent living (NI 142)*</p>	<p>All age all cause mortality rate (NI 120) Percentage gap in life expectancy between neighbourhoods with lowest life expectancy and city average Obesity among primary age children in year 6 (NI 56) % of vulnerable people who are supported to maintain independent living (NI 142) The extent to which older people receive the help they need to live independently at home (NI 139)</p>	<p>Life Expectancy Rate</p>
<p>WE HAVE THE SKILLS AND KNOWLEDGE WE NEED</p>	<p>Working age population qualified to at least Level 2 (NI 163) 29 Working age population qualified to at least Level 3 (NI 164) Working age population qualified to at least Level 4 (NI 165) 16-18 year olds who are NEET (NI 117) YP participation in positive activities (NI 110)</p>	<p>Number of 16-18 year olds who are NEET (NI 117) Achievement of 5 or more A*-C GCSEs including Maths and English (NI 75) Working age population qualified to at least level 4 (NI 165) Narrowing the gap in skills levels between priority neighbourhoods and city average</p>	<p>Level 4 Qualifications</p>