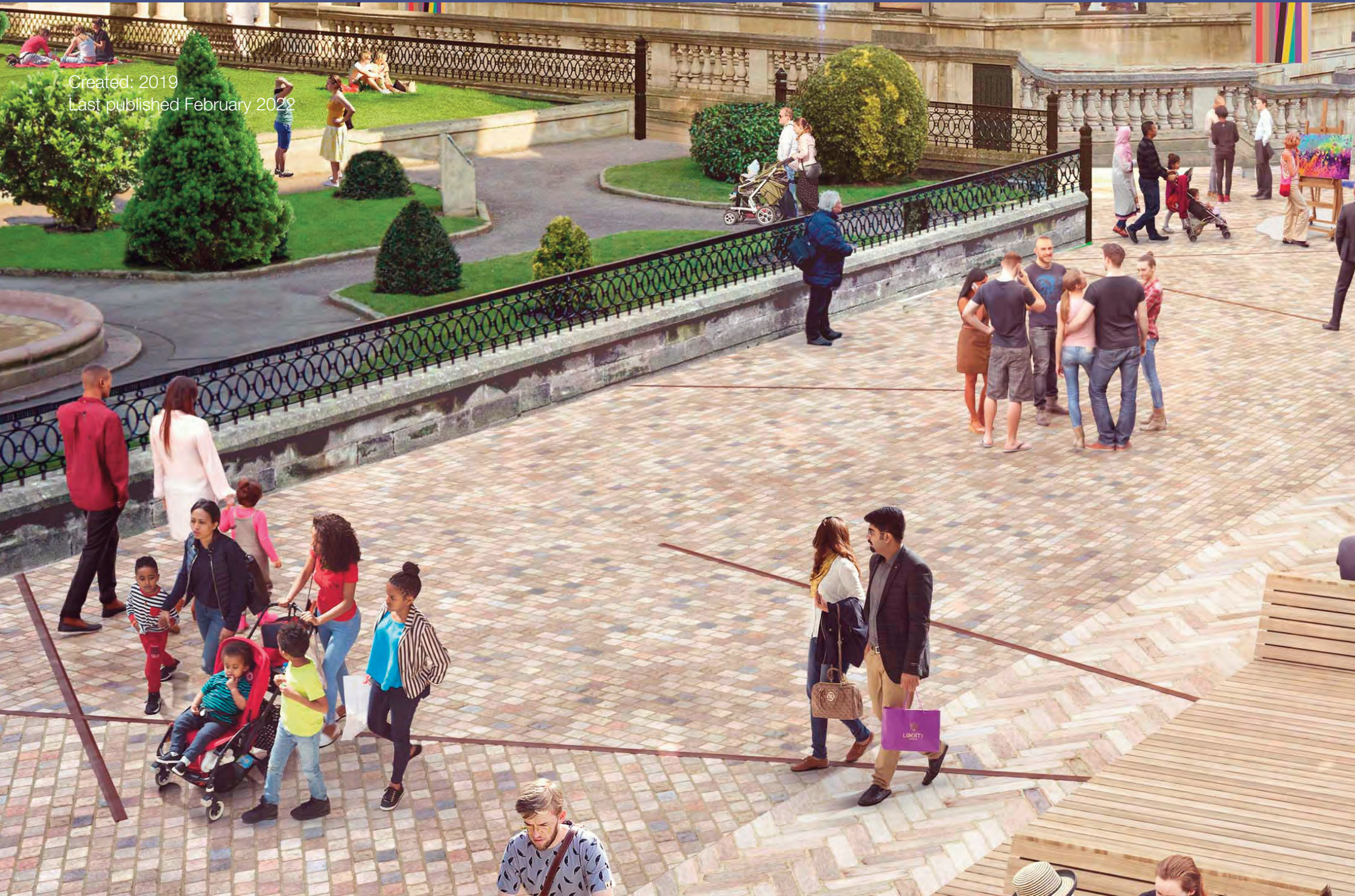




Council Plan

Created: 2019
Last published February 2022





Our city

The City of Wolverhampton is a place which is proud of its history, celebrates its diversity and is ambitious for the future.

Our Vision for 2030 is that Wolverhampton will be a place where people come from far and wide to work, shop, study and enjoy our vibrant city. It will be transformed while still retaining all of those attributes that give our city its unique identity. A healthy, thriving and sustainable international 'smart city' - renowned for its booming economy and skilled workforce, rich diversity and a commitment to fairness and equality that ensures everyone has the chance to benefit from success.



FOREWORD



The Covid-19 pandemic has been an unprecedented national challenge with a profound impact on communities in the city. We want to start by remembering those residents of the city who have lost their lives to Covid-19. Their loss will be felt by friends and relatives every single day.

We also want to pay tribute to the many services, organisations, teams and volunteers across the city who have all played their part to support the people of this city in such challenging times. We have all been dedicated to protecting the health, wellbeing and livelihoods of the communities we serve. The long-term impacts of the crisis are emerging and will extend beyond the scope of this plan.

As we move towards a new normal, we remain dedicated to improving services and outcomes for local people. Our Council Plan was developed following feedback with thousands of residents and the principles and priorities that they told us about are still central to this plan. We committed to reviewing the plan regularly and this latest refresh introduces a number of improvements.

It focusses on the core areas where we need to make the biggest difference, more jobs, better opportunities for young people and tackling the climate emergency.

These priorities are your priorities, and the council is determined to work with partners across the city to make sure that we deliver upon them.

We will continue to look after our own, together, as 'one city' and we'll be bold and ambitious about transforming the lives of our residents.



Councillor
Ian Brookfield
Leader of the Council



Tim Johnson
Chief Executive



KEEP LEFT

to help social distancing
please keep to the left.

 CITY OF WOLVERHAMPTON COUNCIL

 HM Government

 European Union
European Regional
Development Fund

INTRODUCTION

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

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

We know that the Covid-19 pandemic has had a profound impact on our communities. In response we launched the Relighting Our City Plan in September 2020. This plan provides a framework to support the city's transition from the response to the recovery phase

of the pandemic and as we know now, a new normal. Our Council Plan outlines the council's role and continued commitment to Relight Our City, working in partnership to keep communities safe and protect our most vulnerable.

We will work with all of our partners to connect people, places and communities to unlock potential and create change. We will do this by using a systematic place-based approach, which will provide opportunities to co-design and co-produce with our communities, developing long-term resilience and capacity to tackle inequalities and reduce deprivation. This signifies how our council will operate moving forward as we develop a new community relationship, helping to eliminate barriers and develop networks between local people and key partner organisations in the city.

Our Council Plan was launched in 2019 and covers a five-year period to 2024. Since it's launch the world we live and work in has changed significantly. This Plan updates the six priority areas identified when the plan was launched acknowledging that the needs and priorities of local people have changed over the last two years.



Our plan is structured around 6 priorities:

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

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

OUR PRINCIPLES

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



CLIMATE CONSCIOUS

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



DRIVEN BY DIGITAL

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



FAIR AND EQUAL

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

COUNCIL PLAN

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



We will deliver our vision and key priorities through:

Our City Outcomes

- 1 Strong families where children grow up well and achieve their full potential.**
 - Children have the best start in life, with good early development.
 - High quality education which closes the attainment gap
 - Children and young people grow up happy with good physical, social, mental health and wellbeing
 - Every young person in the city is equipped for adulthood with life skills and ready for work.
 - Strengthen families where children are vulnerable or at risk.
- 2 Fulfilled lives with quality care for those that need it**
 - Support the Health and Social Care system to respond to and recover from COVID-19.
 - Maximise independence for people with care and support needs.
 - Work as a system to make sure people get the right support at the right time.
- 3 Healthy, inclusive communities**
 - Keep resident's safe by containing and reducing the spread of Covid-19.
 - Close the gap on healthy life expectancy
 - Help people live happier more active lives
 - Protect vulnerable people at risk of harm and exploitation.
 - Inclusive, welcoming communities where people feel safe and look out for each other
- 4 Good homes in well connected neighbourhoods**
 - Work together to deliver more new homes
 - Safe and healthy homes for all
 - Access to a secure home for all
 - Clean, green neighbourhoods and community space
- 5 More local people into good jobs and training**
 - Help create good quality jobs
 - Work in partnership to support local people into work and better jobs
 - Flexible skills system which supports local businesses to grow and residents to access good jobs
- 6 Thriving economy in all parts of the city**
 - Support local businesses to start up, scale up and thrive
 - Attract new investment which brings social and economic benefit to all
 - Well-connected businesses and residents
 - Vibrant high streets with quality culture and leisure offer
 - Grow the low carbon and circular economy

Our Principles



CLIMATE CONSCIOUS



DRIVEN BY DIGITAL



FAIR AND EQUAL

Measuring Success

Our Corporate Performance Framework



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

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

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

Good education is key to delivering on our high ambitions for children and young people in the city. Our vision is to create an inclusive education system which promotes the highest standards for all children and young people, closes the attainment gap and allows every pupil to achieve their full potential. Education standards across the city continue to improve and 87% of schools are judged to be 'good' or better. We will continue to build on this upward trend ensuring that all children whatever their background leave the education system with the skills, confidence, and drive to succeed.

We are already aware that disruption to education during the pandemic risks widening the gap in outcomes, with children and young people from disadvantaged backgrounds more likely to have experienced a greater deterioration in their educational outcomes. Issues such as digital exclusion also disproportionately impacted some individuals, young people and families more than others, affecting their ability to access remote learning and services.

If our city and communities are to thrive our young people must have a clear pathway from education into good quality work. Too many of our young people are finding it difficult to get into and to sustain employment. A challenge made harder by the impact of the Covid-19 pandemic. We will continue to work in an integrated way with education providers, businesses, and families to prepare young people for the world of work. We need to ensure that young people get the highest quality careers advice and guidance throughout their education which is aligned to labour market opportunities and helps them make informed decisions about their next steps. We will support all young people to make successful transitions into adulthood in particular those who are looked after, with special education needs and disabilities or vulnerabilities.

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

We continue to make real progress supporting some of our most vulnerable residents through our Supporting Families programme which over the last year has worked with over 450 families to improve their life chances. Moving forward we will continue to build on this to transform services which support families, investing in early help approaches and intervening early to prevent problems developing or escalating. We want all children and young people to grow up in a safe and secure home, stepping in to safeguard and protect them to improve their long-term outcomes.

Strong families where children achieve their full potential

Outcomes	Objectives	
<p>1.1 Children have the best start in life and good early development</p>	<ul style="list-style-type: none"> • Children and young people will be physically and mentally healthy and well. • Work with partner agencies to continue to build up a strong network and information base of positive and healthy activities for all children and young people across the city. • Support children and young people to build healthy relationships, in their network, communities and schools. 	<ul style="list-style-type: none"> • Further develop our multi-agency approach to mental health services for children and young people ensuring pathways to support are clear and accessible. • Ensure there are structured ways for young people to engage with statutory services at a strategic and operational level to help shape
<p>1.2 High quality education which closes the attainment gap</p>	<ul style="list-style-type: none"> • Support our education system to recover from the impact of Covid-19 to enable all children and young people in the city to 'catch up' on missed learning. • Every child or young person in the city will have a positive learning experience at school. • Work in partnership with our schools and education settings to build a system with the highest quality education through continuous improvement and support. 	<ul style="list-style-type: none"> • Support all schools and education settings to have effective provision for children and young people with special educational needs and disabilities so they can make good progress in their learning and aspire for employment and an independent life. • Work with our partners to reduce the attainment gap of children from black, Asian and minority ethnic (BAME) backgrounds, looked after children or those from deprived households and close the attainment gap. • Education within the city lays the foundation of high aspirations and ambitions for our young people.
<p>1.3 Children and young people grow up happy with good physical, social, mental health and wellbeing.</p>	<ul style="list-style-type: none"> • Children and young people will be physically and mentally healthy and well. • Work with partner agencies to continue to build up a strong network and information base of positive and healthy activities for all children and young people across the city. • Support children and young people to build healthy relationships, in their network, communities and schools. 	<ul style="list-style-type: none"> • Further develop our multi-agency approach to mental health services for children and young people ensuring pathways to support are clear and accessible. • Ensure there are structured ways for young people to engage with statutory services at a strategic and operational level to help shape

Strong families where children achieve their full potential

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

To achieve these outcomes, the new activity we will deliver by 2024 is:

- Ensure that we offer consistently high-quality services to children, young people and families across the city.
- Deliver half-term Yo! Holiday Squad activities and free school meals with £250,000 council funding, building on the huge success of our Yo! Summer Festival.
- Support children and young people's mental health and wellbeing making nearly £1million investment in mental health support services.
- £440,000 in opportunities and services for children with special educational needs.
- Supporting more of our schools to be good and outstanding and helping them deliver covid 'catch up' support
- Deliver on the city's commitment to place co-production key strategies and services with children and families by embedding the co-production charter across the city.
- Launching our new 'Healthier, Happier Active City' plan with £4 million investment in a new 'Kids Get Active' programme and better facilities in our leisure centres and parks.
- Develop and sustain our multi-agency Exploitation and Missing hub and Power 2 team to support vulnerable young people and adults at risk of exploitation.
- Further develop our early help offer for families with children with special educational needs and disabilities.
- Giving every youngster access to the tech and connectivity they need to succeed at school, with £500,000 investment.



FULFILLED LIVES WITH QUALITY CARE FOR THOSE THAT NEED IT

We want all residents of the city to live independent lives for longer and to have a good quality of life. Being in good health for as long as possible impacts on our relationships with family and friends, ability to fully participate in the community, and to contribute to the local economy. Staying in good health into older age is also closely related to how much support and care a person needs and their use of services such as adult social care.

Social care supports adults of all ages including young people moving into adulthood and those of working age with a diverse range of needs, including people with a learning disability or physical disability, people with mental health conditions, people who experience substance misuse, and other people with long-term conditions.

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

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

Like many parts of the country the Covid-19 pandemic has placed unprecedented demands on our health and care system. Together, with our partners we have worked tirelessly to make sure that our most vulnerable residents are supported to stay safe within their local communities. There are currently 69 care homes in Wolverhampton that look after some of our most vulnerable residents, around 1,700 residents are looked after in these nursing and residential care homes at any given time. These settings have acutely experienced the effects of Covid-19. Similarly, homecare providers, supported living and extra care providers have faced many challenges in maintaining the high level of care they deliver.

As we move forward to a period of living with Covid-19 we will continue to strengthen the health and care system. We will do this through our Wolverhampton Cares programme, which is our commitment as a Council to work with partners to support the city's care sector, care workers and family carers ensuring equality of access to high quality care for all. We will support our family and young carers by ensuring they are aware of the help and support that is available to them. And we will work to improve access to and the provision of the best possible services by developing a Wolverhampton Cares set of standards.

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

Fulfilled lives with quality care for those that need it

Outcomes	Objectives	
<p>2.1 Support the Health and Social Care system to respond to and recover from COVID-19.</p>	<ul style="list-style-type: none"> Strengthen the health and care system working with providers and local people to support them to live with Covid-19. Ensure health and care settings have the support they require to provide safe care with robust approaches to vaccination, testing and tracing of Covid-19. 	<ul style="list-style-type: none"> Develop new ways to support care providers to recruit and retain staff to build a stable and sustainable care workforce in the city. Support health and care providers to build resilience and thrive in a changing health and care market.
<p>2.2 Maximise independence for people with care and support needs.</p>	<ul style="list-style-type: none"> Connect more people to their communities and ensure they have easy access to information and advice when they need it. Support people with care and support needs to live as independently as they can in their own homes, for as long as possible. Supporting more people with care and support needs to have more choice and control and be able to live their idea of a good life. 	<ul style="list-style-type: none"> Make sure people are able to leave hospital as soon as they are well enough with support from community care. Support disabled and older people to regain their independence following time in hospital or personal crisis. Continue to invest in preventative services and technology to increase independence and reduce long term pressure on the health and social care sector. Work with partners to tackle the barriers to sustainable employment and participation for disabled people.
<p>2.3 Work as a system to make sure people get the right support at the right time.</p>	<ul style="list-style-type: none"> We will develop our local integrated care networks to provide responsive and integrated care linking primary care, community health services, mental health and social care. Work across health and care to develop integrated and place-based care to support residents in their neighbourhoods, with a focus on prevention. 	<ul style="list-style-type: none"> Work in partnership with local people to ensure health and care pathways are informed and co-produced by people with lived experience, under-represented and protected groups. Safeguard adults whose circumstances make them vulnerable and protect them from harm. Support families to build financial resilience so they can thrive.



To achieve these outcomes, the new activity we will deliver by 2024 is:

- Improving services with £2 million investment in early help, local support and to safeguard those at risk of abuse and neglect.
- launching Wolverhampton Cares – our joint plan with the NHS to help elderly residents live safe, independent lives – including investment in digital tools to keep them in their own home where they want to be - and supporting our city's vital care homes.
- Boost support services for all of our city's fantastic carers – the unsung partners, children, relatives and friends who support their loved ones through 'thick and thin
- Launch a 'safety net' support package for families fighting financial hardship to give hard hit households a vital lifeline.
- Continue to embed co-production principles into how we work so people who use adult social care services and their families work alongside us sharing their experience to help shape, design and develop our services.



HEALTHY, INCLUSIVE COMMUNITIES

A good start in life, high-quality education and employment, and a decent home in a thriving community are the strongest factors that influence both how long a person is likely to live and their quality of life. Getting these factors right, coupled with enabling access to high quality health and care services, will have a significant impact on the behaviours, lifestyle choices and health of our residents.

The City of Wolverhampton is similar to most local authorities in that it faces common public health challenges. These include high obesity levels, smoking, alcohol misuse and a high prevalence of long term conditions. There are a number of factors which strongly influence these challenges, making them very complex and difficult to tackle.

Covid-19 has brought these challenges into sharp focus and further exacerbated many of the existing health inequalities facing the city. Alongside the bereaved, there are many people who are suffering from long term physical and mental impacts of Covid-19. There are also many who have been affected financially, which brings its own health consequences.

The virus continues to pose a significant challenge for our city, and we will remain alert and prepared to respond to the ever-changing nature of the Covid-19 landscape. Through our Local Outbreak Control Plan we will continue to work with our partners to prevent and manage outbreaks of the virus. Identifying cases of the virus early on through community testing and increasing vaccine uptake across all of our communities to support efforts to ensure that our local health services do not come under unmanageable pressure.

One of the most stark features of the pandemic so far has been the impact that Covid-19 has had on particular communities and groups, including people from Black, Asian, and Minority Ethnic communities, people living in more deprived areas, elderly residents, those working in higher risk occupations, people living in overcrowded conditions and those with pre-existing health conditions. The impact of Covid-19 has reinforced existing health inequalities and, in some cases, has increased them.

Our Health Inequalities Strategy outlines how we will pro-actively work with partners through our Health and Wellbeing Board to address these inequalities with a renewed sense of urgency and pace. Community empowerment is central to our efforts to reduce health inequalities. We are committed to further embedding an approach 'which builds on local assets and works with local people to 'co-produce' sustainable solutions to local issues, creating capacity and resilience.

Nationally, the pandemic has impacted mental health and physical health. Evidence shows that self-reported mental health and wellbeing worsened during the first national lockdown. Psychological distress, anxiety and depressive symptoms increased; lockdowns, economic insecurity, social distancing, and restrictions on travel resulted in some people reporting higher rates of loneliness and poorer well-being. We will continue to engage with communities to assess the impact of the pandemic on their mental health and wellbeing and roll out new initiatives which support local people to be active and well.

We want all people in our communities to feel safe. Restrictions around Covid-19 have been particularly challenging for the most vulnerable in our communities and those at risk of exploitation and harm. For victims of domestic abuse there have been fewer opportunities to seek help, and they have faced further isolation and reduced contact with those who support them. Strong partnerships and a shared approach to supporting victims and children have been vital in safeguarding the most vulnerable during this difficult time. We will continue to build on these relationships with our public, private, and voluntary and community sector partners to ensure that we protect those who need us most.

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

Healthy, inclusive communities

Outcomes	Objectives
<p>3.1 Keep residents safe by containing and reducing the spread of Covid-19.</p>	<ul style="list-style-type: none"> • Work with partners to prevent and manage Covid-19 outbreaks through community testing and contact tracing. • Work with individuals, settings and communities to enable good habits and approaches to reduce the spread of the virus using our compliance and enforcement powers where appropriate. • Use data in partnership with key stakeholders to help us understand the spread of Covid-19 in our city and direct our efforts to areas where it will have the biggest impact. • Work with partners to increase vaccine uptake, especially amongst our most vulnerable and deprived communities.
<p>3.2 Close the gap on healthy life expectancy</p>	<ul style="list-style-type: none"> • Increase our understanding around health inequalities and our local population – including developing and implementing an approach to data capture, data linkage and data sharing. • Work collaboratively across all parts of the health and care system to join-up and promote and embed action to reduce health inequalities. • Work with partners to enable access to high quality health and care services
<p>3.3 Help people live happier more active lives</p>	<ul style="list-style-type: none"> • Maximise the use of our city's green spaces to get local people active and healthy. • Upgrade our council leisure facilities and offer so that residents have first class facilities. • Engage and educate young people and families to change behaviour, including investing in digital health-check devices for our city's nine and 10-year-olds to encourage more active, healthier lifestyles

Healthy, inclusive communities

Outcomes	Objectives	
<p>3.4 Protect vulnerable people at risk of harm and exploitation.</p>	<ul style="list-style-type: none"> • Safeguard young people on the cusp of, or at risk of, becoming involved in youth violence. • Increase domestic abuse reporting to tackle offenders. • Increase reporting of modern slavery to protect victims and disrupt offenders. 	<ul style="list-style-type: none"> • Refresh the current interpersonal violence strategy to ensure a robust city-wide response to interpersonal violence including violence against women and girls and that the voices of victims and survivors of violence and abuse are central in determining priorities.
<p>3.5 Inclusive, welcoming communities where people feel safe and look out for each other.</p>	<ul style="list-style-type: none"> • Growing voluntary and community sector which supports local people to thrive in their communities. • Develop multi-agency approaches to tackle and reduce Hate Crime based on a zero-tolerance approach: crime targeted at people because of their race, religion, disability, sexual orientation or transgender identity. • Refresh the current interpersonal violence strategy to ensure a robust city-wide response to interpersonal violence including violence against women and girls and that the voices of of victims and survivors of violence and abuse are central in determining priorities. 	<ul style="list-style-type: none"> • New communities in the city are welcomed and supported to settle into their local areas. • Raise community confidence and reduce the fear of crime using our relationships with partners and communities as well as our physical assets including the built environment.

To achieve these outcomes, the new activity we will deliver by 2024 is:

- Help our city live with Covid-19 by working with partners to prevent and manage outbreaks, increase testing and vaccinations and continue the delivery of an effective and agile Local Outbreak Control Plan to keep people safe from harm and help the city recover.
- Continue to collaborate with Environmental Health and partners across the city, including local business and the voluntary and community sector, to support them to operate safely and deliver services.
- Launch our new 'Healthier, Happier Active City' plan with £4 million investment and a new 'Kids Get Active' programme and better facilities in our leisure centres and parks.
- Take action to improve mental health and wellbeing in the city including supporting working age adults and isolated older people with £500k targeted investment.
- Coordinate and commission targeted, multi-agency interventions to safeguard those on the cusp of, or at risk of, becoming involved in exploitation and youth violence, and victims of domestic abuse and modern slavery
- Refresh the current interpersonal violence strategy to ensure a robust city-wide response to interpersonal violence including violence against women and girls and that the voices of victims and survivors of violence and abuse are central in determining priorities
- Deliver targeted, partnership interventions to tackle the harm caused in our families through alcohol and drug abuse.
- Fund your local GP to carry out a healthy heart check for all residents aged 40 and over to help identify health risks such as high blood pressure and cholesterol levels and also provide advice to keep residents healthy.
- Work with partners to deliver targeted, multi-agency interventions in our most deprived neighbourhoods and streets to transform the livelihoods of local families and individuals in the places they live.
- Refresh the city's joint strategic needs assessment, building on the success of partnership working during the pandemic, to focus on joint priorities which tackle health inequalities and improve outcomes for our city's residents.



GOOD HOMES IN WELL-CONNECTED NEIGHBOURHOODS

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

Key to achieving this ambition is to ensure that we have enough homes to meet local need and to attract new people to live and work in the city. Our Housing Strategy 2019 – 2024 sets out how we will work with partners to increase housing development, improve quality, choice and affordability of homes on offer so that our housing market meets the aspirations of existing and future residents.

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

We're continuing to drive up the quality of existing housing in the city, so all residents have a safe and healthy home. Working with private landlords and tenants to improve the standards of housing and security of tenure in the private rented sector. Our Rent with Confidence scheme is continuing to improve greater customer choice and raise the bar for the quality of private sector rented housing in the city. We're pushing forward with ambitious plans to transform our housing estates with new homes, refurbished housing, and improved leisure space.

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

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

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

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

Good homes in well-connected neighbourhoods

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

Good homes in well-connected neighbourhoods

Outcomes	Objectives
<p>4.3 Access to a secure home</p>	<ul style="list-style-type: none"> • Prevent homelessness wherever possible intervening early to provide high quality support services to keep people in their own homes. • Work in partnership with other services to find long-term, affordable housing solutions for people threatened with homelessness. • Work with city partners in the public and voluntary sectors to offer targeted and flexible support to help people of the street and reduce rough sleeping. • Increase the number of employment opportunities for vulnerable residents, including those who are homeless or at risk of homelessness.
<p>4.4 Clean, green neighbourhoods and public space</p>	<ul style="list-style-type: none"> • All residents have access to clean open space and parks in their neighbourhoods and local areas. • Protect and enhance our environment, improve air quality and support resident's health and wellbeing by delivering an ambitious tree planting programme. • Minimise the amount of waste generated by our residents and businesses and increase levels of recycling. • Provide safe and accessible roads, pavements and other public spaces for everyone, especially vulnerable users. • Maintain cleanliness across all of our neighbourhoods and take a robust pro-active approach to fly tipping. • Provide an attractive and well-maintained public realm across our city and town centres.

To achieve these outcomes, the new activity we will deliver by 2024 is:

- Deliver 1,000 new low carbon homes, £200 million to the local economy and 3,000 local jobs at our Canalside South development – one of the largest city centre residential developments in the West Midlands.
- Use our council-owned housing company, WV Living, to build 250 new homes in 2021/2022.
- Through our Council-owned housing company, WV Living, require that any external contract appointments evidence a commitment to the training and employment of local people.
- Deliver up to 200 new homes and 40 new Council homes as we transform the Heath Town estate driving up the number of decent and affordable homes in our city.
- Establish a Wolverhampton Social Housing Provider Forum to bring local housing providers and other agencies together to share innovation and inform good practice.
- Help rough sleepers rebuild their lives and sending out a clear message that no-one needs to sleep out on our streets with £2 million investment in a new, city centre hub and multi-agency support team.
- Continue to deliver our Housing First programme to support people with a history of entrenched rough sleeping to access secure homes with intensive wrap-around support, so they can start to rebuild their lives.
- Work in partnership to deliver the New Green Homes Grant scheme which will enable city homeowners on low incomes, who may be struggling to pay their heating bills, to make energy efficient improvements to their homes that will help to keep them warmer and reduce energy use.
- Tackle climate change and make our city greener and healthier by planting 20,000 new trees over the next two years including building on the Tiny Forests in Bilston and Merridale.
- Switch all 30,000 street-lights across our city to energy-efficient LED lighting with smart sensors by the end 2022 - saving around 4,000 tonnes of carbon a year.
- End fly tipping in our city through a £450,000 investment keeping our neighbourhoods clean and green.
- Work to resettle and integrate over 200 refugees in the city utilising affordable and sustainable privately rented accommodation.



MORE LOCAL PEOPLE INTO GOOD JOBS AND TRAINING

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

Wolverhampton is home to thousands of businesses which offer fantastic employment opportunities. We know that some of our residents find it harder than others to access good quality work and face a range of barriers to employment from poor health, lack of skills or caring responsibilities.

These challenges have been made more difficult by the Covid-19 pandemic and our young people in particular have seen their employment prospects disproportionately impacted. Working with our partners we will deliver a package of targeted interventions to get people back to work. We will do this through initiatives like our Wolves at Work 18 – 24 programme which aims to get young people into sustainable employment, apprenticeships, education or training.

Locally and nationally our economy is changing, and the skills local people will need to be successful in the workplace is changing with it. Covid-19 has accelerated the adoption of digital technologies and having good digital skills is now more important than ever, the climate change challenge is leading to increasing demand for skills to support the low carbon economy whilst our aging population means our reliance on our critical health and social care workforce will continue to rise. We must ensure we have a flexible, adaptable and resilient skills system which is able to respond to these emerging opportunity areas. We will do this by joining up activity within schools, further education and training providers to ensure that there is a seamless, whole-system approach to education, work and skills.

An individual's skills are the single most important factor in determining their employment status and whether they have a good job. There has been a significant improvement in workforce skills in the city over the last five years, the number of people with no qualifications has fallen by 35% whilst those with a degree level qualification has risen by 32%.

Higher skills will not be enough to get more people into good jobs if local businesses are unable to utilise those skills. That is why we will work with our partners to align the city's education and skills system with our business support offer. This will ensure that residents have the skills local employers need now and in the future.

We will continue to futureproof our skills system and ensure that local people have access to first class learning facilities in the city. The University of Wolverhampton's £100m built environment super campus at Springfield will provide the skills for tomorrow's workforce. Our ambitious City Learning Quarter project will establish a state of the art skills and learning hub in our city centre.

We are committed to creating even more quality job opportunities in the city and will work with our businesses to enhance apprenticeship and training opportunities for local people. We will also work more closely with local big employers and anchor institutions to deliver local economic benefit. This will include employing more local unemployed residents, increasing the amount we spend in our supply chains with small and medium sized enterprise (SMEs) and social enterprises, and offering volunteering, mentoring and work experience opportunities.

More local people into good jobs and training

Outcomes	Objectives	
<p>5.1 Help create good quality local jobs</p>	<ul style="list-style-type: none"> • Ensure investment in the city increases the number of quality jobs for local people. • Incorporate and monitor social value/local employment clauses through the council's supply chain. • Leverage agreements with investors and partners to maximise benefits for local people, including by securing the delivery of S106 skills and training opportunities. 	<ul style="list-style-type: none"> • Through our business support offer grow those sectors of the economy which offer the best employment opportunities for our residents. • Work with our public sector partners and the Wolverhampton Anchor Network to set a high standard for employment across the city.
<p>5.2 Work in partnership to support local people into work and better jobs</p>	<ul style="list-style-type: none"> • Continue to work with partners to ensure that employment support in the city is joined up and new national programmes complement existing local activity. • Establish clear pathways and entry routes for unemployed adults, particularly those from underrepresented groups to access employment in growth sectors or where there are skills shortages. • Build on the city centre youth hub at The Way, using our community hubs to deliver co-located employment and skills support to young people in their local areas. 	<ul style="list-style-type: none"> • Grow and diversify our adult and community education offer to support local people to develop digital and other skills to increase their employability and wellbeing. • Provide wrap around support and a dedicated work coach for local people looking for work or to retrain through our Wolves at Work programme. • Provide a one stop shop for employment and skills support in the city through our Wolves Workbox digital platform making easier for local people to find advice and support. • Work with employers and other city partners to champion inclusive employment practices to ensure there is a pathway to success for all residents in our city.
<p>5.3 Flexible skills system which supports local businesses to grow and residents to access good jobs</p>	<ul style="list-style-type: none"> • Work with partners to maximise the number of apprenticeship and training opportunities for young people and adults in the city. • Work with our partners including businesses, job centres, training providers, colleges and the University to develop flexible pathways for local people who are in work to retrain and progress. 	<ul style="list-style-type: none"> • Support local businesses with workforce recruitment and planning particularly in those sectors which face recruitment and retention challenges. • Align our education and skills system with our business support offer to ensure local people have the skills employers needs now and in the future. • Ensure we have a range of higher-level skills and training support available in the city aligned to growth sectors to support productivity and higher wage jobs.



To achieve these outcomes, the new activity we will deliver by 2024 is:

- Invest £3 million to tackle youth unemployment in our city with new job, training and apprenticeship opportunities through our Wolves at Work 18-24 programme.
- Launch a Youth Employment Taskforce bringing together key city partners to deliver a 'one city' approach to increasing employment opportunities for young people.
- Futureproof our skills system through the City Learning Quarter, a partnership between the City of Wolverhampton Council and Wolverhampton College which will establish a skills and learning hub, safeguarding hundreds of jobs and increasing footfall in the city centre as the scheme will see thousands of students located at the new city centre campus.
- Scale up Wolves Online device and connectivity lending scheme to reach more residents taking into account individualised needs in relation to the type of devices and connectivity options.
- Launch a new digital infrastructure academy to connect local people to booming digital and telecoms job opportunities.
- Continue to deliver jobs and opportunities for young people through our Black Country Impact youth employment initiative. Over the last 4.5 years, more than 1,600 18-29yr-olds who needed our help most have received offers of jobs or education.
- Through our Wolverhampton Anchor Network, we will develop skills plans for the health and wellbeing, cultural and creative and green sectors in the city so we can align training and education opportunities to the industries of the future.
- Scale up our Connexions programme in the city so that young people get the very best careers advice and support.



THRIVING ECONOMY IN ALL PARTS OF THE CITY

The city is enjoying record levels of public and private investment with £4.4bn being injected into citywide regeneration projects. Our aim is to ensure that all residents and businesses can benefit from this investment and the new opportunities it will bring to the city. We will deliver this aim through inclusive growth, increasing access to good quality jobs, raising skill levels and improving health and wellbeing outcomes for all in our city.

Our economy is doing well with established clusters in advanced manufacturing, aerospace, and many sector leading firms calling the city home. We have growing sectors in professional services, creative and digital as well as green technologies and construction which have the potential to create new local jobs with higher wages. We will continue to support the growth of emerging and existing sectors in our city through new targeted support programmes. Helping local businesses to adapt and thrive in a changing economy which is seeing rapid shifts towards new digital technologies and a low carbon economy.

We have a strong foundation as we look towards recovery. Supporting the long-term resilience of the city's economy is a priority. There are several sectors in the city which have been hit hard by the Covid-19 pandemic such as retail and hospitality. Through our ongoing grants, rate relief and other support for business we will give the city's economy and labour market the best chance of effectively bouncing back, protecting jobs and livelihoods.

We will build on the city's long history of innovation and entrepreneurship to support residents who want to become entrepreneurs to start their own businesses. Supporting the growth of new enterprise in all parts of our city to drive inclusivity and equality across the business base, ensuring ethnicity, gender and socio-economic background are not barriers to starting and growing a business.

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

Sourcing more goods and services locally is also critical to realising our ambitious plans to tackle climate change. Our commitment to sustainable transport and a circular economy reflects the Council's 2019 declaration of a climate emergency and our ambition to work towards being net carbon zero by 2030.

The £150 million investment in our Interchange programme, incorporating a new bus, tram and rail hub, provides a fantastic gateway into the heart of the city and will improve access for residents and businesses via sustainable modes of travel. We will also use the rollout of 5G and improvements to our fibre network to improve digital connectivity for local people and businesses. Our connected places strategy will deliver smart technology into our city to improve connectivity and accessibility for all, supporting electric vehicle growth, improved digital infrastructure and promote more sustainable transport options, through our active travel strategy.

Thriving high streets and town centres are crucial to the future of our local businesses and communities. Covid-19 has accelerated many trends already present before the pandemic in the way we choose to live, work, travel and spend our leisure time. Now more than ever, it is vital that we continue to deliver our ambitious plans to reimagine and transform our city and town centres, encouraging more mixed-use spaces and driving forward our bold 'Event City' plans.

Thriving economy in all parts of the city

Outcomes	Objectives	
<p>6.1 Support local businesses to start up, scale up and thrive</p>	<ul style="list-style-type: none"> • Grow emerging sectors in the city to strengthen supply chains and create new skilled jobs locally, including those in the green economy, creative and digital and professional services. • Support those businesses hardest hit by the pandemic in our hospitality, retail and leisure sector to adapt to a changing economy. • Increase the numbers of entrepreneurs who develop new start-ups in the city and who choose Wolverhampton as a place to grow their businesses. 	<ul style="list-style-type: none"> • Drive inclusivity and equality across the business base in the city, ensuring ethnicity, gender and socio-economic background are not barriers to starting and growing a business. • We will simplify access to business support services in the city and wider region through partnership working and digital technology making it easier to do business in Wolverhampton. • Use data and insight to identify trends, understand needs, targeting our resources and interventions in an evidence-based way.
<p>6.2 Attract new investment which brings social and economic benefit to all</p>	<ul style="list-style-type: none"> • Champion the city's offer continuing to raise the profile of the city nationally and internationally as a great place to invest and do businesses. • Ensure public and private investment opportunities create good work opportunities for local people and support our businesses to grow. • Work proactively to attract new businesses to the city to diversify our business base and increase the resilience of our local economy. 	<ul style="list-style-type: none"> • Develop and deliver sector specific action plans to support growth of key sectors in the city. • Building an even closer relationship with investors and strategic employers through effective account management to better understand their needs and how they can contribute to growth in our city. • Support the delivery of a range of workspaces to meet the needs of a growing economy, attracting new businesses and allowing existing businesses to grow and diversify.
<p>6.3 Well-connected businesses and residents</p>	<ul style="list-style-type: none"> • Continue to roll out digital infrastructure and data 'Smart City' technology to drive innovation and futureproof our city. • Work with partners to deliver major infrastructure projects to improve transport links in the city. • Invest in sustainable transport infrastructure such as electric vehicle charging points which reduce carbon emissions. 	<ul style="list-style-type: none"> • Improve walking, cycling and bus networks, as well as public transport interchanges, enabling people to move easily around the city to encourage residents to make travel choices which minimise air pollution. • Coordinate and manage all street works, liaising with utility companies to minimise disruption and congestion on the road network.

Thriving economy in all parts of the city

Outcomes	Objectives	
<p>6.4 Vibrant high streets with quality culture and leisure offer</p>	<ul style="list-style-type: none"> Secure and deliver investment in our high streets and town centres to help them thrive, including public realm, events, meanwhile uses, arts and culture. Support and deliver a range of events in the city, from sport at the Molineux, music festivals in our parks, through to activities in our libraries and culture in venues across the city. (Civic Halls and Bilston Town Hall) 	<ul style="list-style-type: none"> Safeguard and strengthen the city's cultural heritage by investing in, and encouraging access to our heritage assets, museums, and libraries. Promote creative and cultural activity and infrastructure that enables people to gain skills and employment in creative industries and increases investment into the city.
<p>6.5 Grow the low carbon and circular economy</p>	<ul style="list-style-type: none"> Encourage the development of a more circular economy with better design, maintenance, repair, reuse and recycling of goods. Work with the public and private sectors to transform how resources are procured, used, consumed and disposed of. 	<ul style="list-style-type: none"> Embed Low carbon practices within procurement and other services through increased knowledge and training as part of both publicly funded business support activity and private sector led activity.

To achieve these outcomes, the new activity we will deliver by 2024 is:

- Be the best place in the region to start and grow a business bolstered by a new, first-class business support service with £2 million investment – shaped by city businesses.
- Deliver IGNITE our new city centre business hub offering advice and incubation support for existing and emerging businesses in the city.
- Leverage the Wolverhampton Pound's spending power so millions more are spent in our city to create job and business opportunities.
- Speed up the roll out of ultra-fast broadband and 5G to every home and business in our city and developing the region's first super-smart networked council tower block to help hundreds of residents access health and wellbeing support and jobs.
- Bring in hundreds of thousands of visitors a year and millions to the local economy with a new five-year 'Event City' plan, reopening our new £43 million Civic Halls and multi-million-pound investment in new public spaces.
- Investing £1.2 million in our fantastic Art Gallery to improve the experience for visitors with a new café and better accessibility – just in time for the British Art Show in 2022 which is set to bring 80,000 people into the city centre.
- Develop new employment land at Bilston Urban Village to create up to 300 new jobs on the back of £20 million investment with strong market interest from occupiers.
- Deliver thousands of new, local jobs by expanding i54, growing our commercial district, building 10,000 new homes and developing new employment land covering the same area as 77 football pitches.
- Improve the city's transport infrastructure with investment in new, major schemes such as the City East Gateway, investment in upgrading existing infrastructure and investment in digital and new technology.

Our Council Programme

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



Our Assets

Sustainable assets which support our workforce, partners and communities.



Our Data

Evidence led decision making and analytics with robust performance framework.



Our Digital

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



Our Money

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



Our People

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

We will deliver this plan in line with our **PRIDE values**. These values define what is important to us and how we will work to deliver the city's priorities. We will:



P

Put people first

R

Raise the city's profile and reputation

I

Inspire trust and confidence

D

Deliver together

E

Empower people to innovate

OUR PARTNERS



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

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

Our ask of city partners;

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

RELIGHTING OUR CITY

The Relighting Our City framework was launched in September 2020 to guide the Council as it moved from the response to the recovery phase of the pandemic. The Our Council Plan takes forward this recovery framework acknowledging that we are now operating in a 'new normal'.



OUR PRINCIPLES

We will underpin our work with the following key principles;



CLIMATE FOCUSED

This recovery commitment is aligned to our climate change strategy 'Future Generations' and our target to make the City of Wolverhampton Council carbon – neutral by 2028. We are committed to delivering on the recommendations of our Climate Citizen Assembly and to upholding the promises we made when the Council declared a climate emergency in July 2019.



DRIVEN BY DIGITAL

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



FAIR AND INCLUSIVE

We will continue to tackle the inequalities in our communities which impact on the opportunities of local people. The Council's 'Excellent' rated equalities framework is at the heart of our recovery commitment. No community will be left behind as we transform our city together.

MONITORING AND EVALUATION

The Our Council Plan will be launched as a 'living' document and we will regularly review and refresh the plan to ensure that it continues to reflect the priorities of local people and capture the fast-changing nature of the pandemic and impact it is having on the city's residents.



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

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

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



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