



Dudley Borough Challenge Review 2009 - 2012

Consultation draft 2009

DUDLEY COMMUNITY



PARTNERSHIP
achieving together

This letter is to accompany the draft for consultation of the Review of the Dudley Borough Challenge, Dudley's Community Strategy.

Thank you for taking the time to read it.

We welcome your response to this refreshed community strategy as part of our consultation period. The deadline for receiving responses is Friday 25th September 2009.

Background

The main purpose of this document is to put forward a number of new and revised partnership objectives, framed within new strategic priorities, under the original themes of the Community Strategy that was launched in 2005.

The overall 15-year vision of the Dudley Borough Challenge and the 15-year thematic outcomes which were originally agreed through engagement with residents and analysis of pertinent intelligence, remain and are only slightly altered, through refreshed narrative and expression.

Important to note

There is a report available, detailing the methods which were used to acquire data and engage with residents during this review. This methodology report can be found on the Dudley Community Partnership's website at:

<http://www.dudleylsp.org/community-strategy/community-strategy-review-2008/review-consultation-august-september-2009>

The processes, actions or programmes which will be used to reach each objective are not defined within this document. Instead these important next stages will be developed following adoption of the Strategy, through thematic partnerships agreeing to their ownership of and delivery contributions to each of the objectives.

Work is in progress to collect suggestions that were put forward for inclusion as part of objectives but which, when subject to moderation seemed to fit better as specific actions rather than as a response to the wider objectives. A collection of these suggested actions and process can be found in the Methodology Report appendices.

The very nature of a Community Strategy in how its various sections are interlinked necessitates that the entirety of the draft for consultation is read prior to responding, as opposed to focussing on separate thematic sections. In that way, the thematic sections can be considered with the principles adopted and the overall vision in mind. Furthermore, an objective contained within one theme, which has a close relationship to the outcome of another theme, will not be missed.

How you can respond:

Specific templates are not provided, however responses to the following questions would be useful:

1. Do you agree with this expression of strategic priorities and objectives?
 - If not, what alternatives would you suggest and why?
2. Do you think that there is anything missing from this draft?
 - What is your justification for inclusion?

Further guidance, specifically for thematic partnerships is available by visiting the website links detailed above.

We are inviting your written response to this Draft for Consultation, **no later than 4pm on Friday 25th September**

You can email your response to partnership.cexec@dudley.gov.uk

Or you can post your response to:

Dudley Community Partnership
Studio Unit 47
Waterfront East
Brierley Hill
West Midlands
DY5 1XJ

If you wish to speak to anyone about this consultation, please phone the Dudley Community Partnership team on 01384 814756

The steps following the end of the consultation will be to:

- Gather responses to the consultation including from committees,
- Moderate responses and amend the document
- Report to the Dudley Community Partnership Board on 1st October;
- Seek approval from Cabinet in October;
- Seek approval from full Council in November
- Through thematic partnerships, develop a performance framework containing stated actions, indicators and targets;

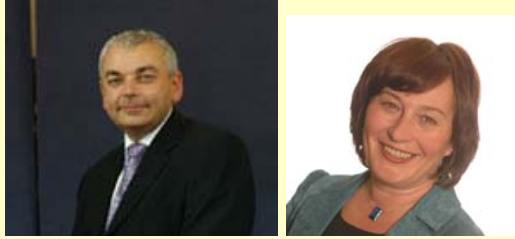
Thank you for your considered response to this consultation,

Yours sincerely



Dennis Hodson
Director
Dudley Community Partnership

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Foreword from Mark Cooke, Chief Executive of Dudley Primary Care Trust and Councillor Anne Millward, Leader of Dudley Council.

We'd like to begin by thanking everyone who has helped in whatever capacity to bring the vision for the Dudley Borough Challenge, along with its outcomes three years closer to realisation.

Our gratitude also goes to every individual and group who have contributed to this refreshed strategy.

We have seen changes to our region in the last few years, indeed change has come at a radical and rapid pace to economies and industries worldwide. In response to this, in Dudley, we quickly drew together our partnership skills and resources, to help safeguard the jobs and the livelihoods of our residents, provide a robust service to our businesses and protect regional investment.

One of the key strengths of the Dudley Community Partnership is that it brings the resources of many organisations together, including those of health, the council, the police and fire brigade, local businesses, as well as voluntary, community and faith groups. In working through challenges, the Dudley Borough continues to go from strength to strength.

We have so many reasons to be proud of our Borough - our rich heritage, distinct towns and villages, strong and welcoming communities, areas of natural beauty and our talent for creation and innovation. We are particularly proud of the strength of our local community, which is renowned for its tolerance, its industry and its local pride.

The purpose of the Dudley Borough Challenge is to bring together all of the positive aspects of living in the Borough. These strengths will be used to improve the quality of life for all so that everyone can agree that Dudley Borough is indeed 'my place – our place'.

Our challenge then is to set clear priorities for now and in the future, which together local communities and organisations can work on achieving.

With this in mind, as we move beyond our first 3 year milestone, we can see that our refreshed vision creates the potential for sharing good ideas, support and resources helping to make strong communities.

Background

In 2005 the Dudley Borough Challenge began with over 5000 local people giving us their needs and desires for the future vision of the Borough and the local areas in which we live and work. These results helped us to plan our objectives. We also shared a realistic and exciting vision of *promoting stronger communities* by 2020.

Refreshing the Challenge

We remain committed to working together as a borough to focussing on the desires and needs of local people and their communities.

In 2005 we recognised that there would be many new developments and opportunities in the years leading up to 2020, which is why we decided upon refreshing the Challenge every three years to ensure that it remains relevant and on target in achieving our vision.

New developments

There have been changes at a local, national and global level which have all introduced new challenges and opportunities for the Borough. The refreshed Challenge reflects these changes in the economy, in education, health, safety, housing and the local impact on climate change.

The Borough's population size and character continues to change. We expect an overall slight increase in the coming years. Our older population will rise more steeply which will mean a greater need for services. The characteristics of our different age groups will lead to changing need for services. For example, we have an increase in the numbers of children and young people with additional needs and mental health issues who will need support to become the educated and skilled adults of tomorrow. Also, while some people can expect to live longer, not all will do so in good health.

Local Area Agreement

The Borough has a Local Area Agreement (2008-2011) with central government, which includes targets for us to improve in a variety of areas. The Dudley Borough Challenge reflects the relevant outcomes of the Local Area Agreement.

Our ambitions for the Challenge

In refreshing the Challenge, we wanted to be clear and open about our ambitions, ensuring that the groups, organisations and individuals working on it understand what the Challenge is covering and what it isn't.

Together we agreed that the Challenge:

- contains Dudley Borough's main partnership priorities of all of the organisations within the Dudley Community Partnership. Complimenting, not conflicting with them

- is a balanced expression of desires and needs of the community and of the values and guiding principles of the Dudley Community Partnership
- is based on people-focussed priorities, rather than actions or processes
- highlights where a priority issue might affect a smaller section of the local community
- can be used by local people and their communities to hold the Dudley Community Partnership to account
- contains objectives which once achieved improve the quality of life for local people
- identifies issues that can be tackled more successfully through shared ownership and involvement of everyone
- is the plan for all partners to work to in reaching the objectives
- is a plan for the Borough of Dudley and not a plan for any single agency or for Government

How we refreshed the Challenge

If you would like to see a detailed explanation of the processes which we carried out to refresh the Challenge please turn to the related documents list in Appendix B.

In short, we:

- gathered and analysed information on the achievements which have been made so far on reaching the objectives set out in the Dudley Borough Challenge 2005
- ran workshops, meetings and consultations with representatives from partnerships, communities and the voluntary sector to look at what had been achieved and agree new challenges
- addressed the views of the public through:
 - specific focus groups made up of local adults and younger people
 - sharing and analysing results from other relevant and recent public engagement activities
- took on board the recommendations made through the Equalities Group work, through Dosti
- agreed criteria to form new priorities and objectives for the refreshed Challenge
- carried out a sustainability appraisal
- carried out a spatial assessment

Our principles

We took the opportunity to revisit our principles and reaffirm those which shape the way we work together. They are:

Promoting equality – tackling inequality

The purpose of the Dudley Borough Challenge is to improve the quality of life of all people living and working in the Borough. We recognise however, that some people

living in the Borough are enjoying a lower quality of life than others for a number of different and complex reasons. For example, it may be linked to earnings, educational or vocational qualifications, health, wellbeing, or being unable to access mainstream services.

In revising our community strategy targets for 2009-2012 a number of people living in the Borough gave their experience of inequality. They shared the view:

“In principle we all have the same rights and opportunities. However there are people in the shadows, suffering in silence.”

The Dosti Equalities Group

Dudley Community Partnership aims to promote equality and highlight and address inequalities. We will:

- continue to promote and monitor good practice across the partnership
- support groups who are or who work for those at risk of discrimination and exclusion, and assist them in influencing the way agencies make decisions that affect them
- raise awareness and understanding among organisations and their staff about appropriate ways to respond and meet the needs of certain groups of people who are not representative in their level of participation.

Ensuring Sustainability

It is important that delivering the Dudley Borough Challenge improves the quality of life for people now and in the future. The positive impact of our efforts up to 2020, need to be maintained, built upon and responsive to internal and external changes.

We have undertaken a sustainability appraisal to ensure that this refreshed Challenge takes account of all the requirements of our communities and our environment in a balanced way. The appraisal has shown that there is a relatively good balance of sustainability elements throughout the Draft for Consultation, and this is especially true when compared with the Strategy published in 2005. There is however a number of areas to be further addressed through delivery, predominantly in relation to:

- Promoting and supporting the development of new high value and low impact technologies;
- Encouraging local sourcing of food, goods and materials.
- Increasing the proportion of energy generated from renewable and low carbon sources,

Working with the physical infrastructure

We need to ensure that the physical infrastructure we have in the Borough will enable us to deliver the objectives of the Challenge. This means that our open spaces, town and local centres, residential and industrial areas as well as the roads, waterways, and pedestrian routes that connect them, need to be appropriate to meet the needs of everyone living and working in the Borough.

The Dudley Local Development Framework (LDF) sets out the development that is needed to meet future requirements of the Borough, such as for housing, the

economy, education, transport and so on. The LDF also identifies where this development will happen and what to preserve or enhance within the local environment for future generations. It is important therefore that the LDF reflects those priorities within the Challenge that have a physical requirement in terms of the use and development of land, to create balanced communities and meet a range of needs for people throughout Dudley Borough.

In planning our objectives and putting them into practise it is important to consider the Borough's relationship to the wider area in which it sits; the Black Country and the West Midlands Region.

Many plans for land use are developed in partnership with neighbouring areas, especially when considering the provision of new homes, attracting business, supplying employment opportunities, and issues of travel and transport. The people living within the Borough do not see the boundaries of the Borough in every-day life as they travel to work and leisure opportunities or visit friends and relatives outside of the Borough. Therefore these boundaries must not become obstacles in effectively delivering strategy goals.

Delivery by all

Dudley Borough Challenge is big and ambitious, and needs a joint effort among local organisations and people to realising strong communities. While organisations individually have impressive track records in delivering services and community activity, the key to delivering the Challenge is for everyone together to work to a planned approach.

A number of themed partnerships will lead on developing and delivering actions to meet the Challenge objectives. This can only be when all members of all partnerships understand and take up the Challenge. It is also critical that individuals, separate organisations and local groups understand the contribution that they can make.

We expect to see delivery of our vision and outcomes by:

- community centres
- community groups
- faith groups
- voluntary groups
- schools
- businesses and social enterprises
- councillors
- Dudley Community Partnership groups
- neighbourhood partnerships

Involving people

The success of the Borough Challenge largely depends on the people of the Borough. We have many community groups and individuals of all ages who are strong, are good role models of citizenship and are successful in bringing about change for the good of the wider community. We also have great strength in our 40,000 young people and adults who regularly volunteer to help others in a range of creative ways.

Local people have said they want to:

1. **be informed:** having a good idea about what is on offer from service providers and how to access those services.
2. **be active:** making appropriate use of the facilities in their areas, particularly the green spaces.
3. **influence services:** being able to affect decisions about delivery of local services, including both users and non-users of services.
4. **connect and volunteer:** working together to take pride in their community, helping and supporting one another through friendship and shared activities, looking out for each other, especially vulnerable people.
5. **take personal control:** feeling that they have control over their lives

Our Strategic Priorities 2009-12

This strategy sets out our aspirations for improvements in the following theme areas:

Strong Communities

- Develop and integrate empowering approaches to involve a wider range and diversity of local people in decisions that affect their lives and communities.
- Support volunteering among all ages as a vital lifeblood to the strength and resilience of our communities, and for personal benefit.
- Tackle the local impact of national and global concerns and manage the effect on local circumstances.

Jobs and Prosperity

- Provide employment opportunities for, and addressing the range of skills possessed by, Borough residents.
- Develop and diversify the local business base.
- Create an attractive environment for people to work and invest in.

Health & Well-being

- Address poor health, mental wellbeing and unhealthy lifestyle choices to improve people's quality of life.
- Tackle health inequality.
- Tackle the prevalence and harmful effects of alcohol and substance misuse.

Heritage, Culture and Leisure

- Enable more people to start and maintain their involvement in heritage, cultural, and leisure activities and venues by means of an improved range of choices and extended access to satisfy personal preferences.

Environment & Housing

- Address the state of the Borough's environment, with specific focus on the levels of responsibility that individual people, groups and organisations take in protecting and improving the local and global environment.
- Improve and create neighbourhoods that enable people to live in appropriate homes, in safe and attractive environments with access to amenities and services.

Individual & Community Learning

- Widen participation in adult and family learning to enhance personal and social development, knowledge and skills, employability, health, well being.
- Remove barriers to learning and supporting local people, particularly vulnerable groups, to raise their aspirations and to realise their full potential, ensuring a 'best fit' between skills and job opportunities.

Community Safety

- Tackle violent crime.
- Tackle anti-social behaviour, especially those most vulnerable and at risk of becoming victims.

Our overall vision: Strong Communities

Our vision for 2020 is of sustainable, inclusive and connected communities across Dudley Borough that actively realise their own potential, effectively supported by local services.

Community strength flows from the characteristics and actions of people, equipped and enabled to influence decisions that affect their lives within their neighbourhood, town centre or Borough.

One of our most valuable contributions to Dudley Borough living is volunteering. We want to recognise and build on the strengths of our 40,000 volunteers who give of their time, money and skills to benefit their local communities, as well as themselves.

Residents and their communities having information about and equal access to services, facilities and opportunities will contribute to shared strength. Individuals taking an active role in addressing issues at a personal level, through family to borough level can contribute to their sense of belonging.

The Borough Challenge contains six themes which help to make sense of our refreshed priorities for the Borough. We appreciate that the lives of local people are not organised in this way, as all aspects of people's lives are interconnected and not neatly bundles in to themes. Furthermore, some may need to use several services and not just one, some may live on their own, while others live within families. Yet each individual experiences personal issues and challenges in different ways and for different reasons.

We plan that meeting the objectives in each theme of the Borough Challenge will improve the quality of life for all in the Borough, through more people having their needs met appropriately. Just as important however is how the objectives are met under our vision of Strong Communities, as it is these that will truly lead to Strong Communities.

In light of this, we are confident that together we can work toward Dudley Borough being a place where:

- businesses thrive and invest, and people are skilled for now and the future
- people are healthy and have good mental health
- people feel pride and belonging, and celebrate their heritage and varied culture
- people care with pride for a natural and built environment that is attractive, healthy and safe
- people are inspired to reach their full potential
- people are safe and enjoy a sense of freedom from crime

Strong Communities

Our vision for 2020 is of sustainable, inclusive and connected communities across Dudley Borough that actively realise their own potential, effectively supported by local services

2009 – 2012:

Strategic Priority	Objective	Lead Partnership	Supporting Partnerships
1. Develop and integrate empowering approaches to involve a wider range and diversity of local people in decisions that affect their lives and communities	1. Increase the number of people who feel they can participate in meaningful engagement to make a difference, with a focus on low participation groups	SCSG	All theme partnerships
	2. Increase the number of local people who can access opportunities for engagement to increase their participation.	SCSG	All theme partnerships
	3. Increase the number of local people and groups who feel they are in receipt of timely and relevant communication about local issues.	SCSG	All theme partnerships
2. Support volunteering among all ages as a vital lifeblood to the strength and resilience of our communities, and for personal benefit	1. Increase the number of people volunteering in a range of opportunities, to improve social interaction and cohesion within and between communities; with specific focus on low participant groups	SCSG	All theme partnerships
	2. Increase people participating in volunteering roles to help build their confidence and self esteem; with specific focus on vulnerable and low participant groups	SCSG	All theme partnerships
	3. Increase the number of people accessing volunteering opportunities to improve their employability, with a specific focus on those who have lost their jobs during the current recession	SCSG	All theme partnerships
3. Tackle the local impact of national and global concerns and manage the effect on local circumstances	1. Increase the capacity of local communities to withstand tensions arising from national and global issues that threaten cohesion;	SCSG	SS All theme partnerships
	2. Increase the capacity of local communities to withstand tensions arising from significant local issues within or between communities	SS	SCSG All theme partnerships

Jobs and Prosperity

2020 Outcome: Businesses thrive and invest, and people are skilled for now and the future

How does this outcome make strong communities?

Employment provides the means for us to support our families and maintain our own sense of wellbeing. If we have sufficient income through employment, we will be more able to achieve a positive balance between our work and social life. We will also be able to exert more control over our lives instead of circumstances controlling us. Our level of income can influence such things as our diet, physical activity, social interaction, overall ability to make life choices and the stability of our communities. It is also important that when we plan for economic development that the long term impact of our decisions on the environment and the community structure are considered.

Our achievements and where we are now

There have been notable achievements in the last three years including improvements to Brierley Hill town centre (the parallel route), Halesowen Bus Station, and securing funds to kick start further regeneration.

Until 2008, the Borough enjoyed great success in new business start-ups and inward investment. Ambitious plans to carry out further major physical and community regeneration in and around its town centres through New Heritage Regeneration Ltd are soon to become a reality.

These developments will not only enhance the appearance of our towns, but also provide jobs and attract new business to the area, key points which along with training opportunities for young people were identified by people as being very important objectives for the future.

Local people can receive advice and guidance about dealing with debt, take up training courses as well as job and volunteering opportunities; people can gain new and employable skills by taking part in volunteering activities.

The reality of the economic recession and its impact locally on businesses, workers and families cannot be denied. It is vital that we reduce the impact and keep local firms in business. As the effects of the recession ease, we will remain committed to local people having opportunities to gain the vital skills they need for better jobs, and children having the best possible start to reach higher goals.

Inequality

One clear reality of the recession is that there are now fewer job vacancies. The more skilled and well qualified sector of the local population, are now finding themselves out of work. Meanwhile, those who have consistently been least able to gain employment, for example through poor education or disability, find themselves further removed from being employable.

Volunteer case study

Naomi Ball was able to use the skills that she gained while volunteering at a local day centre, to help gain paid employment in the same field. Since then she hasn't looked back, "Volunteering opened up a whole new world for me" said Naomi. "As well as

helping me to find a new career, I'm meeting new people, have increased my confidence and have a new purpose in life! I've developed a whole new set of skills and am absolutely thrilled with my role".

Jobs and Prosperity

2020 Outcome: Businesses thrive and invest, and people are skilled for now and the future

2009 – 2012:

Strategic Priority	Objective	Lead Partnership	Support Partnerships
1. Provide employment opportunities for, and addressing the range of skills possessed by, Borough residents	1. Increase the number of unemployed residents accessing training and job opportunities, leading to sustained employment, with a specific focus on long term claimants and those with lower or no basic and work skills	EDRP	
	2. Broaden the skills base of Borough residents in order for them to obtain and sustain employment.	EDRP	PDCL
	3. Decrease the number of households experiencing hardship resulting from low incomes and vulnerability to changes with the economy.	EDRP	DHP
2. Develop and diversify the local business base	1. Increase the number of higher-value businesses attracted to the Borough offering better, higher-paid jobs for local people.	EDRP	
	2. Increase the diversity of opportunity sites to cater for the expansion of existing businesses and the attraction of new investment.	EDRP	
	3. Increase the number of successful and viable business enterprises created locally, focussing on local individuals with the potential to do so	EDRP	
	4. Minimise the number of businesses forced to close as a result of current recession conditions	EDRP	DMBG
3. Create an attractive environment for people to work and invest in	1. Improve the vibrancy and attractiveness of the Borough's town centres in order to provide better facilities and services for people, create new job opportunities, and attract new business.	EDRP	SHEP HCLP
	2. Improve and maintain the environmental quality and security of the surroundings of tourist attractions, retail areas and business parks to increase the amount of inward investment	EDRP	SHEP HCLP
	3. Improve residents' ability to move into, out of and around the Borough, with reduced congestion on strategic routes, to connect them with employment opportunities locally and regionally.	RTP	EDRP

Health and Wellbeing

2020 Outcome: People are healthy and have good mental health

How does this outcome make strong communities?

If we suffer poor health it is important that we receive the best possible care. It is equally important to recognise the wider benefit of prevention and that we are supported to enjoy better health and live healthier lifestyles. A wider feeling of wellbeing is more than just our good physical health as our mental and psychological health plays an equally vital role. Our self confidence, sense of belonging, feeling valued, feeling secure, are all essential elements of being strong individuals and being part of a strong community. We need to tackle any issues that put these at risk. It is important to take particular note of the health causes affecting children and young people so that we build a healthier community of the future.

Our achievements and where we are now

Mortality and premature death rates are falling and life expectancy is rising. We are beginning to see success in tackling child obesity and there is evidence of children and young people leading healthier, more active lives. In 2008, almost 2,400 people were helped to quit smoking. A new integrated health and social care centre is near completion in Brierley Hill, providing residents with easier access to services while major improvements to Russell's Hall hospital are complete and older residents are benefiting from an improved adaptations service, helping them to continue to live at home. Three of our children's homes were judged as "outstanding" by OFSTED. We now have a £4.5m grant to improve local parks under the Healthy Towns scheme, to encourage better use of our green spaces by people taking part in physical activity. Local people have access to a wide range of activities and information about health improvement and services.

There remain a number of serious concerns for the health of our residents. Drinking alcohol is at unhealthy and even dangerous levels. Alcohol and drug usage, lack of exercise, diet, and teenage pregnancy are affecting the lifestyle and future health prospects of young people and the health of newborn infants. People are subject to weakening health conditions that could be improved by better diet and more exercise. Older people need more care choices appropriate to personal need and improved access to healthcare centres.

Inequality

There are measurable health inequalities relating to almost all health issues affecting the Borough. These include clear geographical differences in terms of access to services, life expectancy, obesity and smoking patterns with those from deprived communities experiencing the worst health. There are also differences in life expectancy and certain diseases for key community groups such as travellers, and in gender.

Volunteer case study

Abdul Hamed is a youth worker who manages a community football team in his spare time.

The team is moving up in the league and on the way, members are tackling issues such as drug abuse, the consequences of crime and anti-social behaviour as well as the need to combat racism.

Abdul said: "We're all really proud of what we've achieved and it couldn't have been done without our amazing volunteers By working together we're not only building healthier, safer and more cohesive neighbourhoods, we're also having lots of fun along the way."

Health and Wellbeing

2020 Outcome: People are healthy and have good mental health

2009 – 2012:

Strategic Priority	Objective	Lead Partnership	Supporting Partnerships
1. Address poor health, mental wellbeing and unhealthy lifestyle choices to improve people's quality of life	1. Reduce the number of people (including children) classed as overweight or obese, with specific focus on people from less affluent backgrounds and ethnic minority groups	DHWP	CT
	2. Improve people's physical health through the increased promotion, marketing and availability of healthy lifestyle choices (including diet), with a focus on people from less affluent backgrounds and those who experience barriers to making healthy lifestyle choices (e.g. gypsy and traveller communities)	DHWP	
	3. Improve people's mental health and wellbeing, focussing on the promotion of healthy lifestyle choices and initiatives contributing to a sense of happiness, personal achievement and fulfilment	DHWP	
	4. Improve people's sexual health, with a focus on reducing the prevalence of sexually transmitted diseases through awareness raising initiatives and information provision	DHWP	
	5. Increase the number of elderly and vulnerable people having greater choices and improved access to personalised health and social care services to enable them to have provision that meets their specific needs	DHWP	
2. Tackle health inequality	1. Increase the number of people accessing public health services, focussing on minority communities and those who experience barriers to making healthy lifestyle choices	DHWP	
	2. Increase people's life expectancy, focussing on less affluent parts of the Borough and groups with a lower than the national average life expectancy	DHWP	
	3. Reduce the prevalence of people smoking, with a focus on those communities in the Borough where health problems are more prevalent, and hence those people for whom harm from smoking is likely to be more damaging;	DHWP	
	4. Reduce the number of teenagers becoming pregnant	CT	DHWP
	5. Increase the number of elderly and vulnerable people having better care to improve their quality of life	DHWP	CT

	6. Reduce infant mortality rates, with specific focus on communities most affected by infant deaths	CT	
3. Tackle the prevalence and harmful effects of alcohol and substance misuse	1. Reduce the number of adults and young people using illegal drugs;	DHWP	SS
	2. Reduce the number of adults consuming unsafe levels of alcohol; and the number of young people who consume alcohol, focussing on those people and groups most at risk of severe harm and death	DHWP	CT, SS
	3. Increase the number of people accessing drug and alcohol treatment programmes to improve their life chances and family circumstances	DHWP	SS

Heritage, Culture and Leisure

2020 Outcome: People feel pride and belonging, and celebrate their heritage and varied culture

How does this outcome make strong communities?

A borough that encourages and supports a vibrant and diverse local culture will contribute to confident, strong communities. By celebrating our unique heritage and culture we can better appreciate peoples' differences whilst embracing our shared interests and aspirations. Gaining a personal balanced work and leisure time will further improve our quality of life.

Our achievements and where we are now

Visitors to our museums and galleries have increased in number, while satisfaction with the library service has risen. Dudley Borough provides the regional centre for the National Youth Theatre, and high standards continue to be achieved by Dudley Performing Arts. More people are involved in physical activity, particularly those on limited income through the leisure options scheme. Residents are also taking part in cultural events and encounters, and work to preserve our local heritage. Five of our parks contain multi-user games areas, and the Borough is developing play facilities for children.

There is clearly a need to develop and better promote opportunities for celebrating local tradition and culture, for example by creating events around the 2012 Olympiad. We have the potential to make more of our natural and built heritage and preserve facets of that local legacy.

Inequality

Certain groups of people are not representative in their level of participation. For example people with disabilities and additional needs wishing to take part find facilities and services are often not encouraging them to do so. This may be due to low levels of understanding among staff and users in responding to disabled people, as well as to the inadequate physical access.

Children and young people need to be supported in identifying their personal leisure and cultural needs and encouraged to make the most of the opportunities that will help them enjoy healthy and fulfilled lives. In certain disadvantaged areas of the Borough, there is low participation in heritage, leisure and culture. In some cases, there is a mismatch between those willing to take part and the availability or appropriateness of activities and venues.

Volunteer case study

Pat Wakelam knows the value of engaging in and encouraging cultural activities in a wide and encompassing sense. Pat volunteers at Age Concern, Merry Hill, teaches belly dancing to a group of over 50's and was crowned Dudley's Queen of Culture for 2007 – 2008. Pat says: "Culture isn't solely about preserving historical architecture or enjoying the arts, it's more than that. Culture for me is about celebrating people as individuals and recognising the value that people from different backgrounds and communities can bring."

Heritage, Culture and Leisure

2020 Outcome: People feel pride and belonging, and celebrate their heritage and varied culture

2009 – 2012:

Strategic Priority	Objective	Lead Partnership	Supporting Partnerships
1. Enable more people to start and maintain their involvement in heritage, cultural, and leisure activities and venues by means of an improved range of choices and extended access to satisfy personal preferences	1. Increase the number of people having influence over the range and availability of recreational and cultural activities and the use of venues, with a specific focus on areas of low participation, young people and disabled people.	HCLP	SCSG
	2. Increase the number of people being able to easily access up-to-date and co-ordinated information about recreational and cultural activities and venues, with a specific focus on young people and disabled people	HCLP	
	3. Increase the number of people participating in activities and accessing venues for cultural and recreational purposes including for learning, health improvement, socialising and personal growth, with a specific focus on areas of low participation, young people and disabled people 15	HCLP	PDCL, DHWP
	4. Increase the number of people making positive use of high quality sites of local heritage, open spaces and natural environment with a specific focus on areas of low participation, young people and disabled people	HCLP	SHEP
	5. Increase the number of people taking opportunities to celebrate local tradition and culture through the preservation of the Borough's important legacies	HCLP	

Environment and Housing

2020 Outcome: People care with pride for a natural and built environment that is attractive, healthy and safe

How does this outcome make strong communities?

Our environment affects the way we feel about where we live and work and our sense of wellbeing. We are more likely to feel happy and safe if the environment is attractive and the air we breathe is clean. Our responsibility to look after our environment reduces the risk of creating problems for others to sort out now and in the future. The state of our local areas can impact upon the economic prosperity of the area as businesses are more likely to invest if they are attractive to customers and are not overcrowded. Preserving and enhancing our environment is our common goal and will help bring communities together.

Our achievements and where we are now

We have seen a rise in the number of people taking part in household recycling, cleaner streets, and a fall in graffiti, fly-tipping rubbish and abandoned cars. Also people are involved in a range of local voluntary, community and faith activities to improve and preserve our natural and built environment and take action against climate change. We are exceeding our targets on building affordable homes and are ready to redevelop the North priory estate.

There is more to do to limit the effect of climate change and to adapt to its effects. People want to live and work in pleasant surroundings, which means offering more choices for appropriate accommodation, improving the quality of neighbourhoods, and improving the quality of the air we breathe. There are ecological threats both through climate change and environmental misuse of the quality and richness of natural sites and habitat.

Inequality

There is a need to focus environmental improvements on neighbourhoods suffering from blight, litter and dereliction. Within some of the more disadvantaged areas, people require more and different support to participate in exercising their environmental responsibilities. Whilst seeking the most appropriate solutions to housing need, there is a growing need to reduce homelessness, made worse by family hardship due to the recession. We have older and vulnerable people who need greater support in securing appropriate homes and living in areas that provide services to meet their needs.

Volunteer case study

Anthony Brettle and Linda McLennagh helped form the Friends of Huntingtree Park in Halesowen 3 years ago. Now, among other exciting projects they have forged links with local schools to create and install bird boxes and are awaiting the outcome of a funding bid to commission the Borough artist Steve Field to create mosaic pathways in conjunction with two local schools.

Anthony said: "By getting local people involved we can all take ownership of our fantastic space to protect and improve it for future generations".

Environment and Housing

2020 Outcome: People care with pride for a natural and built environment that is attractive, healthy and safe

2009 – 2012:

Strategic Priority	Objective	Lead Partnership	Supporting Partnerships
1. Address the state of the Borough's environment, with specific focus on the levels of responsibility that individual people, groups and organisations take in protecting and improving the local and global environment	1. Increase the number of households, organisations and businesses that take action to minimise their waste production and to increase reuse and recycling, to reduce landfill, with a focus on low participation communities	SHEP	EDRP
	2. Reduce the number of people making sole car journeys to decrease traffic congestion, improve air quality and people's quality of life	SHEP	
	3. Reduce carbon emissions and energy usage of people and organisations to decrease climate change impact	SHEP	EDRP
	4. Increase the number of people and organisations who are adapting to the consequences of a changing climate	SHEP	EDRP
	5. Increase the number of people taking responsible actions for the natural and built environment to preserve and improve environmental quality and biodiversity	SHEP	
2. Improve and create neighbourhoods that enable people to live in appropriate homes, in safe and attractive environments with access to amenities and services	1. Increase the number of people who are able to exercise appropriate choice of quality, availability and affordability of home in both the private and the social housing sectors, with a focus on older and vulnerable people and areas with poorer housing conditions	SHEP	
	2. Reduce the number of people who are homeless and are at risk of becoming homeless	SHEP	
	3. Increase the attractiveness of the area where people live, with emphasis on those areas suffering from environmental blight, littering and dereliction;	SHEP	EDRP
	4. Increase people living in energy efficient homes within neighbourhoods that are well-designed, safe and attractive, and are accessible to amenities and services, with a focus on older and vulnerable people		

Individual and Community Learning

2020 Outcome: People are inspired to reach their full potential

How does this outcome make strong communities?

Learning at the heart of our personal development provides the key to unlock the potential of us all. It helps to develop the skills and knowledge we need for the future, to help provide economic prosperity and improvement in our overall quality of life. By taking an active role in our own development, and in that of others, particularly the young, we can provide positive role models for each other in helping to build a strong community. Our appreciation of the diverse cultures, beliefs and values of others will help to bring us together.

Our achievements and where we are now

Local primary schools are achieving Key Stage 2 results that are the best in the Black Country and have exceeded the national expectation for example in English and Maths. More adults are gaining skills through formal and informal learning opportunities. Over 1,100 jobs have been gained by those who have trained construction skills. Levels and choices of engagement with young people are very far-reaching and demonstrate how the local youth population are of real benefit to their communities.

It is essential that the Borough maintains progress to successfully compete for higher sector business offering better jobs, and to give local people whose jobs are at risk every opportunity to learn new skills. We also need to invest in the future of our children and young people. There are generations of local residents who have a mistrust of learning institutions borne out of negative experiences.

Inequality issues

Certain key groups of children and young people are underachieving educationally, for example looked after children. More vulnerable children, such as those with low self-esteem, being bullied or with poor mental health don't often find themselves able to access extra-curricular activities. People from disadvantaged neighbourhoods and communities tend to have less opportunity to learn new skills, and display significant levels of poor literacy. Newcomer communities to the Borough face barriers integrating into the wider community because of low levels of spoken and written English. Meeting their basic learning needs will also help them in personal learning and development.

Volunteer case study

May Sweeney a volunteer with the Senior's Luncheon Club in Stourbridge, which once a week provides healthy meals for older people at the parish centre of Our Lady at All Saints Church, has seen first hand that volunteering has no age barriers.

Once a month six pupils from St. Joseph's school give up their lunch breaks to join her and others in preparing and serving food to older people in the parish. "The whole thing has been wonderful success", says May, "Not only do the children get to learn lots of new skills but it's great to see how much our older visitors have learned too."

Individual and Community Learning

2020 Outcome: People are inspired to reach their full potential

2009 – 2012:

Strategic Priority	Objective	Lead Partnership	Supporting Partnerships
1. Widen participation in adult and family learning to enhance personal and social development, knowledge and skills, employability, health, well being	1. Increase the number of adults and families engaging in learning for their own interest to benefit their personal and social development.	PCDL	
	2. Increase the number of children and adults with life skills and literacy, with emphasis on children and parents in disadvantaged areas of the Borough, to improve life chances.	CT	PDCL
	3. Increase the number of adults and families with opportunities to access extended-use venues in order to participate in learning activities	PDCL	CT, HCLP
	4. Increase the number of people accessing affordable learning provision, focussing on those adults and families most in need	PDCL	CT
2. Remove barriers to learning and supporting local people, particularly vulnerable groups, to raise their aspirations and to realise their full potential, ensuring a 'best fit' between skills and job opportunities	1. Increase educational achievement of vulnerable key groups of children and young people in order that they have the same access to opportunities for the future as do others in the Borough	CT	
	2. Increase the number of adults, children and young people with the right skills to meet employer demand in the current economic climate, to maximise opportunities for local people to access local jobs.	EDRP	CT
	3. Increase the number of adults and young people who access careers information, work experience and training/apprenticeship programmes to enable them to make better choices about their future employment	EDRP	CT
	4. Increase the number of vulnerable or disaffected children, young people and adults able to access learning opportunities by recognising and removing barriers to learning opportunities	CT	EDRP

Community Safety

2020 Outcome: People are safe and enjoy a sense of freedom from crime

How does this outcome make strong communities?

A safe and peaceful borough is central to our aim of stronger communities, and in order to achieve that we need to remove the fears and barriers that prevent us taking active part in everyday life. If we have fear born of ignorance or based on mistrust, this prevents our interaction with our communities and increases a sense of isolation, for us, other individuals and communities. Where we and communities relate well to each other and feel safe and secure in our environment, there is a heightened sense of togetherness, community pride and freedom to become involved, whether at work or at home.

Our achievements and where we are now

The Borough can be proud of its track record of reducing crime, and especially violent crime, vehicle crime and racial incidents. We believe in focussing on crime prevention as the most sustainable means of improving community safety, hence our success in schemes like the Prolific Offender Programme, and the emphasis on community policing through the deployment of Community Safety Officers. Local people take action to reduce crime and tackle antisocial behaviour through community, voluntary and faith initiatives ranging from neighbourhood watch groups to youth groups to tenants and residents associations.

There remains a continuing gap between the reality of reduced crime and people's perception of their own safety in their neighbourhood. It is essential we maintain and improve our efforts to address this issue, for example through supporting victims of crime. The recession is beginning to contribute to rising levels of property crime as well as domestic violence. The need to deal with the effect of alcohol related incidents of violent crime for example in public places, remains as acute as ever. Despite improvements in resident's perception of antisocial behaviour, this remains a high priority for most people.

Inequality issues

There is a need to focus on the alcohol and drug habits of young people from a crime perspective, and to concentrate on tackling geographic "hotspots" of antisocial behaviour. We also need to be able to safeguard the most vulnerable in our society, protecting them from abuse, harm and neglect.

Volunteer case study

Kurstien Vernon and James Horton volunteer as special police constables in their free time, to help keep Dudley safe.

Between them they volunteer over 40 hours per week and supervise a team of 70 others.

As James said: "Specials come from all walks of life and bring with them a wealth of knowledge and experience. I'm immensely proud to be part of a team of such dedicated professionals"

Community Safety

2020 Outcome: People are safe and enjoy freedom from crime.

2009 – 2012:

Strategic Priority	Objective	Lead Partnership	Supporting Partnership Groups
1. Tackle violent crime	1. Prevent the occurrence of domestic violence; and reduce the number of victims of domestic abuse	SS	DHWP
	2. Reduce the number of people undertaking acts of violent crime, especially in public places	SS	DHWP
2. Tackle anti-social behaviour, especially those most vulnerable and at risk of becoming victims	1. Reduce the number of antisocial behaviour incidents in areas with a high incident: perception correlation (hotspots);	SS	
	2. Increase the positive profile of young people within communities	SS	CT
	3. Reduce the number of vulnerable people who are victims of crime, abuse and antisocial behaviour	SS	

Moving Forward

The Dudley Borough Challenge recognises that we already have activity taking place that seeks to improve, either directly or indirectly, the quality of life for people living and working in the Borough.

The Challenge however is to address those priorities identified within it, through shared resources and effort, to fulfil the Challenge outcomes and bring about strong communities.

The voluntary, community and faith sector will continue to make its own contributions to deliver the vision of the Challenge, some of which may be through themed partnership arrangements.

The next stage in the process is for partnerships, having taken ownership of individual objectives, to state what action they are going to take to meet those objectives and fulfil the principles of the Challenge. These actions will be collated within Dudley Borough Challenge delivery plans, and published in a separate document. The delivery plans will contain targets to fulfil objectives and their performance will be managed through the Dudley Community Partnership themed partnerships and Executive Board.

The evolving Dudley Community Partnership Stakeholder Forum will also play its part in addressing the fulfilment of the Challenge at milestone points over the next three years.

Together as a borough we have already shown our commitment to this strategy, illustrated by the successes seen at this first milestone.

Our next steps together are equally as important and will play just as much of a vital role in enabling all of us to make Dudley my place – our place.

Appendix A Abbreviations and Glossary

Abbreviations

CAA	Comprehensive Area Assessment
CT	Children's Trust
DBC	Dudley Borough Challenge– refers to the process that gave birth to the 2005-2020 Community Strategy
DCP	Dudley Community Partnership
DHP	Dudley Housing Partnership
DHWP	Dudley Health and Well-being Partnership
DMBG	Dudley Means Business Group
EDRP	Economic Development & Regeneration Partnership
HCLP	Heritage Culture & Leisure Partnership
JSA	Jobseekers' Allowance
LAA	Local Area Agreement
PCDL	Personal Community Development Learning
RTP	Regional Transport Partnership
SCG	Stronger Communities Group
SCS	Sustainable Community Strategy
SCSG	Stronger Communities Steering Group
SHEP	Strategic Housing and Environment Partnership
SMIG/CRIG	Substance Misuse/Crime Reduction subgroups of the Safe & Sound Partnership
SS	Safe and Sound
VS	Voluntary Sector

Glossary

Comprehensive Area Assessment	The new inspection regime which replaces the old Comprehensive Performance Assessment and which will focus on Dudley the place, as opposed to any specific public agency.
Dudley Borough Challenge	The name of Dudley's Community Strategy and the process that gave birth to the 2005-2020 Community Strategy
Dudley Community Partnership	Dudley Community Partnership is Dudley's Local Strategic Partnership (LSP) and includes the major organisational and community partnerships in the Borough
Dudley Health and Well-being Partnership	Dudley Health & Wellbeing Partnership - brings together all key agencies with an interest in health in the Borough.
Dudley Housing Partnership	The Dudley Housing Partnership is an implementation group of the Strategic Housing and Environment

	Partnership (SHEP). The group works with Dudley Council and Dudley Community Partnership to create and support stronger communities, support the renaissance of the Borough, and deliver some housing related objectives of the Local Area Agreement, such as the development of sites for affordable homes.
Dudley Means Business Group	A group formed to look at the effects of the recession and how to counteract or reduce them.
Economic Development & Regeneration Partnership	The Partnership brings together a range of key agencies across the Borough which hold an interest in the skills, business, employment, unemployment, inward investment and economic regeneration agenda's.
Equalities Group	This is a specific time-limited group that was set up by Dosti to assess the equality and diversity issues they identified in the current community strategy and its review.
Friends Groups	Friends Groups are voluntary groups of local residents, workers or visitors who dedicate some of their time energy and effort to caring and improving their local park, garden or space.
Heritage & Culture Partnership	The HCLP is a Thematic Partnership and leads on matters of heritage, culture and leisure across the Borough
Jobseekers' Allowance	The main benefit for people of working age who are out of work. Most people who are out of work or working less than 16 hours a week on average, are able to get Jobseeker's Allowance providing they are: <ul style="list-style-type: none"> • capable of working • available for work • actively seeking work • below state pension age
Joint Core Strategy	Is a document that sets out the vision, objectives and strategy for future development in the Black Country up to 2021 and beyond.
Local Area Agreement	The agreement made between the Council , with its partners, and Government to improve local performance
Local Development Framework	A folder of local development documents prepared by district councils, unitary authorities or national park authorities that outline the spatial planning strategy for the local area.
Looked after children	Children who are cared for by Social Services, as the law says that the Council must look after young people who cannot live with their families.
Neighbourhood Partnerships	Delivery of services in a localised way by engaging local people at a neighbourhood level in the selection of service providers and coordination amongst those providers.
New Heritage Regeneration	New Heritage Regeneration Ltd is an independent company, which aims to bring about significant investment and positive change for the Borough's four principal town centres and 16 local centres.

Priority Themes	The six themes of the Dudley Borough Challenge / Community Strategy
Regional Transport Partnership	Regional Transport Partnerships (RTPs) were established on December 1, 2005 to strengthen the planning and delivery of regional transport so that it better serves the needs of people and businesses.
Safe & Sound Partnership	This is Dudley's Community Safety Partnership which brings together the Borough's key agencies and statutory partners, <i>"To work together to make the Borough a place where people feel safe and are safe."</i>
Spatial assessment / components	A procedure to arrive at an informed judgment to different courses of action with regards to environmental, social and economic problems.
Strategic Housing and Environment Partnership	Brings together all the key agencies in the Borough with an interest in meeting the Government's 'liveability' and housing targets.
Stronger Communities Steering Group	This group brings forward the issues which people in communities identify as being important to them, consider why the issues have come about, and work towards changes which reduce inequality and strengthen communities.
Substance Misuse/Crime Reduction Implementation Group	The two delivery groups of the Crime & Disorder Partnership made up of representatives or partners organisations that are responsible for achieving the targets associated with crime & substance misuse. They meet every six weeks and decide how best to co-ordinate the actions of their agencies to achieve aims.
Sustainability appraisal	As part of process of reviewing the Dudley Borough Challenge, an appraisal has taken place to ensure that the strategy helps promote sustainability and supports the sustainable delivery of outcomes.
Sustainable Community Strategy	Part I of the Local Government Act 2000 requires Local Authorities to work with partners to produce a sustainable community strategy. It shows how local organisations and agencies will work together to improve the economic, social and environmental well-being of their area while safeguarding the prospects of future generations.
Theme Partnerships	Thematic Partnerships are responsible for delivering services and changing the way that services are delivered to improve the quality of life for the people of Dudley.
Voluntary Sector	The voluntary sector is the name for social activity undertaken by organisation that are non-profit making and non-governmental.

Appendix B Related Documents

Dudley Borough Challenge – Community Strategy 2005 – 2020

Dudley Borough Challenge – Community Strategy Review – Methodology July 2009

Intelligence Update Report - July 2009

January 2009 Partnership Event Report

Dosti additions to Partnership Event March 2009

Drafting Review Document - June 2009

Dosti Equality Group Report – July 2009

Resident Focus Group Report – April 2009

Resident Young Peoples Focus Group Report – May 2009

Input Sources and References

Criteria to Formulate Objectives

June 17th 2009 Partnership Event Presentation and Evaluation

June 17th 2009 Partnership Workshop Feedback and Responses

Final Strategic Priorities and Objectives Templates

Sustainability Appraisal – July 2009

Spatial Assessment – July 2009

Actions and Processes suggested during Review Process

Produced by Dudley Community Partnership August 2009