

Corporate Scrutiny

Strategic Direction of the Council

Kevin O'Keefe, Chief Executive



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Our Service Delivery during Covid



Infection rates in Dudley

- 5945 cases recorded in Dudley residents
 - 1302 during the first wave (between 10/3/2020 to 3/7/2020)
 - 4643 since the easing of the lockdown measures (on 4/7/20)
- Dudley's 7-day incident rate is 431.9 per 100,000, equivalent to 1389 cases (up to 4/11/20)
- Dudley has the 3rd highest rate of Pillar 2 testing in the West Midlands
- 86 Covid related admissions to Hospitals over last 7 days, with 53 discharges
- 396 total Covid related deaths registered in Dudley (last recorded death on 8/11/20)



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Borough Vision 2030

7 aspirations of the vision and leads:

- Affordable and attractive place – Dudley MBC
- Education and skills – Dudley College
- Healthy, resilient and safe communities – Bishop of Dudley
- High quality and affordable transport – Stuart Everton
- Innovative and prosperous businesses – Corin Crane
- A place to visit and enjoy – Andrew Lovett
- Vibrant towns and neighbourhoods – Eve O'Connor



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v6.5

DUDLEY COUNCIL PLAN 2019/22

FORGING
A FUTURE FOR ALL

REGENERATION & ENTERPRISE



- **REGENERATING THE DOORSDOWN:** Growing the economy by increasing apprenticeships, developing skills, business incubation and start-ups to attract new high-tech, high skilled workforces whilst increasing business rates through the borough through delivering the METRO, VLP and the Enterprise Zone.
- **DELIVERING THE CORPORATE ESTATE STRATEGY:** Attracting new investment and jobs, work in partnership to encourage new and existing businesses and residents.
- **EMPOWERING A THRIVING WESTERN ECONOMY:** Attracting new investment and jobs through regeneration of the borough's rich and diverse attractions and entertainment facilities.

EDUCATIONAL OUTCOMES



- **RAISING SKILLS, EDUCATIONAL AND MINDSET POTENTIAL:** Improve the educational attainment level, increase skills for people and support wider apprenticeships and skills development for all.
- **INCREASING SCHOOL BETTER SCHOOLS:** Increase the proportion of children attending a good or better school.
- **CLOSING THE GAP FOR DISADVANTAGED PUPILS:** Reduce the attainment and achievement gap for disadvantaged pupils.

CHILDREN'S SOCIAL CARE



- **SUSTAINING SERVICES:** Ensure Oldham's Social Care delivers high quality value for money services, growing awareness to reduce care costs, ensuring best outcomes for children and care.
- **RETURNING STRONG PARTNERSHIPS:** Work with statutory and voluntary sector partners to ensure safe and high quality care for children.
- **INTEGRATING IN PRACTICE:** Have a clear, cost efficient quality model of best practice that enables best outcomes for children.

ADULT SOCIAL CARE



- **MAKING US INDEPENDENT:** Increase the number of independent children and adults with disabilities living in the Dudley borough.
- **REDUCING SOCIAL ISOLATION:** Implement a system wide strategy to reduce the increasing prevalence of social isolation and loneliness.
- **DELIVER TRANSFERS OF CARE:** Deliver more safe and effective discharges from hospital, get people home quicker having spent less time in hospital.

HEALTH & WELLBEING



- **PROMOTING HEALTHY WEIGHT:** Deliver a whole system approach with partners to reduce the risk to adults.
- **REDUCING THE IMPACT OF POVERTY:** Deliver a system wide programme of action to reduce the impact of poverty on health and wellbeing in Dudley.
- **GROWING RESILIENT COMMUNITIES:** Empower people to be self-reliant, independent and well-coordinated to grow strong, connected and well-led communities.



HOUSING



- **PROVIDING EXCELLENT SERVICES FOR TENANTS:** Ensuring efficient and effective services that provide best value for tenants.
- **OFFERING HIGH QUALITY HOUSING:** Improving a 30 year lease management strategy to ensure viable business for owners and future tenants.
- **SUPPORTING VULNERABLE PEOPLE:** Working in partnership with others to ensure that anti-social behaviour and appropriate joint service interventions will be given to support communities.

ENVIRONMENTAL SERVICES



- **REDUCING WASTE AND POLLUTION:** Implementing our 25 year Sustainable Waste Strategy to minimise the Borough's waste.
- **SUSTAINING OUR HIGHWAY NETWORK:** Deliver the Highway Infrastructure Asset Management Plan to ensure the highway network is sustainable and fit for purpose.
- **DEVELOPING GREEN SPACE:** Providing a framework of good quality and accessible community open, parks and recreation with interconnecting green networks.

TRANSFORMATION & PERFORMANCE



- **DEVELOPING SERVICES:** Using technology to enable better choice, access and service performance, improving the customer experience at lower cost.
- **DEVELOPING OUR PEOPLE:** Attracting, retaining, developing and managing our workforce with the skills and knowledge to deliver the needs of the Council.
- **FOCUSING ON THE FUTURE:** Full budget and spending change in partnership with services across the Council, supporting the Council Plan and Strategic Vision, maintaining robust performance measures.

COMMERCIAL & PROCUREMENT



- **MAXIMISING VALUE FROM PROCUREMENT:** Implementing a clear procurement strategy, policies and procedures to ensure best value and increasing value from procurement.
- **DELIVERING SOCIAL VALUE:** Ensure local contracts deliver measurable benefits to the economy, job security and other aspects of wellbeing.
- **DEVELOPING A COMMERCIAL FOCUS:** Operating new and increased levels of commercial activity, develop a commercial approach to all Council services.

FINANCE & LEGAL



- **ENSURING FINANCIAL VALUE:** Developing financial strategy to ensure sustainable budget and financial performance.
- **STRENGTHENING GOVERNANCE:** Reviewing how the Council operates and strengthening its functions.
- **IMPROVING THE BENEFITS SYSTEM:** Ensuring the benefits system is fit for purpose and can be better supported, taking into account the impact of changes to the wider benefits system.

Future Council 2030

Future Workforce Delivered through the People Strategy

- We will be an employer of choice investing in staff health and well-being and professional development
- Our smaller, diverse and agile workforce will reflect the population of Dudley
- Managers will have developed new competencies to lead and support their staff in a much more agile working environment
- Our values and behaviours will define how we work together, with elected members, with partners and with the public
- Automation and self-service will significantly change staff roles but there will be development opportunities to acquire new skills in areas like data analytics

Future Technology Delivered through the Digital Strategy

- We will do things smarter by utilising technology to improve services and reduce cost
- Data insight and analytics will be fully utilised to understand our customers, deliver better services and continuously improve
- All transactions will be automated, self service, cashless and paperless except where individuals need personal support
- The use of artificial intelligence, robotics, low carbon and smart solutions will be the norm in tackling traffic congestion, pollution and remote service support
- We will transform wellbeing and care through digital technologies, delivering improved outcomes for service users

Future Facilities Delivered through the Corporate Estates Strategy

- We will make all of our buildings available to provide shared spaces for communities to come together
- All of our buildings and facilities will be fit for purpose, low carbon and embracing the latest technology
- Our smaller and increasingly agile workforce will require significantly less office accommodation
- Centralised in Dudley Town Centre it will be flexible, providing touch down, hot desk and meeting spaces, shared with partners where appropriate
- With improved public transport and cycling facilities, there will be reduced reliance on private cars



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LGA Corporate Peer Review Feedback

- There is pride and a commitment to the place and the Council has a pivotal role to play in enhancing the quality of life for residents, staff and businesses
- Key improvement work remains in some essential areas of council service delivery and will need sustained focus
- It has been difficult to prioritise long term ambitions – now is the time to deliver this through better alignment of vision, budget and performance
- This can only be achieved through effectively and efficiently harnessing your staff, assets and resources within the Borough and beyond



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Council Awards 2020/21

- Local Government Association Awards
 - Best Service Delivery Model & Digital Impact – Project RITA
 - Health and Social Care – Falls Prevention Work
 - Public/Private Partnerships – Dudley MBC and Dudley Mind Growing in the Park
- Waste Care - Best Partnership of the Year in the LARAC awards
- Adult Social Care – National LaingBuisson Awards finalists
- Covid Comms Awards Shortlisting
- RSPCA Paw Prints Bronze Award
- Parks Awards from Royal Horticulture Society
- Unesco Status for the Black Country
- MIPIM



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